



AFFIN

50TH ANNUAL GENERAL MEETING



22 APRIL 2026

OUR METAMORPHOSIS JOURNEY

Datuk Wan Razly Abdullah
President
& Group Chief Executive Officer





Our ambition is to be a **Modern and Progressive Banking Group.**

The cover signifies **AFFIN Group's** commitment, through **FINTURA**, to empowering the next generation of Malaysians with the confidence, knowledge, and foundation to build a financially secure future.





Our Metamorphosis Journey

Anything we Imagine it to be



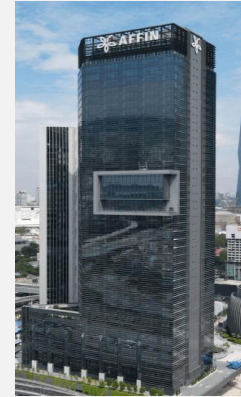
Old HQ
2020



Single Banking Model
2021



Triple Banking Branches
2022



New HQ
2023



Sarawak Regional Office
2025



Sabah Regional Office, Asset Management & Private Equity
2026

- Starting Unrivalled Customer Service
- Cleaning Up The Balance Sheet :
 - Reducing Cost of Funds
 - Improving Asset Quality

- Stabilising Digital Capabilities
- Hunting for CASA
- Building Loan Loss Coverage

- Building Leading Digital Capabilities
- Starting Our ESG Game
- Growing our CASA

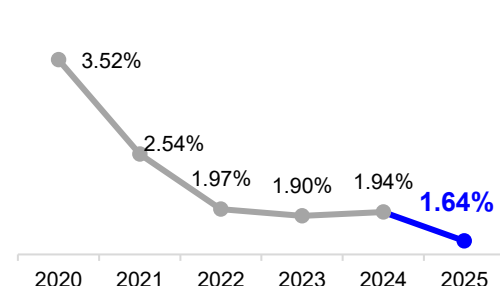
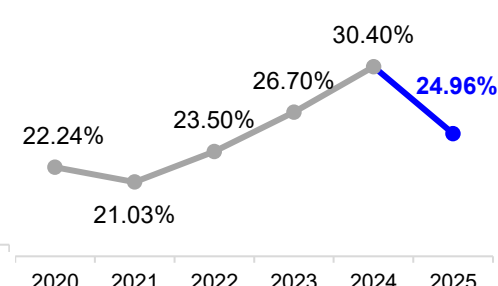
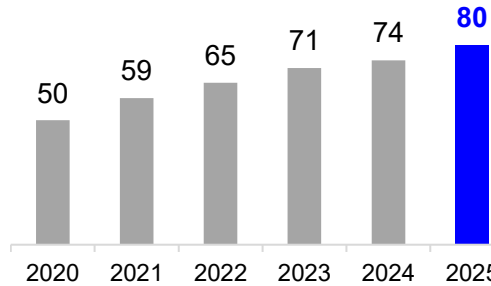
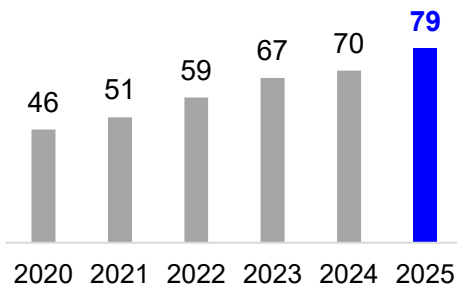
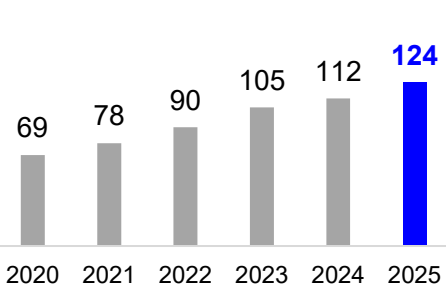
Total Assets (RM bn')

Total Loans (RM bn')

Total Deposits (RM bn')

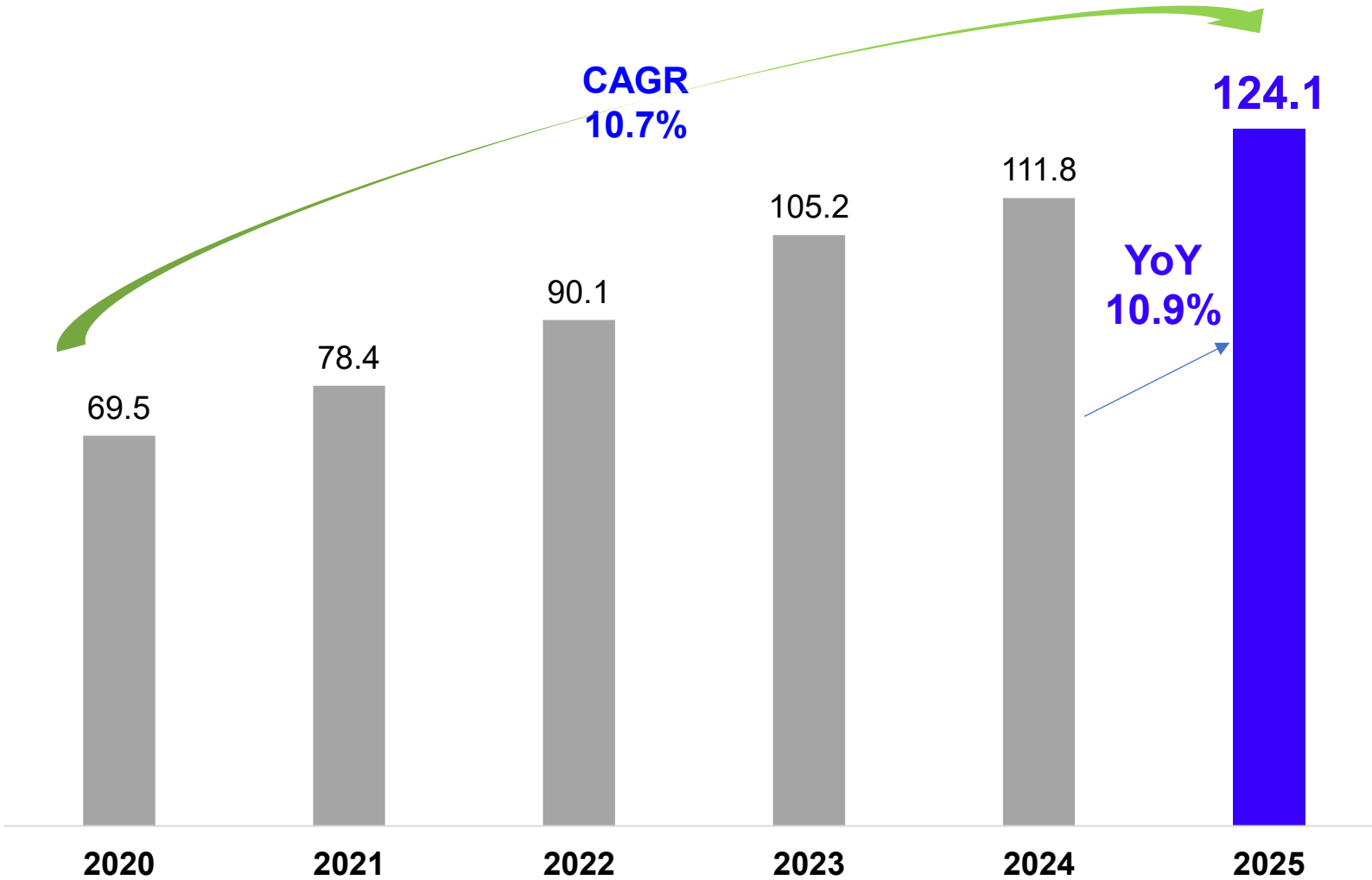
CASA Ratio

Gross Impaired Loans (GIL)



Reinforcing the Group's Asset Growth Momentum

Total Assets (RM bn')

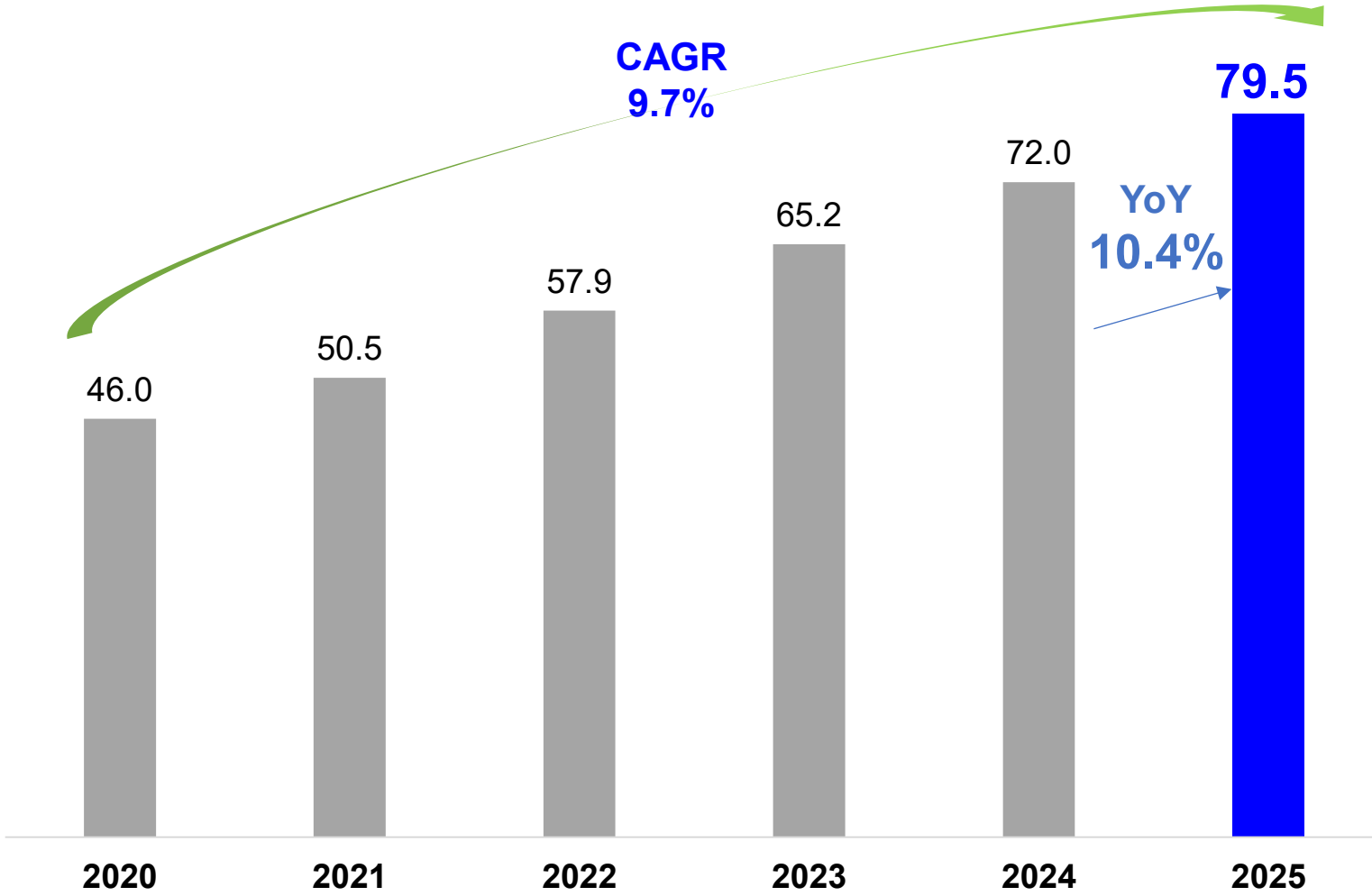


- Total assets registered a robust CAGR growth of 10.7%, reflecting the successful onboarding of new clients across multiple segments.
- This increase underscores new client names joining the portfolio, contributing positively to the overall balance sheet expansion and reinforcing the Group's asset growth momentum



Loan Growth

Total Loans (RM bn')

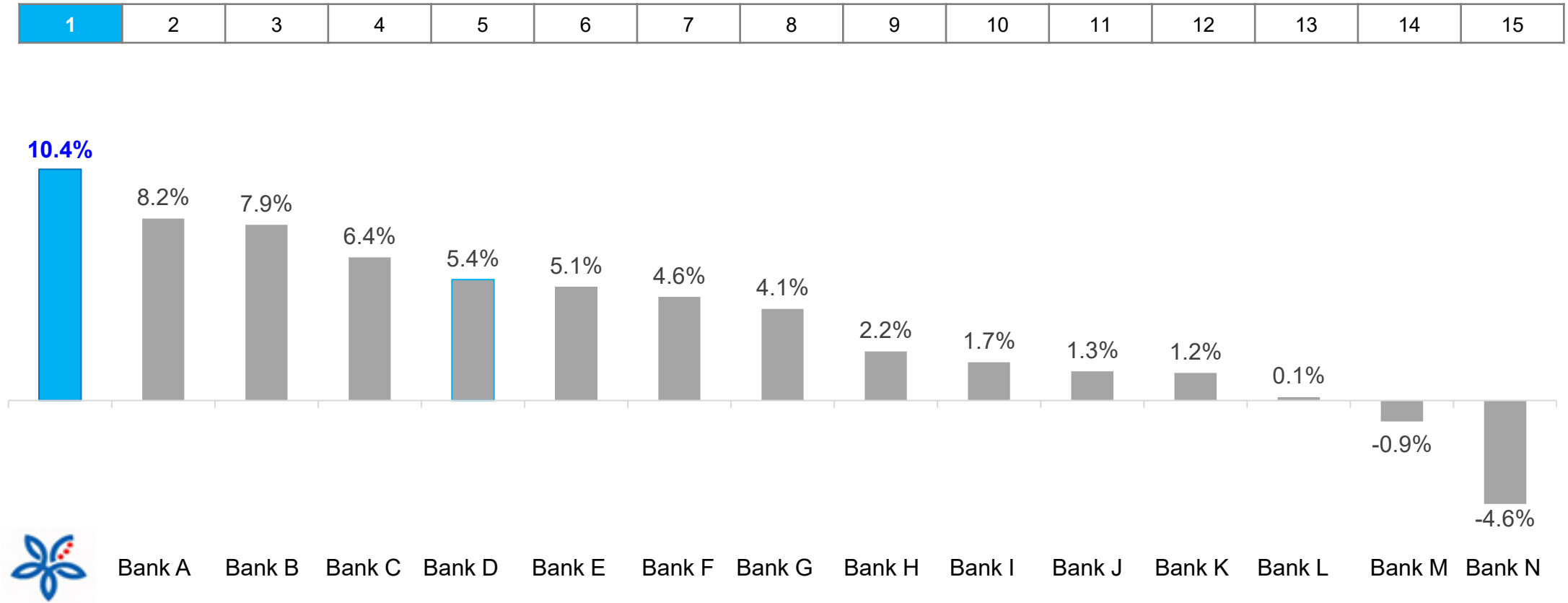


- Total Loans FY2025 grew 10.4% YoY with more new clients name onboarded.
- This growth reflects the continued effectiveness of our business acquisition strategies and relationship management initiatives, resulting in a larger and more diversified loan portfolio.



