



AFFIN

50TH ANNUAL GENERAL MEETING



22 APRIL 2026

**PRE-AGM QUESTIONS
BY SHAREHOLDERS
AND OUR RESPONSES**



THANK YOU NOTE

SHAREHOLDER'S NAME	QUESTION 10, 11, 12, 13, 14, 15
<ul style="list-style-type: none">• TEE TZIEN WOEI• TEE TZIEN YUNG• TEE BENG NGO• TEE BENG CHOO• CHEE TENG HO• YONG YANG HAR	<ul style="list-style-type: none">• Thank you for holding a hybrid AGM.

RESPONSE

Thank you for your feedback. We are glad that the hybrid AGM format was beneficial and appreciate your continued support.

DOOR GIFTS

SHAREHOLDER'S NAME	QUESTION 41, 42, 20, 16, 17
<ul style="list-style-type: none">• CHEANG HENG HUNG• YEOH SHU HUI• YAP MEI YEN• KONG ENG YEK @ KONG SEOW YUH• CHEW CHIN CHIN	<ul style="list-style-type: none">• Kindly distribute door gift to delight the shareholders. Tq• Can I confirm got AGM door gift for online session? Can consider to give door gift for online session.• Can shareholder get door gift with attending virtual AGM?• May I know this year AGM any door gifts TQ• Door gifts for shareholder attending the AGM on hybrid mode?

DOOR GIFTS

RESPONSE

The Bank has agreed to credit RM50 as a token of appreciation to shareholders attending this Annual General Meeting, including those participating through virtual meeting facilities.

This token applies to shareholders, proxies and corporate representatives, and will be credited into any of Affin's Current or Savings Accounts.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 36
CHEW HON MUN	<p>In the 2025 budget, the Bank targeted an LLC ratio of 90%-100%. However, the actual LLC for FY2025 was only 75.7%.</p> <p>Given that the industry average is significantly higher, why was this target missed, and is the Board comfortable with this lower buffer as it pursues aggressive 12% loan growth?</p>

FINANCIAL

RESPONSE

The Board is satisfied with the 75.7% LLC as the collateral that is underpinning the impaired loans are sufficient to ensure that there is adequate provision.

In addition, the loan loss reserve is 121.3% which ensures that the capital has additional buffers to absorb further losses.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 1
FOO CHI KHING	Page 572, Note 56 shows a negative ROU asset balance under "Other Business Segments" in the segment disclosure. Could management explain what this represents and how a negative balance arises in this context?

RESPONSE
The Group rents office space in Menara Affin, TRX to its subsidiaries. The difference is due to inter-company elimination of inter-company leases.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 2
FOO CHI KHING	On page 568 (Note 53), the deferred tax assets used for capital adequacy purposes differ from the carrying amounts reported in the statement of financial position for both the Group and the Bank. Could management clarify the nature of modifications made for regulatory capital purposes?

FINANCIAL

RESPONSE

The deferred tax assets relating to intangible assets are excluded in the computation of regulatory capital in accordance with BNM's Capital Adequacy Framework (Capital Components) policy.

As a result, the deferred tax assets recognised in the statement of financial position differ from those eligible for inclusion in regulatory capital, which explains the variance disclosed in Note 53.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 3
FOO CHI KHING	<p>Page 548, Note 50(iii), there appears to be a mismatch where carrying amounts of obligation on securities sold under repurchase agreements are disclosed for 1-5 years and over 5-year maturities, but the corresponding undiscounted cash flows in Page 544 are shown as nil. Could management clarify the reason for this presentation, given that undiscounted amounts would typically exceed carrying values?</p>

FINANCIAL

RESPONSE

The carrying amounts disclosed in Note 50 (iii) reflect the remaining contractual maturity profile as at the reporting date. The undiscounted cash flow table, however, reflects expected cash outflows, and as these repurchase agreements are predominantly short-dated and regularly rolled over, no cash flows fell into the 1–5 year and over 5-year time bands at year end.

The apparent mismatch therefore arises from differences in presentation basis rather than any change in the underlying contractual obligations.

Importantly, there is no impact on the Group's liquidity position or risk profile, and the repurchase agreements remain short-dated and well managed.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 4
FOO CHI KHING	<p>On pages 479-480 (Note 32), the Bank disclosed USD-denominated EMTN issuances and term loans during the year, which are classified as borrowings in the statement of financial position. However, in the foreign exchange exposure disclosures on pages 528 and 530 (Note 50(ii)), there does not appear to be any corresponding exposure reported for these borrowings. Please clarify.</p>

FINANCIAL

RESPONSE

The USD-denominated EMTN issuances and term loans disclosed in Note 32 are fully hedged, primarily through foreign exchange and interest rate swap derivatives. As a result, the foreign currency exposure arising from these borrowings is effectively offset. Accordingly, no residual USD exposure is reflected in the foreign exchange exposure disclosures in Note 50(ii). The foreign exchange disclosures present the net exposure after hedging, which explains the absence of a corresponding USD exposure.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 5
FOO CHI KHING	On page 497, Note 47(b), the number of dilutive potential ordinary shares arising from the SGS is disclosed as being higher at the Group level than at the Bank level. Could management clarify how the SGS is structured to result in this difference?

FINANCIAL

RESPONSE

The difference arises from the scope of entities included. At the Group level, diluted EPS includes SGS awards granted across the Group, including subsidiaries, while at the Bank level only SGS awards granted by the Bank are included. Consequently, the number of dilutive potential ordinary shares is higher at the Group level than at the Bank level.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 6
FOO CHI KHING	<p>The effective tax rates for the Group's three main business segments in FY2025 - ABB (25.38% per Note 46), AIBB (25.09% per Note 36 in AIBB financial statements), and AHIBB (24.00% per Note 36 in AHIBB financial statements) – are all below the Group's overall effective tax rate of 28.03%. What are the key factors contributing to the higher effective tax rate at the Group level? (Information on AIBB and AHIBB are obtained from the bank's website)</p>

FINANCIAL

RESPONSE

The Group's effective tax rate is higher mainly due to consolidation adjustments made in arriving at the Group's profit under MFRS 10 (Consolidated Financial Statements), which are not present at the individual bank level.

While our operating subsidiaries remain tax-efficient, income tax is incurred and payable at the individual entity level based on their statutory results. Certain intercompany eliminations and consolidation adjustments affect accounting profit at the Group level but do not reduce the tax payable by individual entities, which results in a higher consolidated effective tax rate from an accounting perspective.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 7
FOO CHI KHING	On page 485, Note 41, what are the key factors contributing to the increase in "other personnel costs" and "other establishment costs"?

FINANCIAL

RESPONSE

The increase in other personnel costs was mainly driven by:

- higher staff medical expenses (approximately RM15 million); and
- training-related costs (RM4 million).

The increase in other establishment costs due to:

- costs related to the leasing out of new floors within Menara Affin;
- additional branches during the year; and
- other consumables related to increased business activities.

FINANCIAL

SHAREHOLDER'S NAME	QUESTION 8
FOO CHI KHING	<p>On page 470, Note 