Loan Growth in the Industry for FY2025

LOAN GROWTH (%)



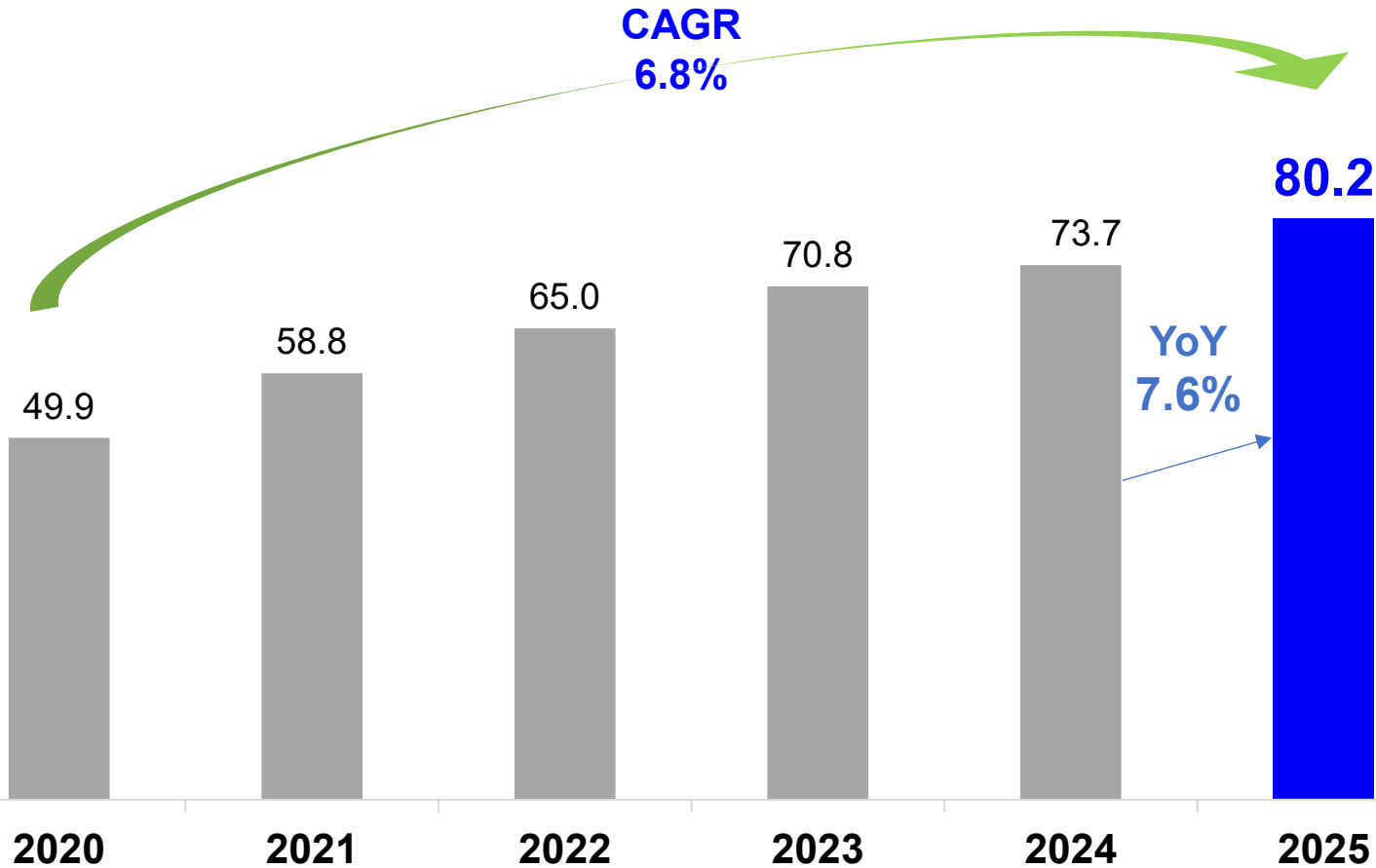
Average industry loan growth excluding AFFIN is 3.1%



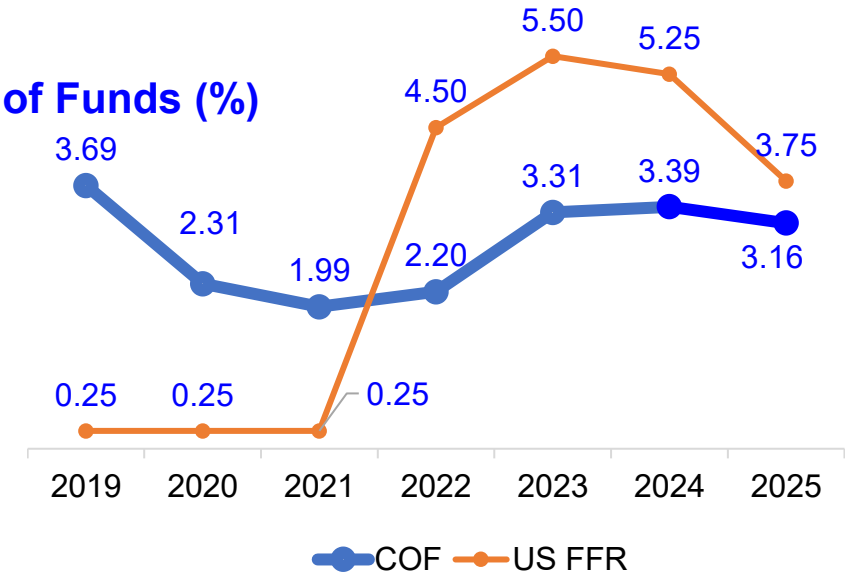


Building the Deposits Franchise

Total Deposits (RM'bil)



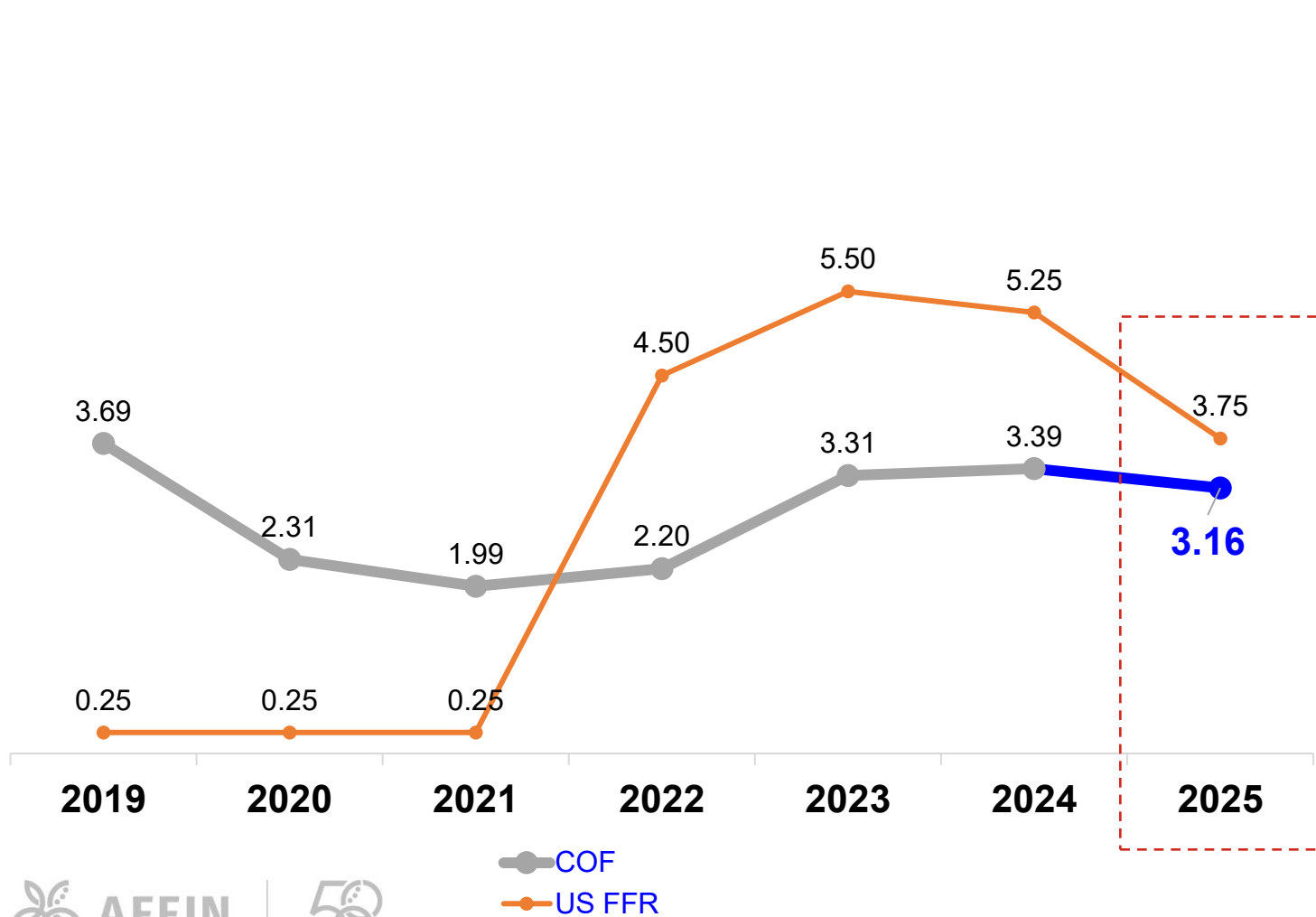
Cost of Funds (%)



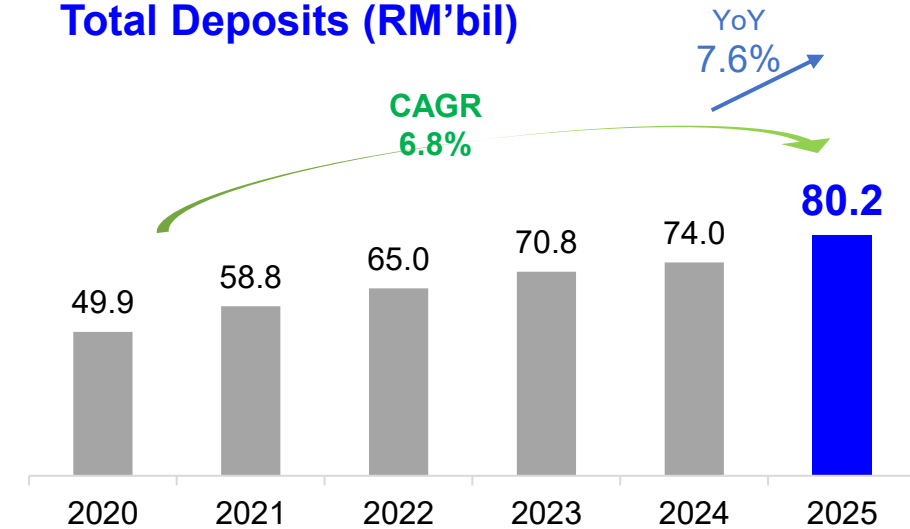
- Total deposits recorded an increase over last 6 years. However, the Cost of Deposit has been increasing by the elevated Federal Reserve Rates (FFR).
- The bank needs to acquire on low-cost CASA as a bigger % of total deposits.

Federal Reserve vs AFFIN Cost of Funds (COF)

Cost of Funds (%)



Total Deposits (RM'bil)



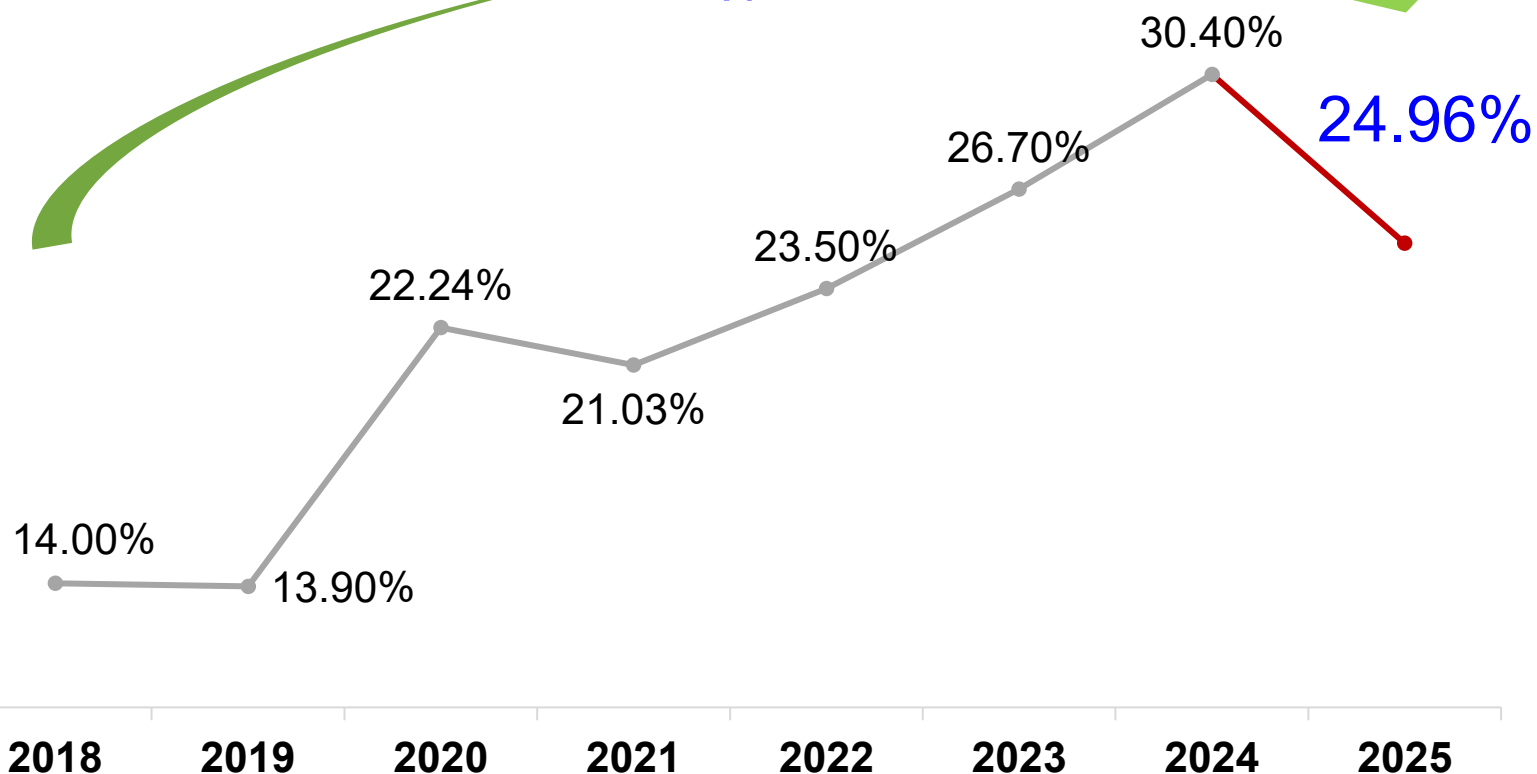
- The U.S. FFR has increased its benchmark federal funds rate significantly since 2019, reversing years of ultra-low borrowing costs.
- The rate was slashed to 0.25 percent in 2020 to support economic recovery during the COVID-19 crisis.
- This represents a rise of 150 basis points compared with 2019 levels, highlighting the sharp policy shift from monetary easing to restraint to stabilize prices and moderate economic growth.



CASA Ratio Fell as Customers Shift into Fixed Deposits

Casa Ratio (%)

CAGR
2.2%

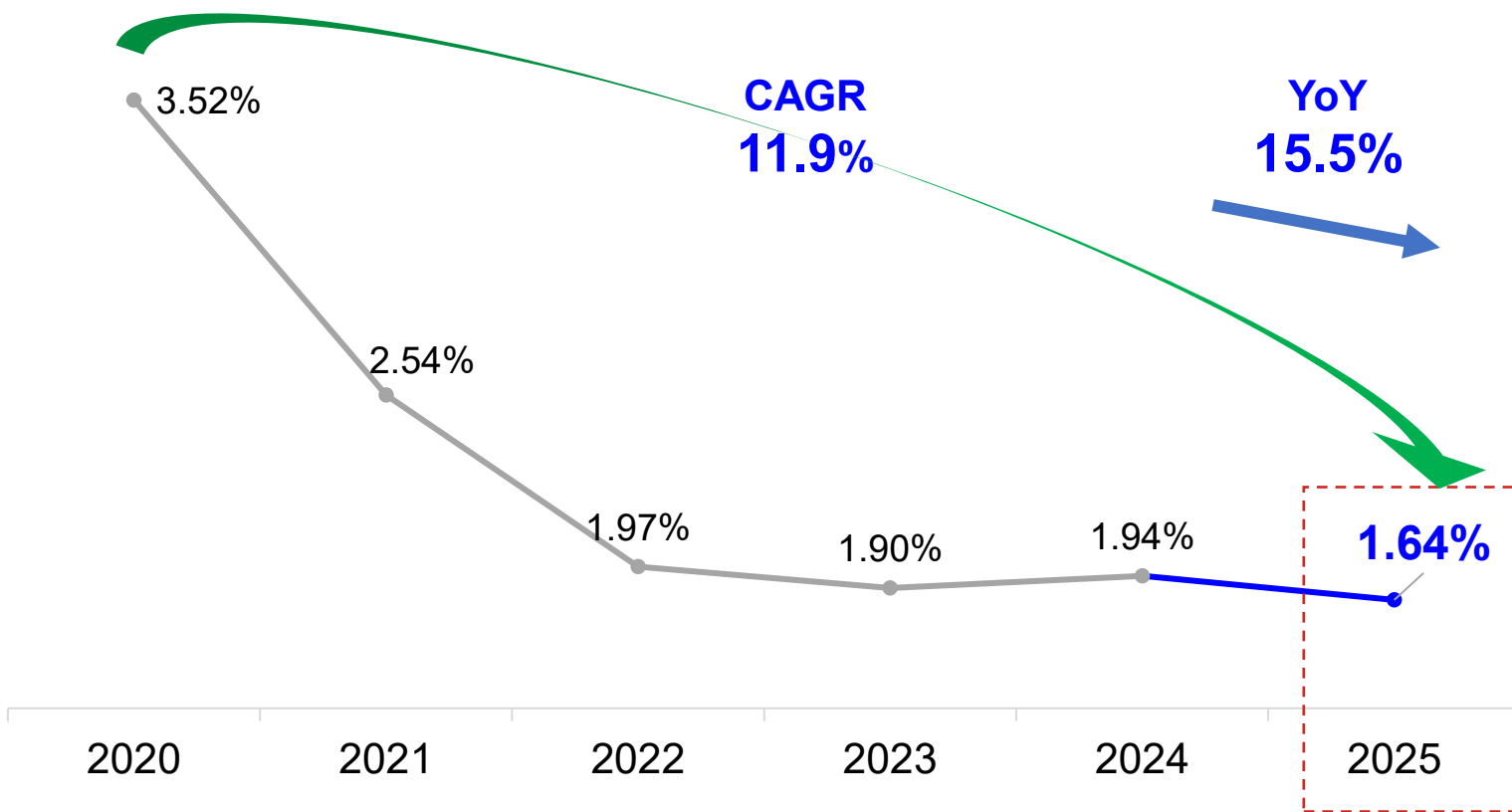


- To accelerate CASA momentum, we are expanding our franchise through our 145 branches optimising digital adoption via AFFINAlwaysX and AFFINMax.



Defending Asset Quality

Gross Impaired Loans (%)



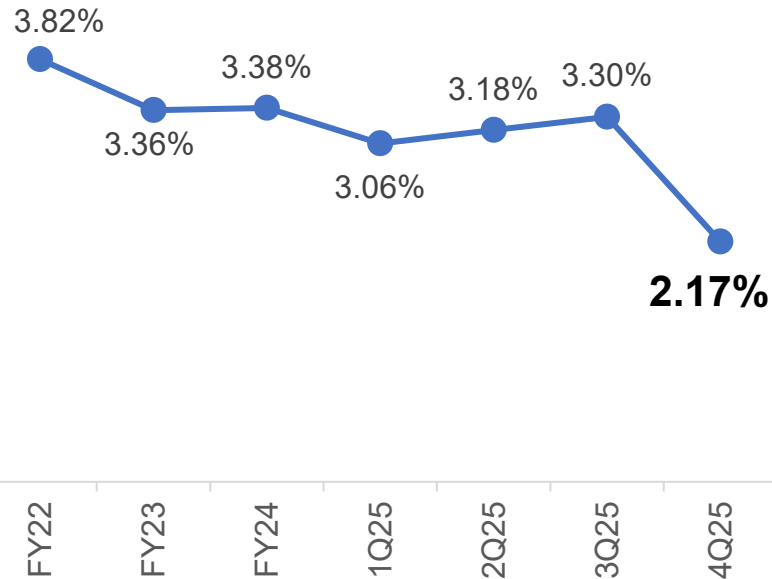
- Despite weak economic conditions in 2025 for SMEs and mortgages, AFFIN continues to improve its GIL ratio



Improved Corporate GILs Arising from Recoveries

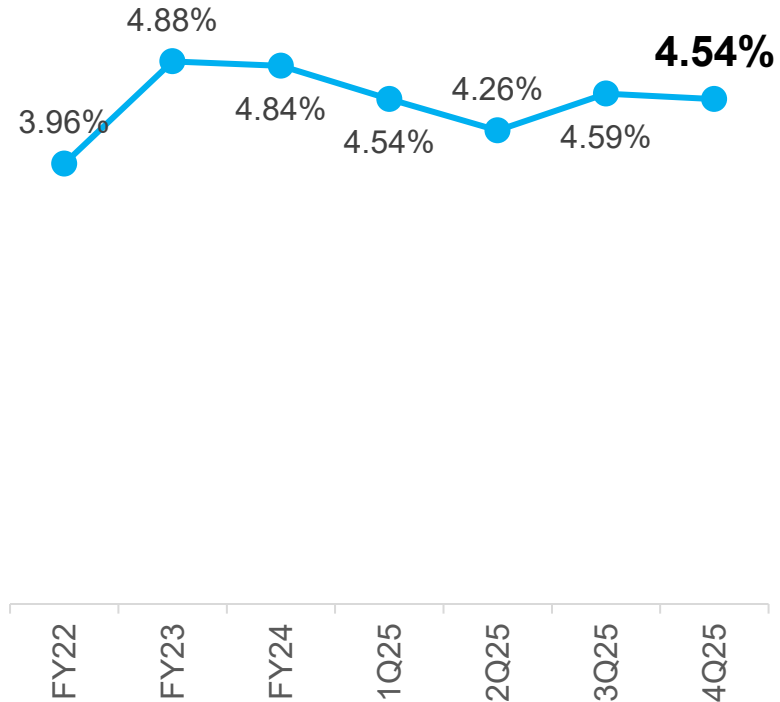
Gross Impaired Loans/Financing Ratio (%)

Corporate



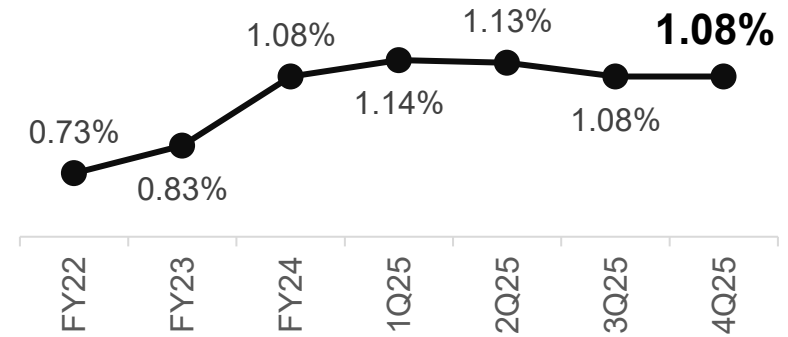
- Decrease mainly driven by settlement from borrowers.

Enterprise



- Slight drop attributed to higher year-on-year loan base.

Community



- Recovery efforts reduce GIL during the year.



Income Statement FY2025

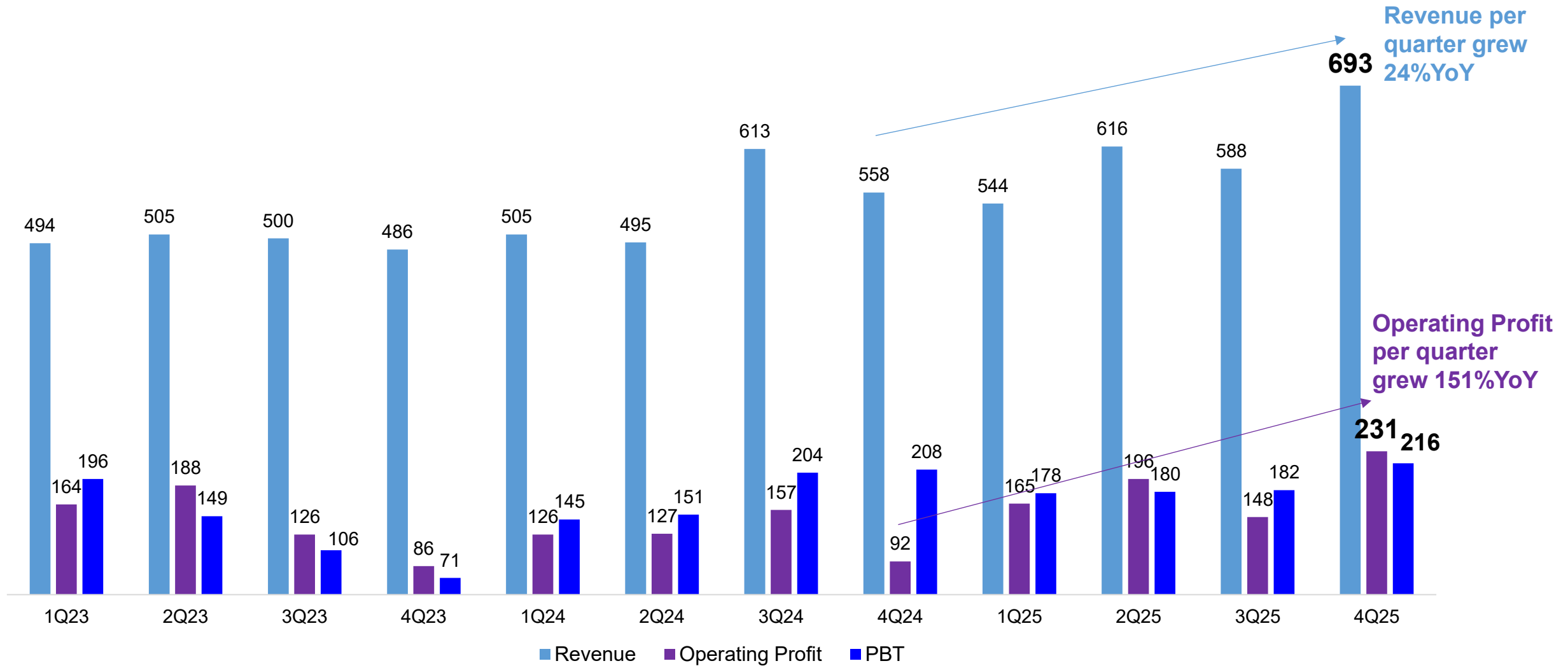
RM Million	Quarter		QoQ	YTD		YoY
	3Q25	4Q25	(%)	FY24	FY25	(%)
Net Interest Income	207.6	248.3	19.6	826.4	874.8	5.9
Income from Islamic Banking Business	217.6	232.6	6.9	691.1	866.8	25.4
<i>of which :</i>						
<i>Net Profit Income</i>	156.0	169.7	8.8	546.6	633.4	15.9
<i>Other Operating Income</i>	61.6	62.9	2.1	144.5	233.4	61.5
Other Operating Income	162.8	212.4	30.5	652.2	699.9	7.3
<i>of which :</i>						
<i>Net Fee and Commission Income</i>	74.0	90.9	22.8	297.9	283.1	(5.0)
<i>Net Gains on Financial Instruments</i>	82.4	83.1	0.8	212.1	291.0	37.2
<i>Foreign Exchange and Other Income</i>	6.4	38.4	500.0	142.2	125.8	(11.5)
Net Income	588.0	693.3	17.9	2,169.7	2,441.5	12.5
Operating Expenses	(440.1)	(462.7)	(5.1)	(1,668.1)	(1,702.0)	(2.0)
Operating Profit	147.9	230.6	56.0	501.6	739.5	47.4
Allowances for Impairment Losses	34.7	(16.5)	(147.6)	151.4	(31.2)	(120.6)
Share of results of Associate	2.0	4.0	100.0	54.7	52.4	(4.2)
Zakat	(2.5)	(2.5)	-	(6.7)	(5.0)	(25.4)
Profit Before Taxation	182.1	215.6	18.4	701.0	755.7	7.8
Taxation	(37.1)	(88.0)	137.2	(191.3)	(215.5)	12.7
Profit After Taxation	145.0	127.6	12.0	509.7	540.2	6.0

14.8%



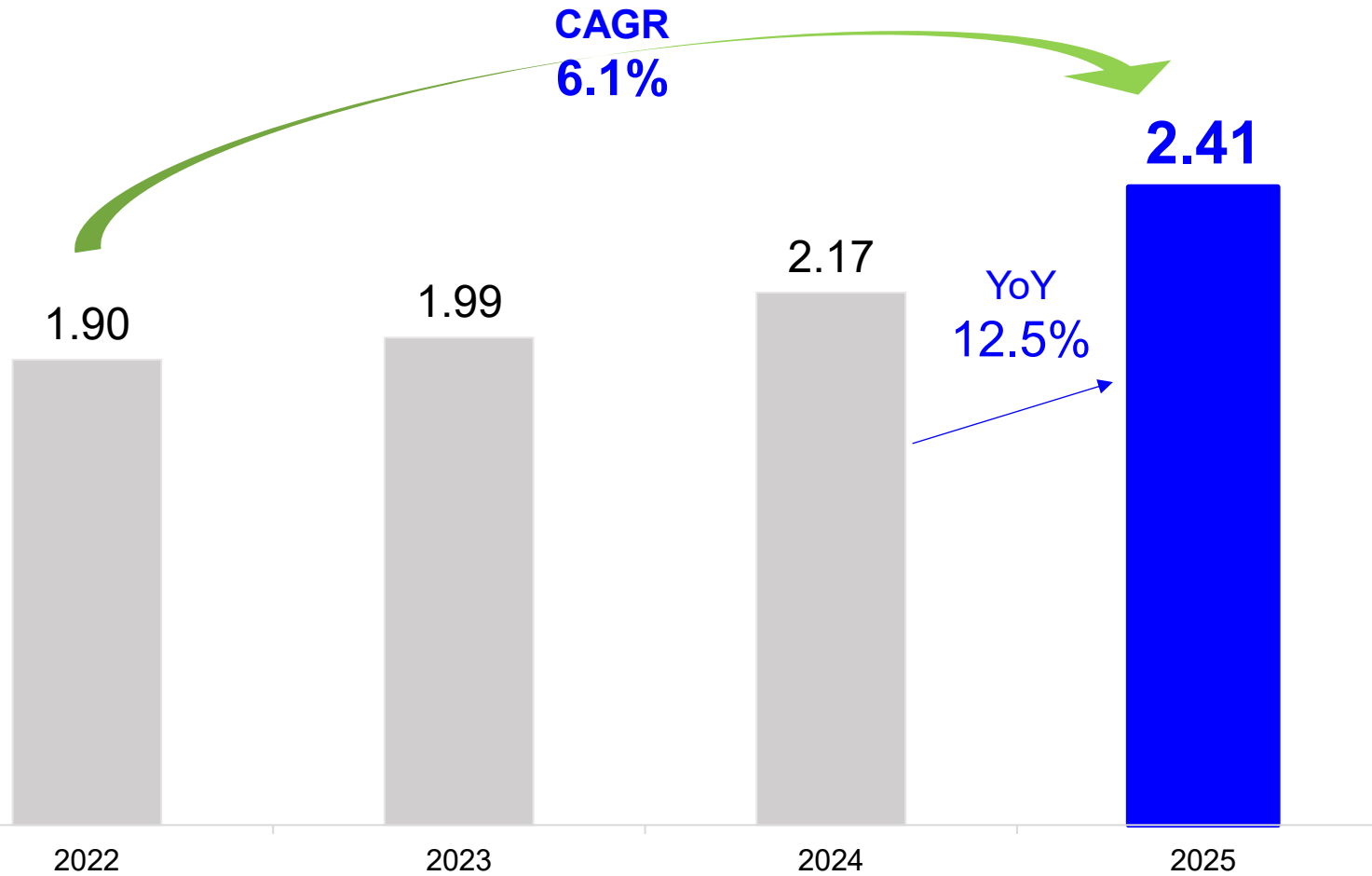


Quarterly Revenue, Operating Profit & Profit Before Tax Trend (RM m)



The Bank Achieved Its New Record Revenue Level

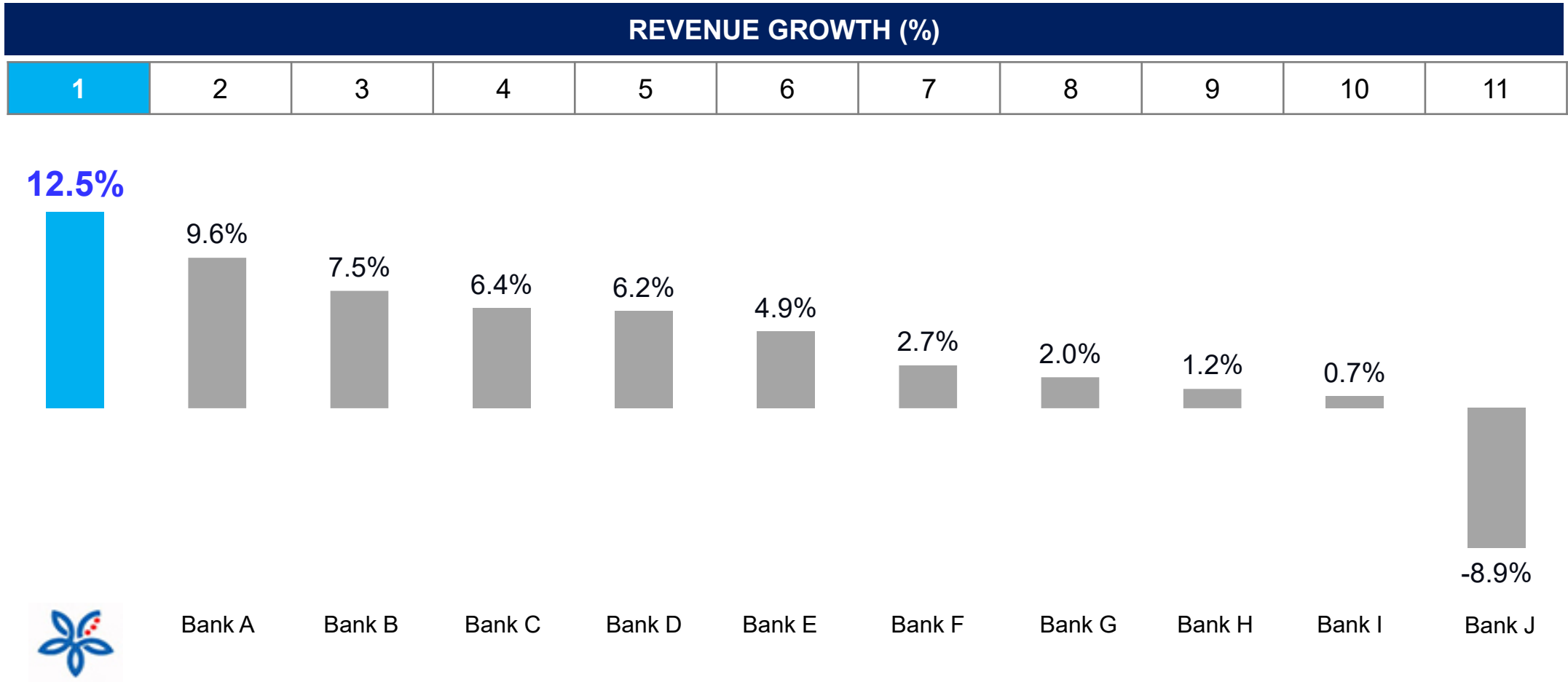
Revenue (RM'bn)



• The Bank achieved its new record earnings, marking a new milestone in financial performance and reflecting strong business momentum across all key segments.



AFFIN Achieves Highest Revenue Growth in the Industry in FY2025

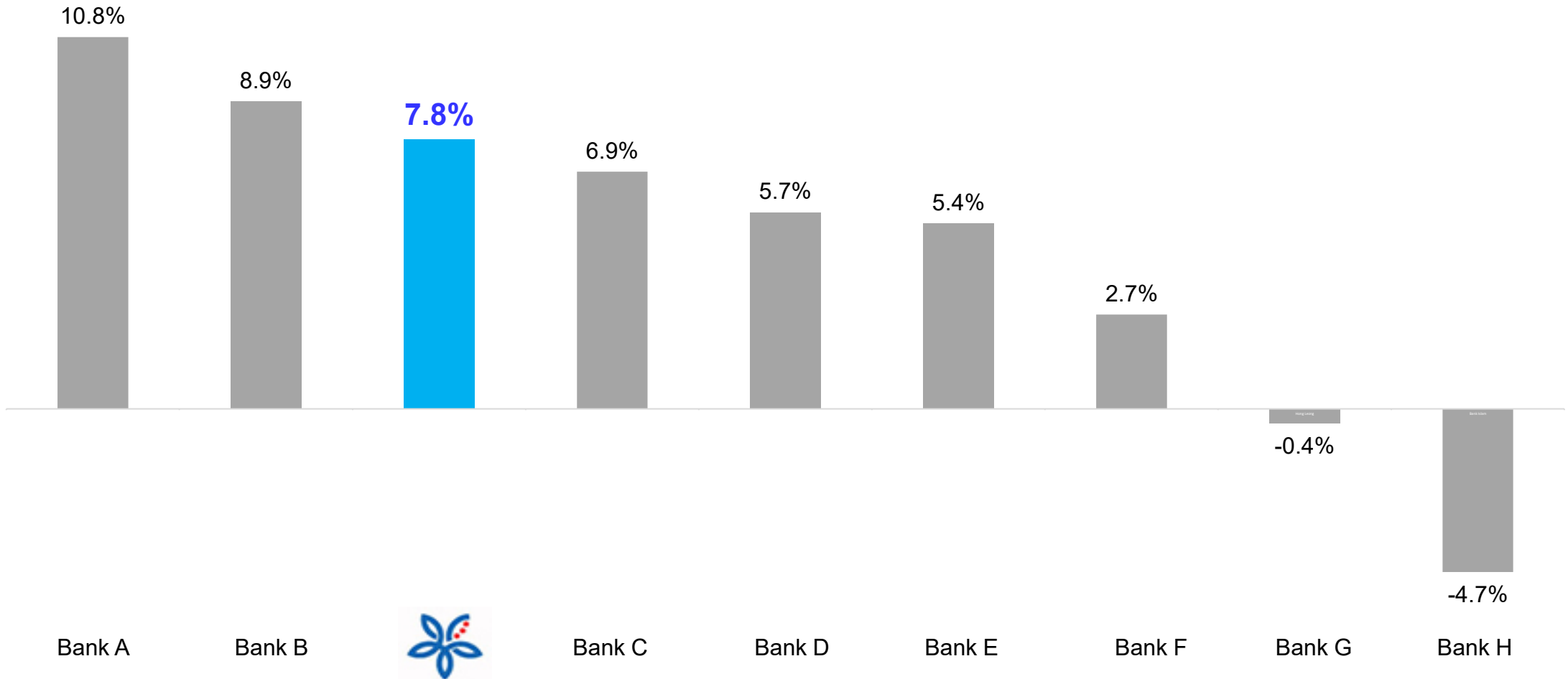




AFFIN PBT is growing 7.8% YoY in FY2025

PBT GROWTH (%)

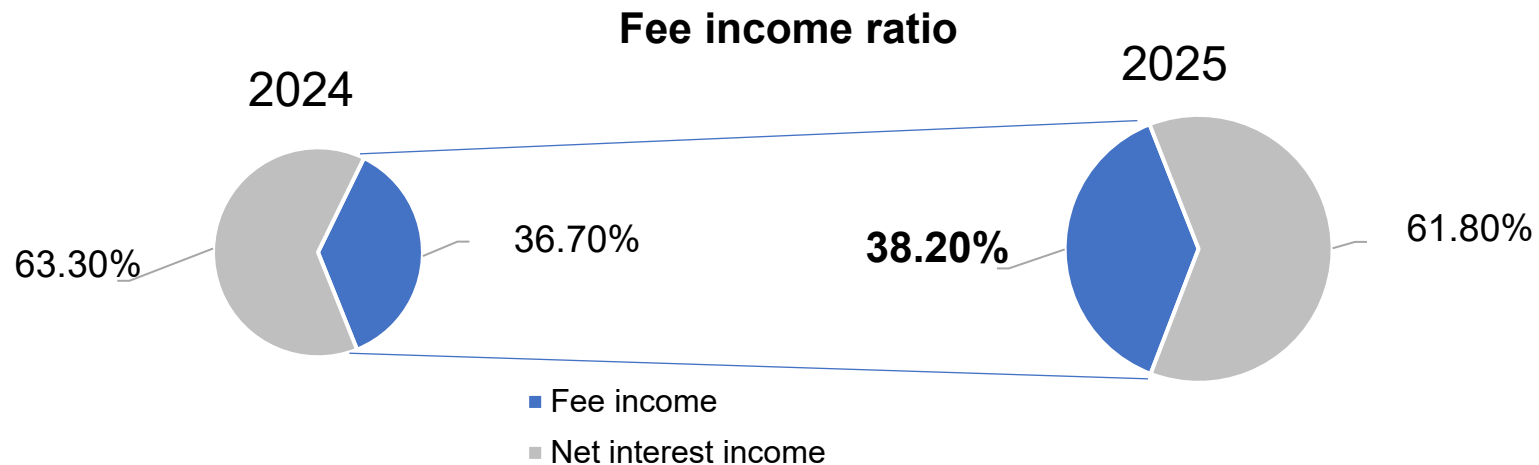
1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---





Higher Gains on Investments in Group Fee Income (inclusive of AIBB)

RM Million	Quarter		QoQ	YTD		YoY
	3Q2025	4Q2025	%	FY24	FY25	%
Fees & Commission	38.4	53.4	39.1	167.6	160.1	(4.5)
Stockbroking @ net brokerage	26.0	24.4	(6.2)	95.8	86.0	(10.2)
Wealth income	14.7	14.1	(4.1)	44.4	50.3	13.3
Advisory income	10.3	19.4	88.3	41.3	50.5	22.3
Net Fee and Commission Income	89.4	111.3	24.5	349.1	346.9	(0.6)
Net Gains on Financial Instruments	108.8	113.1	4.0	243.1	393.0	61.7
Foreign Exchange and Other Income	26.2	50.9	94.3	204.5	193.4	(5.4)
Other Operating Income	224.4	275.3	22.7	796.7	933.3	17.1
Fee Income Ratio	38.2%	39.7%	1.5	36.7%	38.2%	1.5





AFFIN Hwang IB - Recent Accolades

Debt Capital Market

Ranked

#5

Malaysia Bond Market 2025

Year	2021	2022	2023	2024	2025
League Table Ranking* (#)	11th	8th	5th	8th	5th
Total Issue Size (RM' bil)	9,540	13,289	5,015	10,886	17,184
Total Number of Issuances	42	85	37	38	52

Note: *Based on league credit

RAM League Table for Corporate Bonds Issued in 2024
by Programme Value

Rank	Financial Institution	Programme Value (RM)	%
1	Maybank Investment Bank Berhad	12,000,000,000	31.4%
2	CIMB Investment Bank Berhad	9,000,000,000	23.6%
3	Affin Hwang Investment Bank Berhad	7,500,000,000	19.6%
4	OCBC Al-Amin Bank Berhad	3,000,000,000	7.9%
5	United Overseas Bank (Malaysia) Berhad	2,500,000,000	6.5%
6	RHB Investment Bank Berhad	1,500,000,000	3.9%
7	AmlInvestment Bank Berhad	1,170,000,000	3.1%
8	Public Investment Bank Berhad	592,500,000	1.6%
9	Hong Leong Investment Bank Berhad	500,000,000	1.3%
10	Alliance Islamic Bank Berhad	330,000,000	0.9%
11	MIDF Amanah Investment Bank Berhad	92,500,000	0.2%
Total		38,185,000,000	100.0%

RAM League Table for Sukuk Issued in 2024
by Programme Value

Rank	Financial Institution	Programme Value (RM)	%
1	Maybank Investment Bank Berhad	12,000,000,000	33.6%
2	CIMB Investment Bank Berhad	9,000,000,000	25.2%
3	Affin Hwang Investment Bank Berhad	5,000,000,000	14.0%
4	OCBC Al-Amin Bank Berhad	3,000,000,000	8.4%
5	United Overseas Bank (Malaysia) Berhad	2,500,000,000	7.0%
6	RHB Investment Bank Berhad	1,500,000,000	4.2%
7	AmlInvestment Bank Berhad	1,170,000,000	3.3%
8	Public Investment Bank Berhad	592,500,000	1.7%
9	Hong Leong Investment Bank Berhad	500,000,000	1.4%
	Alliance Islamic Bank Berhad	330,000,000	0.9%
10	MIDF Amanah Investment Bank Berhad	92,500,000	0.3%
Total		35,685,000,000	100.00%

Ranked

#3

RAM League Table 2024



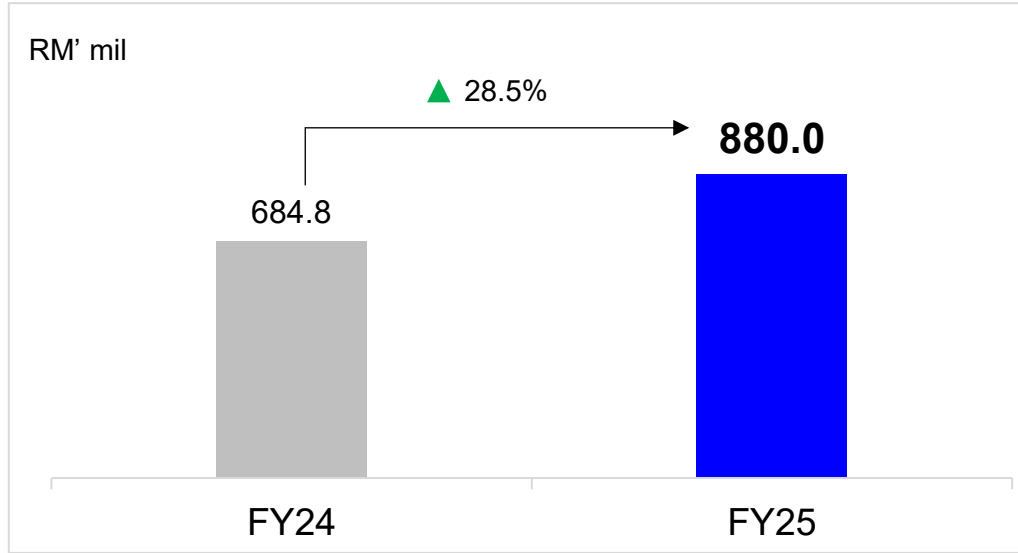
Profit Before Tax (PBT) Contribution by Subsidiaries and Associates

Entity (RM'm)	Quarter		QoQ %	YTD		YoY %
	3Q25	4Q25		FY24	FY25	
AFFIN Bank Berhad	61.1	43.6	(28.6)	319.4	289.6	(9.3)
AFFIN Islamic Bank Berhad	129.3	134.9	4.3	323.3	449.7	39.1
AFFIN Hwang Investment Bank Berhad	25.2	41.4	64.3	150.6	103.2	(31.5)
Generali Group	2.0	4.0	100.0	54.7	52.4	(4.2)
AFFIN Moneybrokers Sdn Bhd	1.0	0.9	(10.0)	1.7	2.9	70.6
Consol adjustments	(36.5)	(9.1)	75.1	(148.7)	(142.1)	4.4
PBT	182.1	215.7	18.5	701.0	755.7	7.8

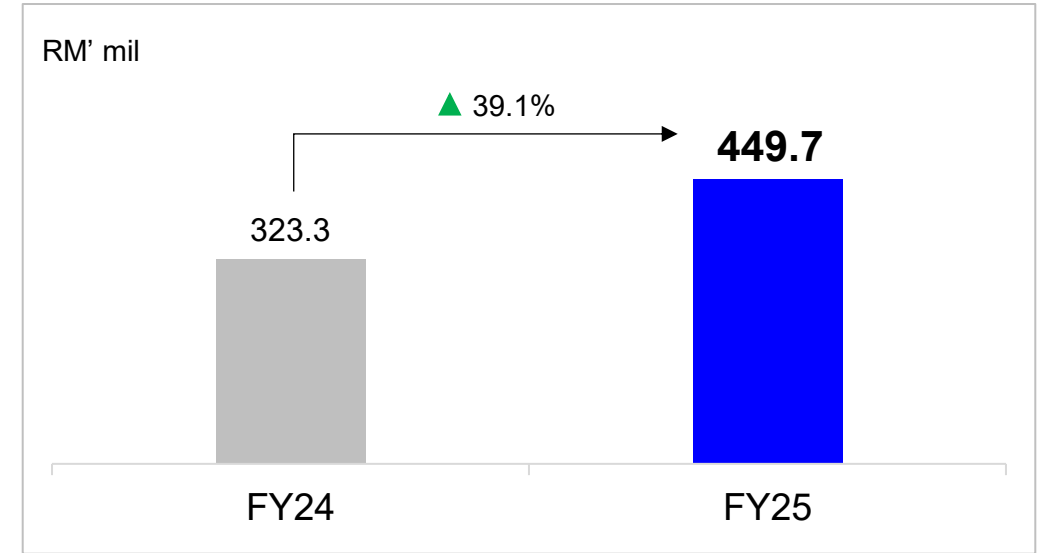


Highest PBT for AiBB for FY2025

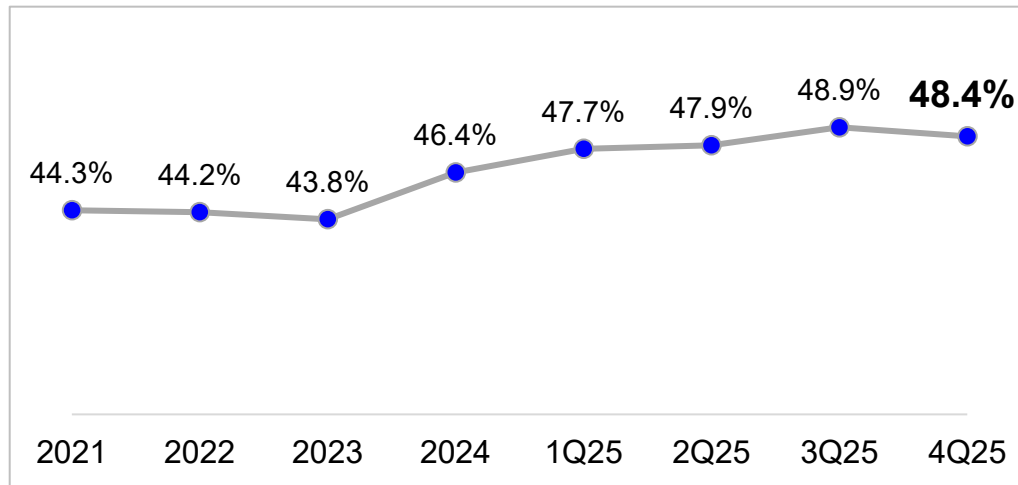
Islamic Income



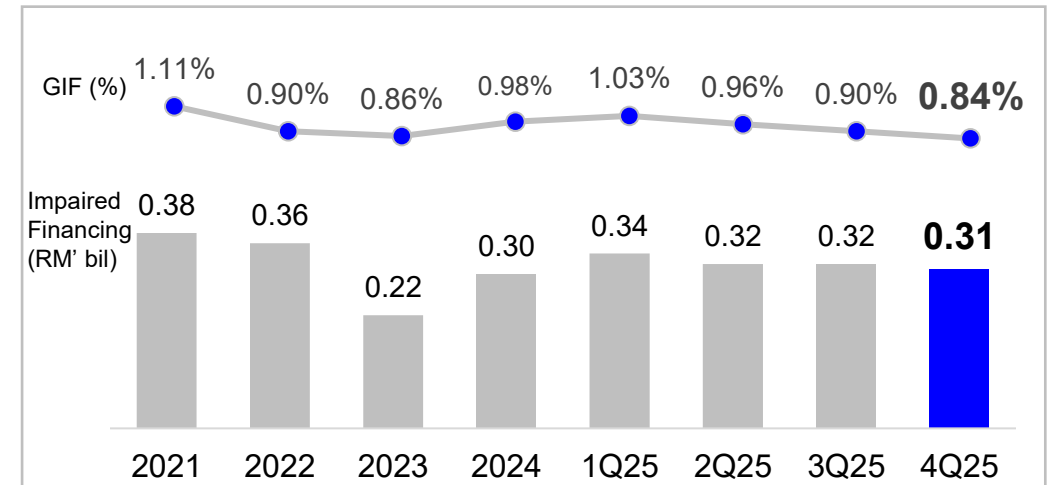
Profit Before Tax



Islamic Financing Composition / Total Gross Financing

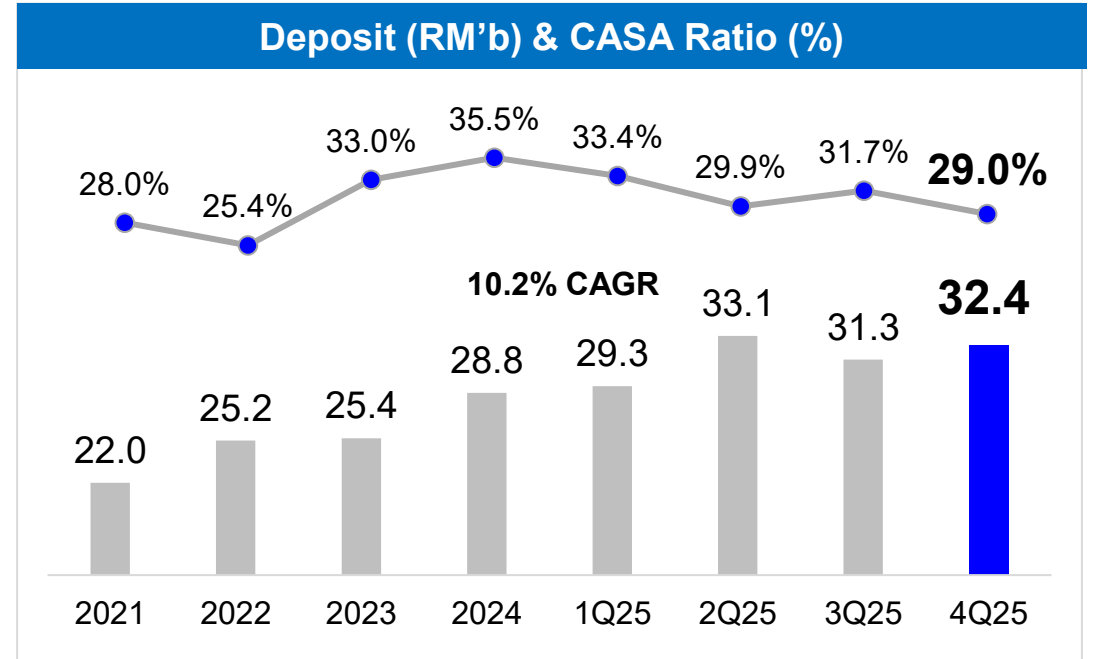
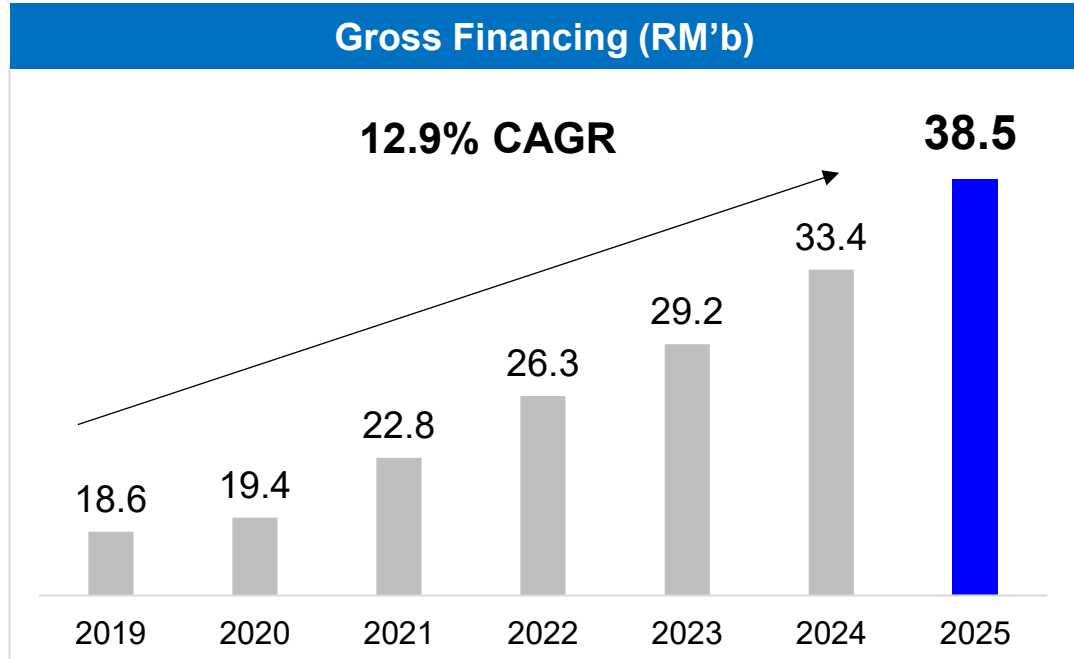


Asset Quality





AFFIN Islamic Bank Financing Growth Momentum Continues



Financing & Deposits (RM'm)	Dec-24	Sep-25	Dec-25	QoQ	YoY
Gross loans, advances & financing	33,405.5	37,188.5	38,523.1	3.6%	15.3%
Deposit from customers	28,762.9	31,292.0	32,390.5	3.5%	12.6%
Of which : Current Account	8,051.5	8,626.5	8,328.4	(3.5%)	3.4%
Savings Account	2,159.8	1,306.2	1,079.3	(17.4%)	(50.0%)
Total CASA	10,211.3	9,932.7	9,407.7	(5.3%)	(7.9%)
Fixed Deposits, NIDs, MMD & CMD	18,551.6	21,359.3	22,982.8	7.6%	23.9%

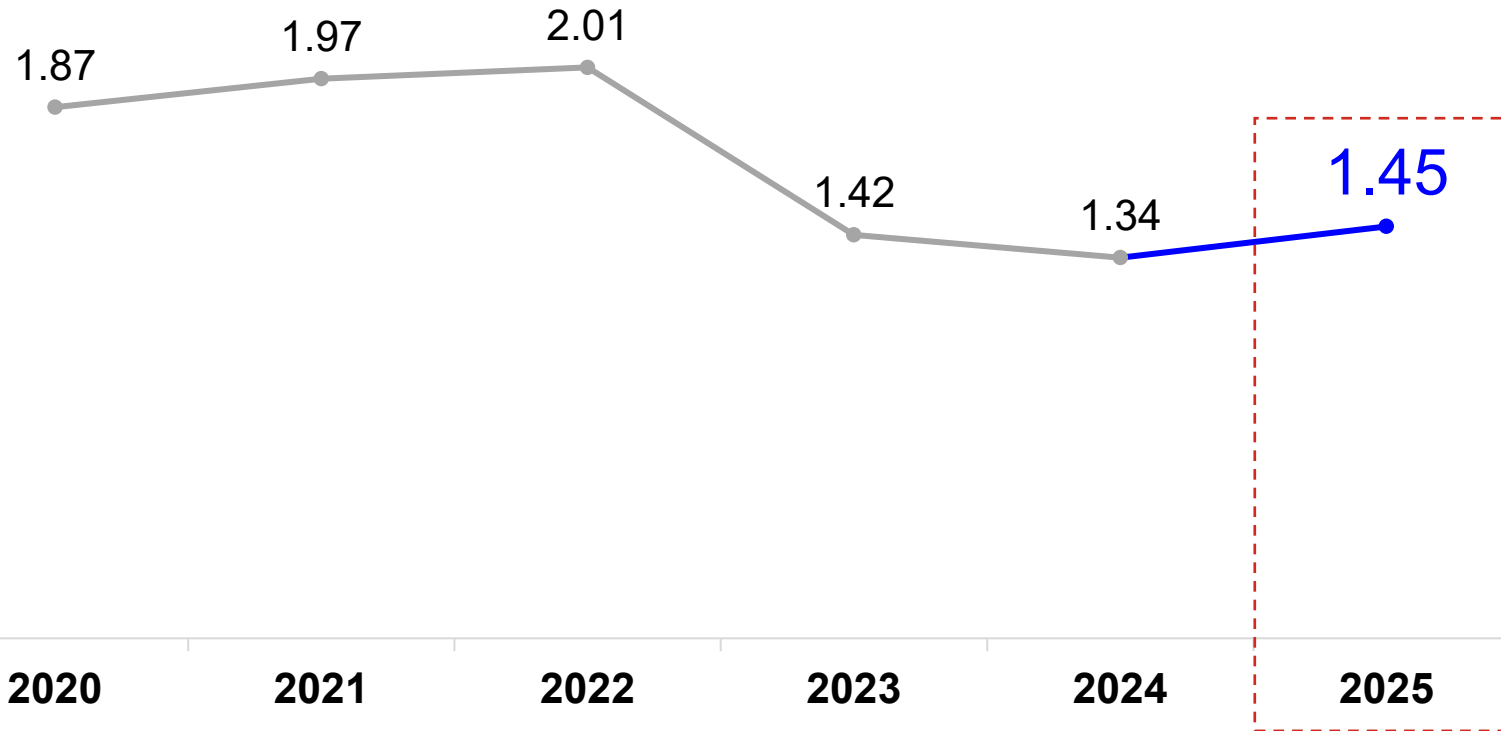




NIM Compression due to High Cost of Funds

Competing with US Federal Fund Rates

Net Interest Margin (%)



The focus must now shift toward maximizing our current engines of growth such as Branches and AFFIN Max (Corporate Internet Banking) to drive stronger CASA acquisition.





Return on Equity Journey of the Banks Only



2020

2021

2022

2023

2024

2025

111 branches

111 branches

115 branches

120 branches

130 branches

145 branches



Ensuring Capital Optimisation to Support Growth

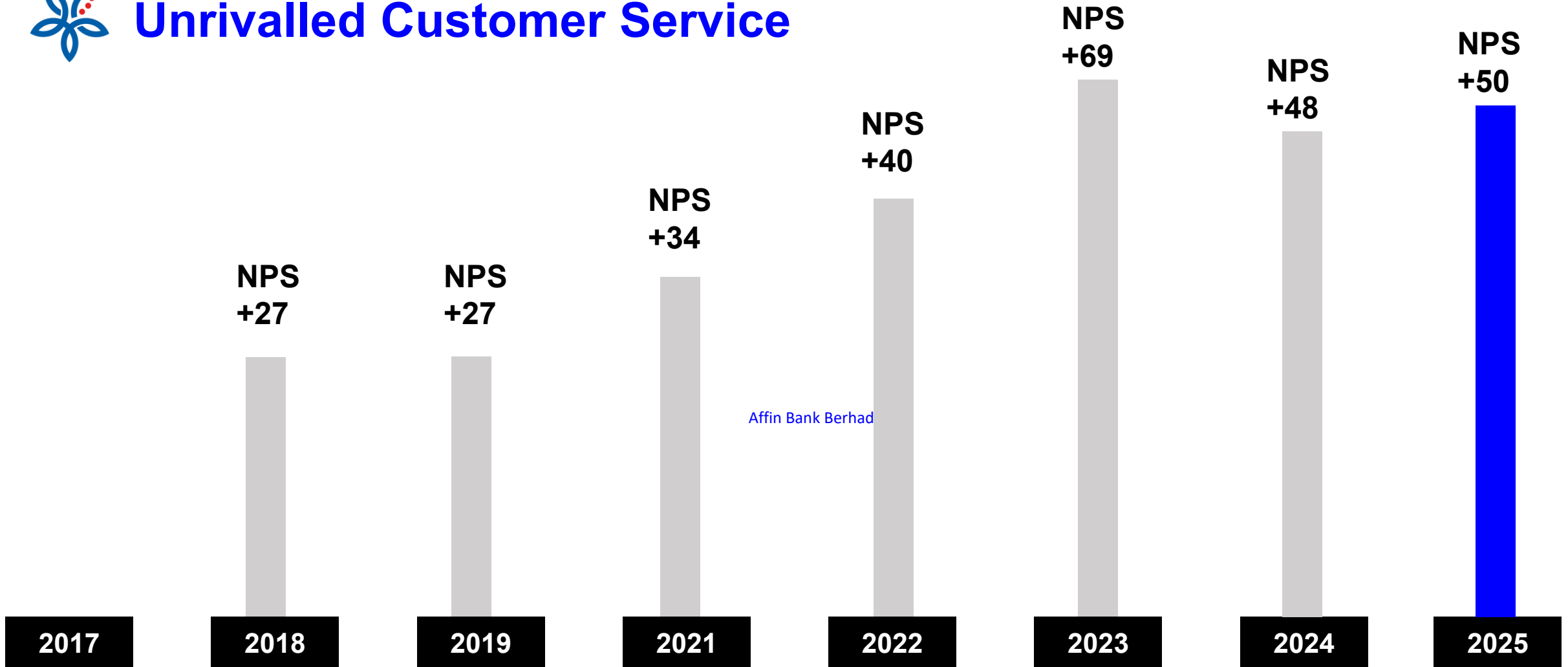
Common Equity Tier 1 (“CET 1”) Capital Ratio, Tier 1 (“Tier 1”) Capital Ratio and Total Capital Ratio of all banking entities within the Group remained above the minimum regulatory requirements.

Ratio (%)		CET 1		Tier 1		Total Capital	
		2024	2025	2024	2025	2024	2025
AFFIN BANK BERHAD	Group	13.22	13.34	14.64	14.70	17.06	17.22
	Bank	12.15	12.82	13.27	13.96	15.26	16.25
AFFIN ISLAMIC BANK BERHAD	Bank	11.73	11.35	13.80	13.19	17.05	16.23
AFFIN HWANG INVESTMENT BANK BERHAD	Group	35.27	37.57	35.27	37.57	35.94	38.38
	Bank	36.70	37.57	36.70	37.57	37.40	38.38





Unrivalled Customer Service



Affin Bank Berhad

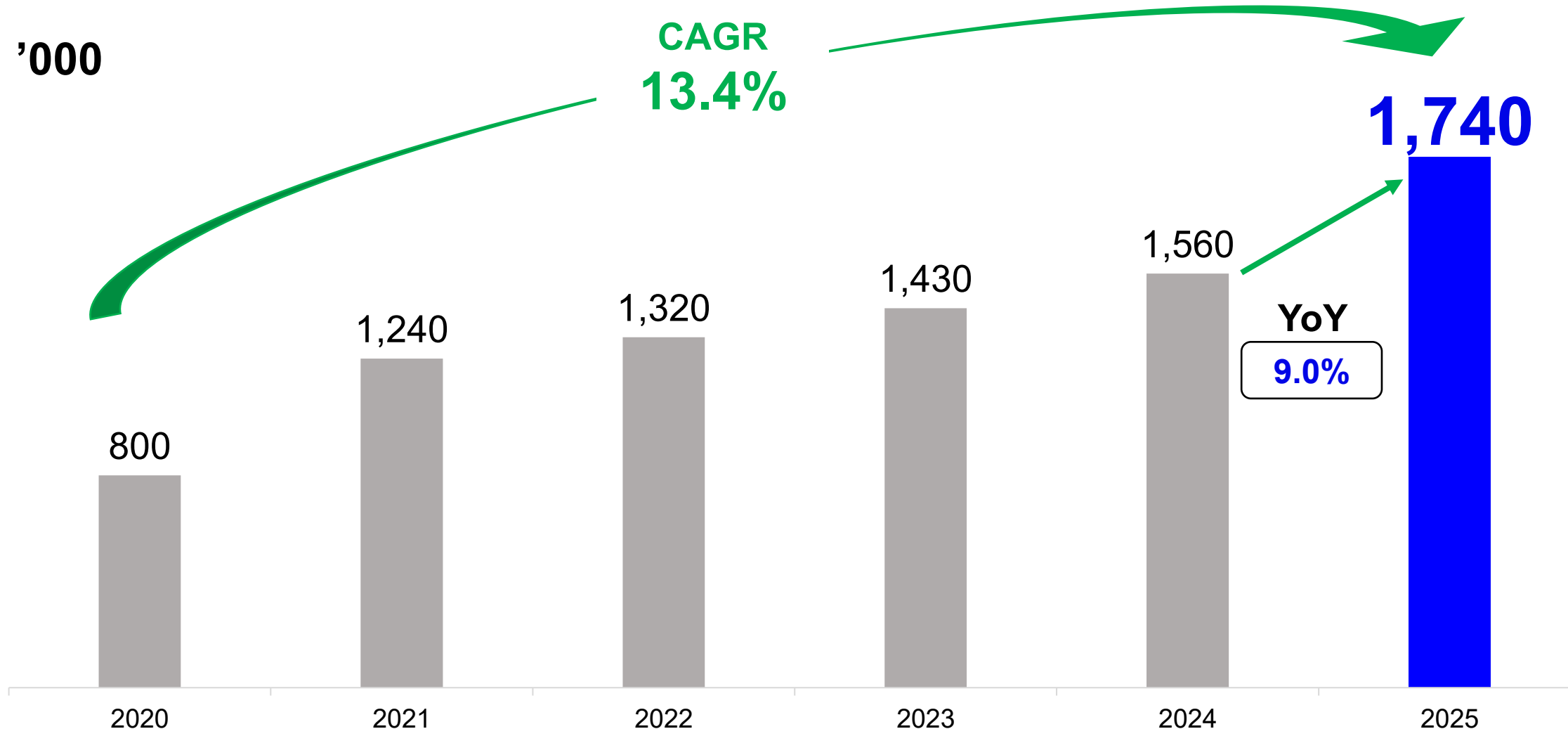
NPS
-19



Number of Customer Significantly Increased to 1.7 mn

'000

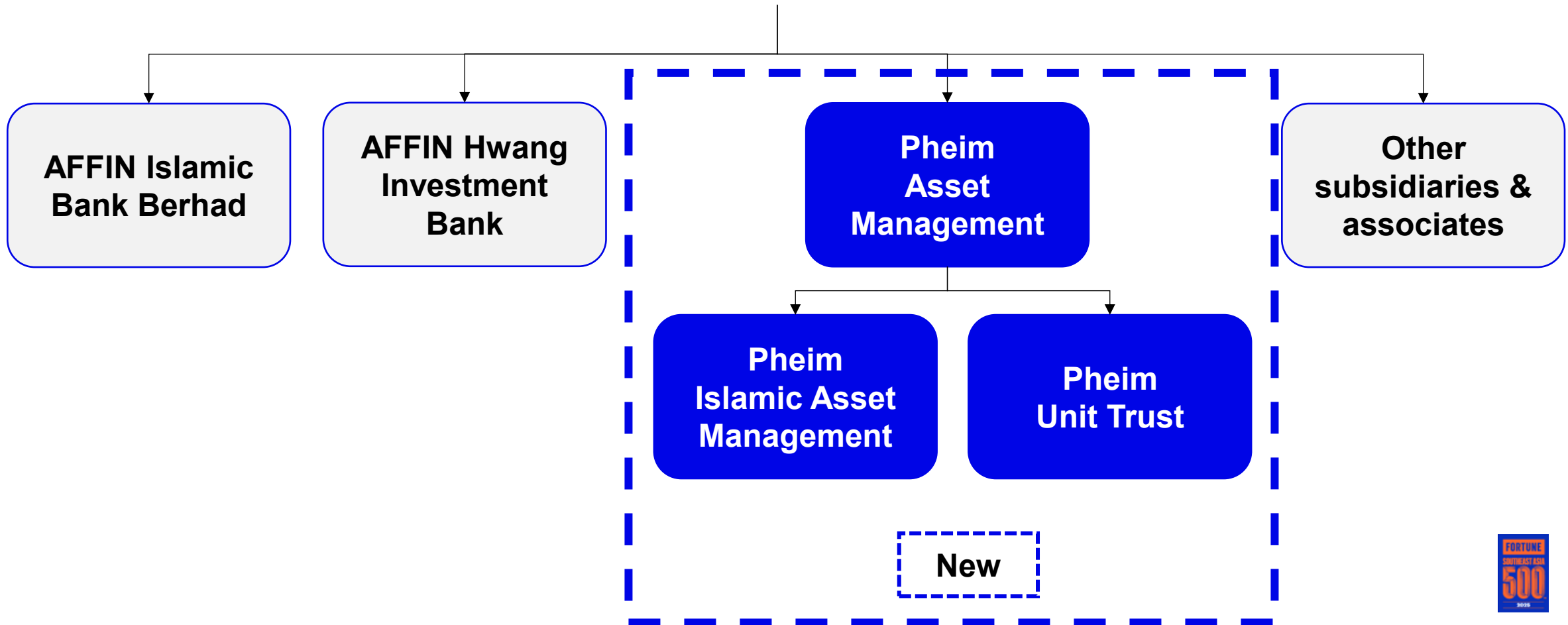
CAGR
13.4%





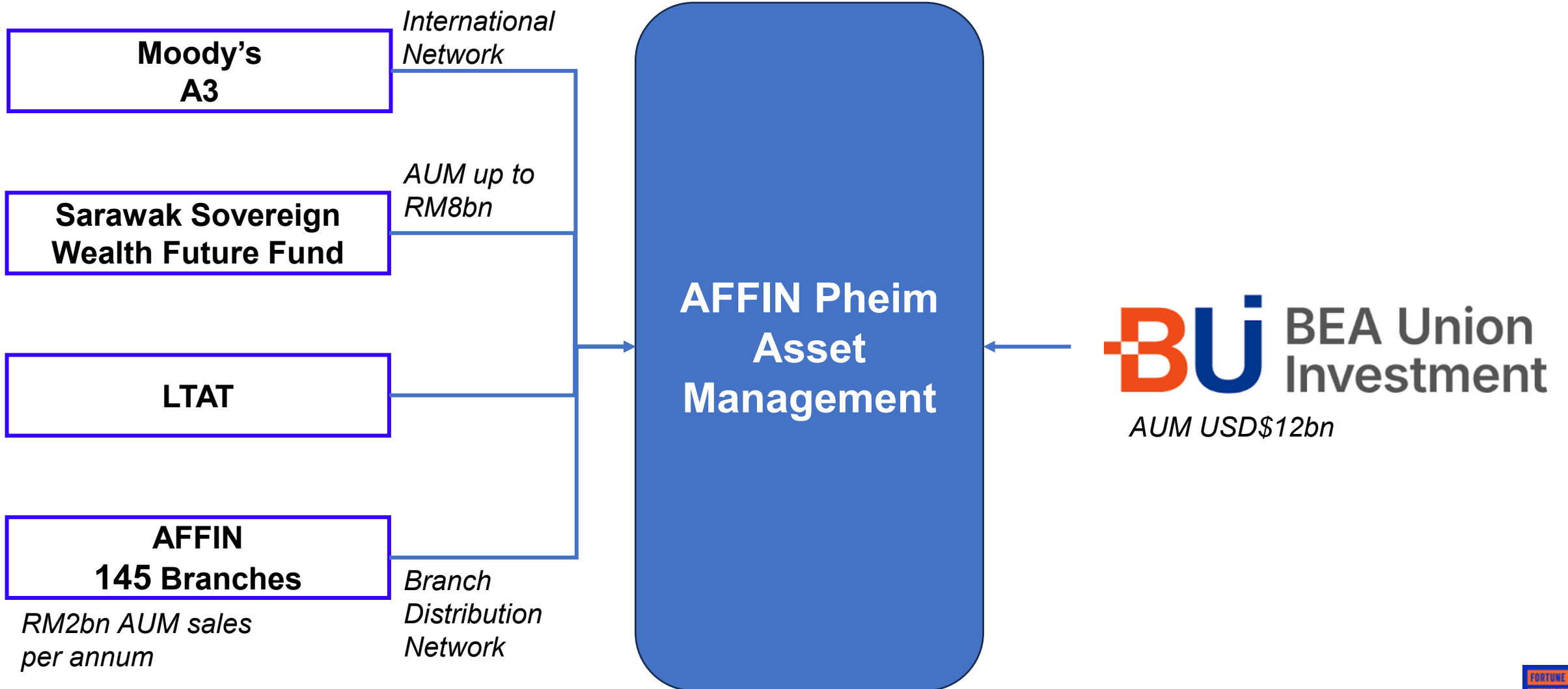
AFFIN PHEIM Asset Management by 22 April 2026

PHEIM Asset Management will become a wholly-owned subsidiary of Affin Bank Berhad





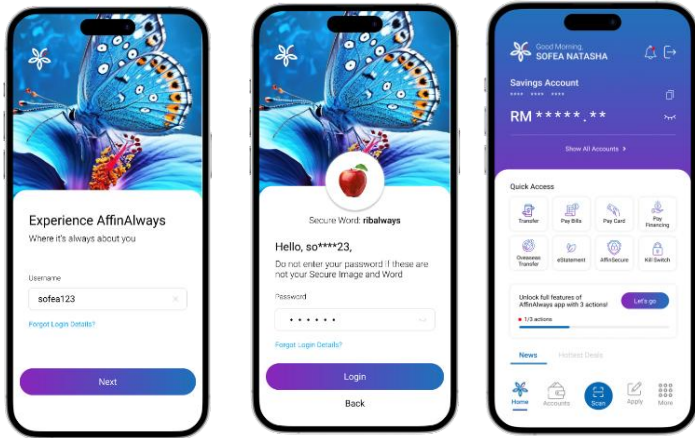
AFFIN Pheim Asset Management Expansion Strategy Leveraging AFFIN's Distribution Network





Digital Leadership that will boost our Business (1/2)

AFFIN Always X App



AFFIN Delivery System (ADS)



New Credit Card System in June 2026



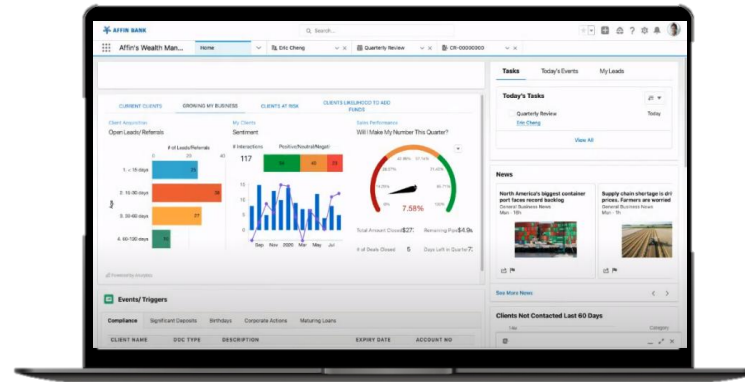


Digital Leadership that will boost our Business (2/2)

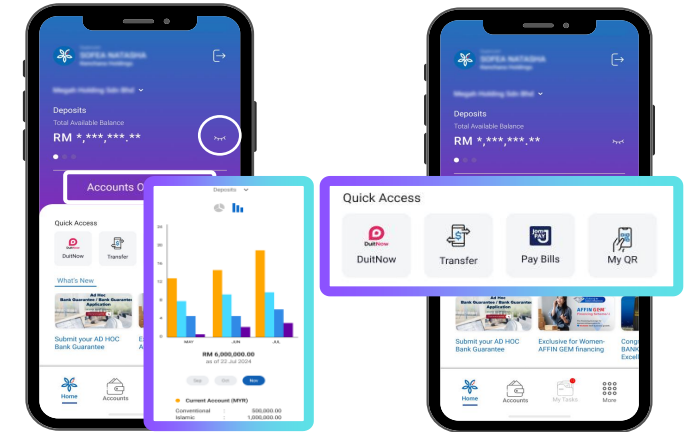
New Trade Finance System In June 2026



CRM 360 – Lead Management System



AFFINMAX App





Market Cap & Total Shareholder Return (TSR)



	2021	2022	2023	2024	2025	CAGR (2022 - 2025)
Share price (RM)	1.58	2.02	2.10	2.91	2.75*	8.0%
Market capitalisation (RM mil)	3,356	4,593	4,927	6,985	6,968	16.0%
Total Shareholder Return (%)						120%**

Source: Bloomberg

*Note: The share price of RM2.75 as at 13 February 2026

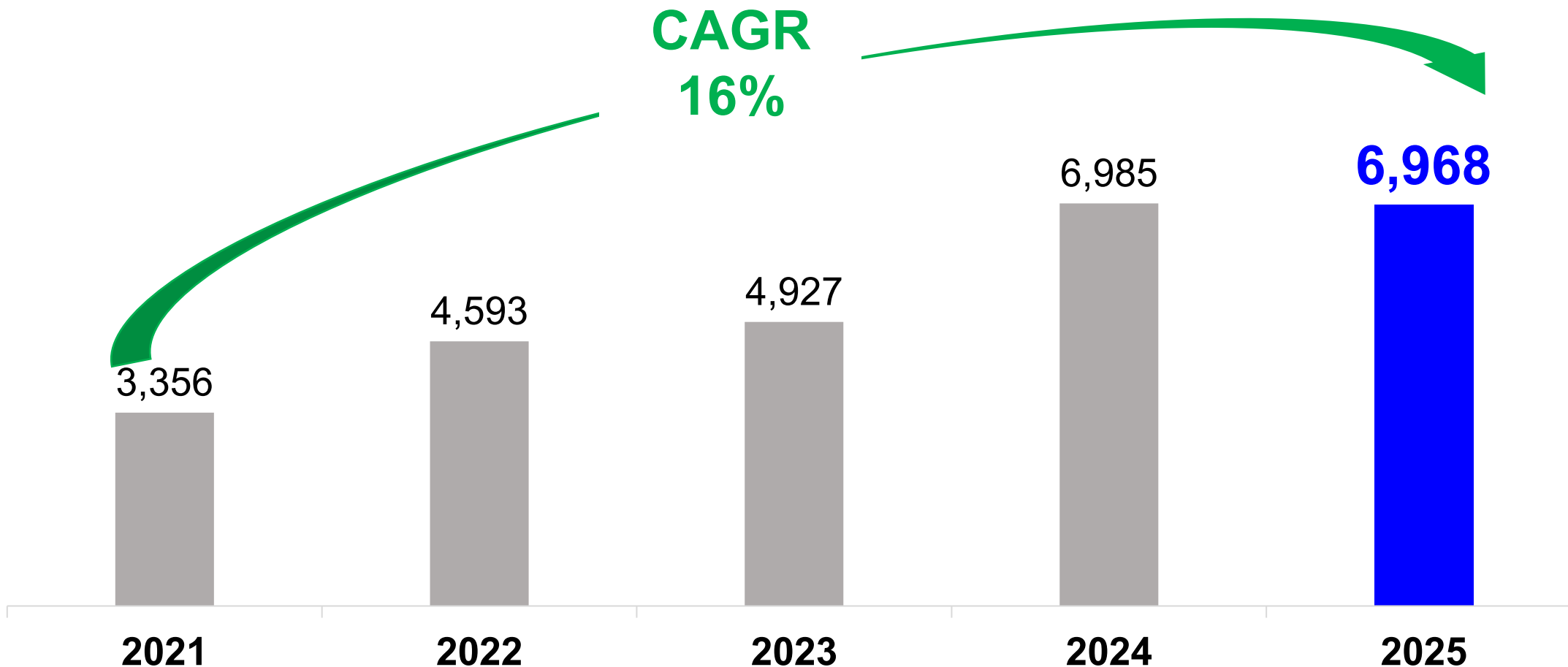
**Note: Including special cash dividend in 2022





Market Capitalisation

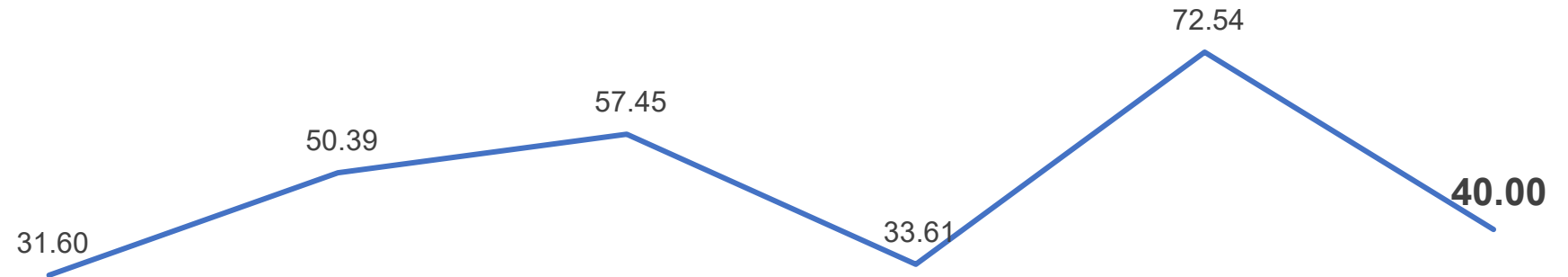
RM'mn





AFFIN Group's Historical Dividend Payout Ratio

AFFIN GROUP'S DIVIDEND PAYOUT RATIO (%)



Financial year	2020	2021	2022 ^{Note 3}	2023	2024 ^{Note 1}	2025 ^{Note 2}
Total dividend (RM'm)	72.8	265.5	677.1	135.2	N/A	216.1
Dividend per Share (sen)	3.50	12.50	30.39	5.76	15.30	8.53
Dividend yield	1.90	7.23	14.97	2.77	5.26	3.33

Notes:

- (1) No dividend was proposed for FY2024. The figures for FYE2024 are presented on an implied dividend basis to reflect the share reward in the form of bonus issue granted to shareholders.
- (2) Being proposed dividend for FY2025.
- (3) One-off special dividend from AHAM.





FY2025 Financial Report Card based on Revised FY2025 Budget

ITEMS	FY2025	Budget FY2025 (Revised)	INDICATOR
PBT	RM755.7m	RM800m	x
ROE	4.5%	4.8%	x
NIM	1.45%	1.45%	✓
Cost-to-Income	69.7%	68.0%	x
Loan Growth	10.4%	8.0%	✓✓
CASA Ratio	24.96%	28.00%	x
Gross Credit Cost	13 bps	20 bps	✓✓
GIL	1.64%	1.70%	✓✓
LLC	75.7%	90%-100%	x
ESG Financing	15.19%	15.00%	✓✓





Management Guidance FY2026

ITEMS	Actual FY2025	Target FY2026	YoY Growth / Improvement
PBT	RM755.7m	RM850.0m	12%
ROE	4.5%	5.0%	11%
NIM	1.45%	1.55%	7%
CIR	69.7%	67.0%	4%
Loan Growth	10.4%	10.0%	10%
CASA Ratio	24.96%	30.00%	20.2%
Gross Credit Cost	13 bps	13 bps	-
GIL	1.64%	1.80%	9.8%
LLC	75.7%	70% - 80%	5.7%
ESG Financing	15.19%	18.00%	18.6%





AFFIN Group's Moody's Ratings Journey



Unrated

AFFIN GROUP | 50 AFFIN

AFFIN Group Secures First-Ever International Credit Rating of

A3

from MOODY'S RATINGS

always about you

Standalone rating

Baa3

AFFIN Group secured its first overall rating of 'A3' and standalone rating of 'Baa3' reflecting strong finances, solid asset quality and healthy capital.

Overall rating

A3 Affirmed

Standalone rating

Baa2 Upgraded

Moody's Ratings affirmed AFFIN Group's international overall credit rating of 'A3' and upgraded standalone rating to 'Baa2' reflecting confidence in AFFIN Group's liquidity and funding position.





Upgraded From 'A' To 'AA' Rating In MSCI's ESG Assessment



 **AFFIN GROUP**

AFFIN Group Achieves
MSCI Rating Upgrade to

AA

Signalling Strong Corporate
Governance Leadership

MSCI 

always about **you**

We are indeed proud to share that AFFIN has recently been upgraded from an 'A' to an 'AA' rating in MSCI's ESG assessment. A first in AFFIN's history. This milestone reflects our strengthened governance and deep commitment to responsible banking.





AFFIN's Journey in FTSE4Good



2023

Assessed by FTSE Russell ESG Assessment

2024

Inclusion of FTSE4Good Bursa Malaysia Index (F4GBM)

2025

Upgraded rating from a 3-star to 4-star rating, marking our position alongside leading PLCs

BEST NEW BOND AWARD (2025–2026)

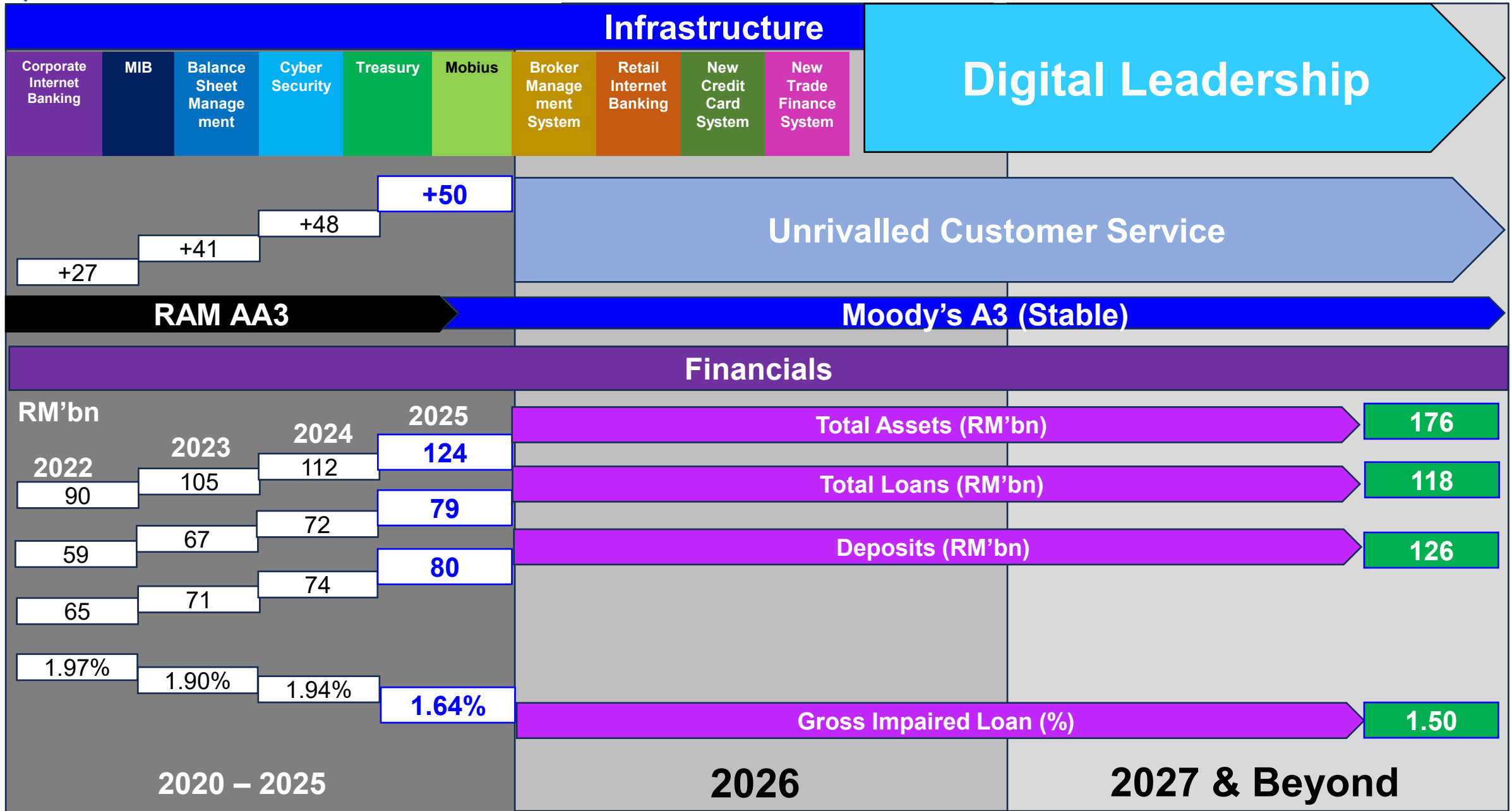
by: **THE Asset**

This award recognises AFFIN BANK's debut in the US bond market through the successful issuance of US\$300 million in five-year senior unsecured notes.

always about **you**

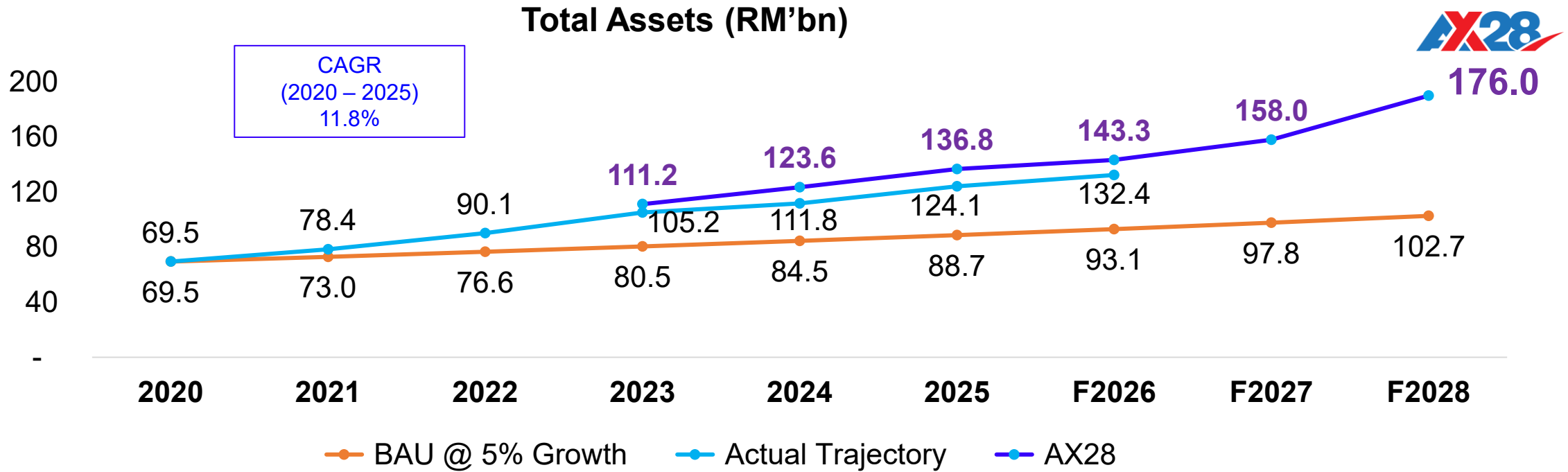


The Evolution of AFFIN in Value Creation





Our Metamorphosis Journey for Total Assets



Total Assets (RM'bn)	2020	2021	2022	2023	2024	2025	2026	2027	2028
BAU @ 5% Growth	69.5	73	76.6	80.5	84.5	88.7	93.1	97.8	102.7
Actual Trajectory	69.5	78.4	90.1	105.2	111.8	124.1	132.4	N/A	N/A
AX28 Target				111.2	123.6	136.8	143.3	158.0	176.0

Notes:

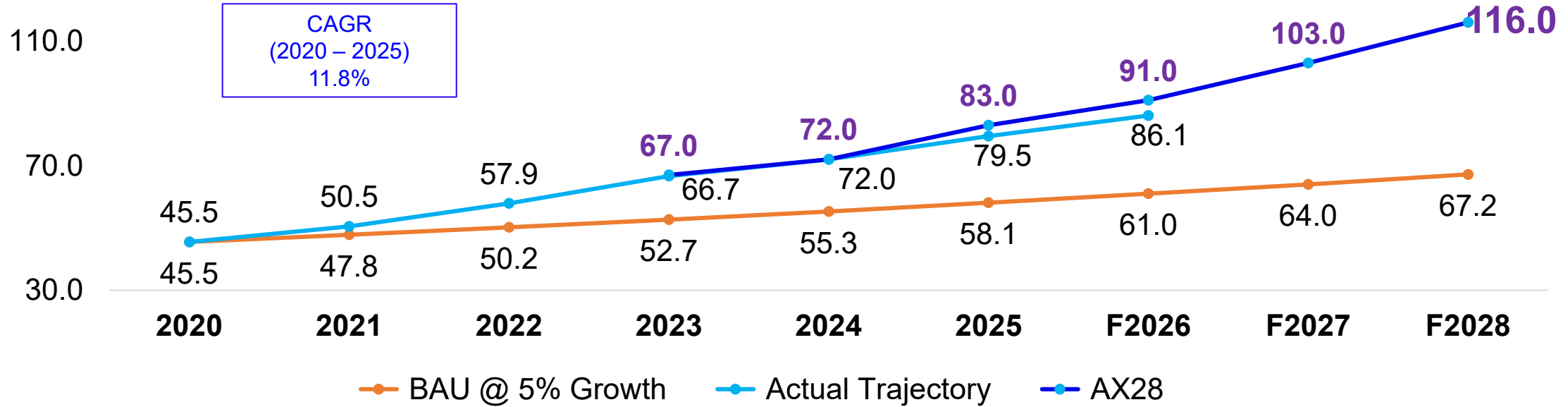
1. AX28 Plan was introduced by end of FY2023





Our Metamorphosis Journey for Total Loans/Financing

Total Loans/Financing (RM'bn)



Loans/Financing (RM'bn)	2020	2021	2022	2023	2024	2025	2026	2027	2028
BAU @ 5% Growth	45.5	47.8	50.2	52.7	55.3	58.1	61.0	64.0	67.2
Actual Trajectory	45.5	50.5	57.9	66.7	72.0	79.5	86.1	N/A	N/A
AX28 Target				67.0	72.0	83.0	91.0	103.0	116.0

Notes:

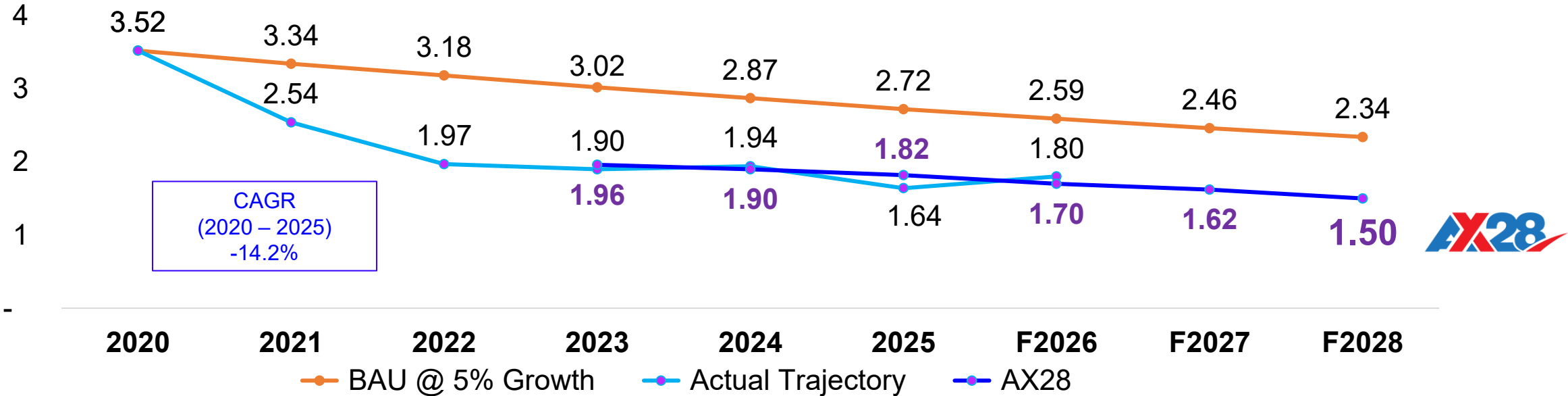
1. AX28 Plan was introduced by end of FY2023





Our Metamorphosis Journey for Gross Impaired Loans(%)

Gross Impaired Loans (%)



GIL (%)	2020	2021	2022	2023	2024	2025	2026	2027	2028
BAU	3.52%	3.34%	3.18%	3.02%	2.87%	2.72%	2.59%	2.46%	2.34%
Actual Trajectory	3.52%	2.54%	1.97%	1.90%	1.94%	1.64%	1.80%	N/A	N/A
AX28 Target				1.96%	1.90%	1.82%	1.70%	1.62%	1.50%

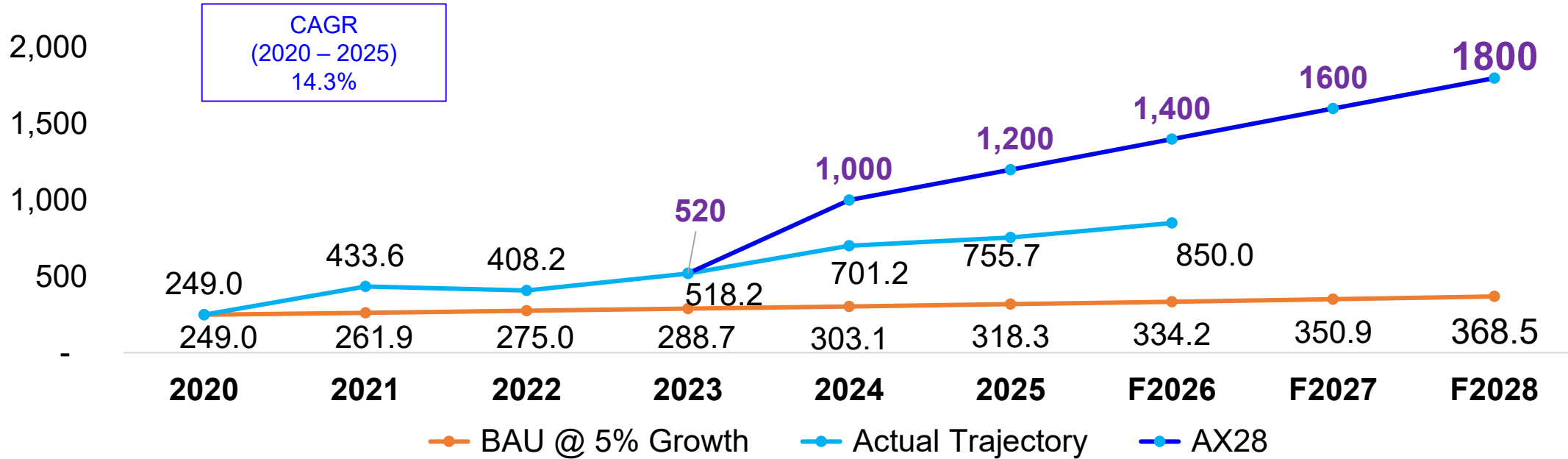
Notes:

1. AX28 Plan was introduced by end of FY2023
2. PBT excludes AHAM



Our Metamorphosis Journey for Profit Before Tax (PBT)

Profit Before Tax (RM'mn)



PBT (RM'mn)	2020	2021	2022	2023	2024	2025	2026	2027	2028
BAU @ 5% Growth	249.4	261.9	275	288.7	303.1	318.3	334.2	350.9	368.5
Actual Trajectory	249.4	433.6	408.2	518.2	701.2	755.7	850.0	N/A	N/A
AX28 Target				520.0	1,000.0	1,200.0	1,400.0	1,600.0	1,800.0

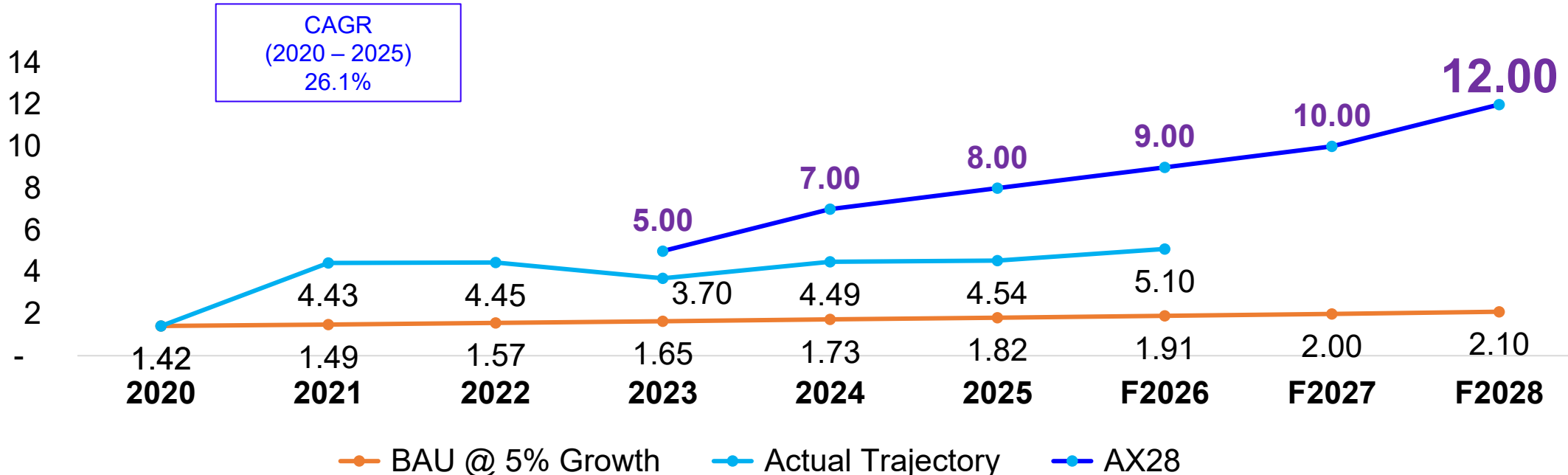
Notes: PBT excludes AHAM





Our Metamorphosis Journey for Return on Equity (%)

Return on Equity (%)



ROE (%)	2020	2021	2022	2023	2024	2025	2026	2027	2028
BAU	1.42%	1.49%	1.57%	1.65%	1.73%	1.82%	1.91%	2.00%	2.10%
Actual Trajectory	1.42%	4.43%	4.45%	3.70%	4.49%	4.54%	5.10%	N/A	N/A
AX28 Target				5.00%	7.00%	8.00%	9.00%	10.00%	12.00%

Notes:

1. AX28 Plan was introduced by end of FY2023
2. PBT excludes AHAM





Final Remarks



Amid intense competition for deposits, disciplined COF management and an optimized asset mix resulted in **expansion of NIM by 11bps YoY**, reinforcing margin resilience.



Strategic collaborations with our business partners continue to strengthen the AFFIN franchise. This supporting the CASA growth strategy and customer acquisition, contributing to the Customer base rising to 1.74 million, up 13% in 2025.



New revenue streams including Islamic Structured Products and landmark investment banking advisory mandates add to the improvement in wealth and advisory income. This will continue into 2026 as the Bank continues to push for stronger fee pipelines.



We maintain a healthy pipeline valued at approximately **RM14 billion**, providing clear visibility into deal conversion and fee generation.



The Bank's debut USD bond market issuance debut, recognised with the **Best New Bond** award by The Asset, has diversified funding options and deepened engagement with international investors, creating further growth opportunities while strengthening funding flexibility and market confidence.



End of Presentation

For any information, please email isman@affingroup.com or hakim.zulkifle@affingroup.com, or contact +6019-233-6888.

Disclaimer

This presentation is provided for informational purposes only. While the information is believed to be accurate and current, AFFIN Group makes no representation or warranty, express or implied, as to its completeness or reliability. The views expressed herein are for discussion purposes and do not necessarily reflect the official position of AFFIN Group.

50 years of always about **you**

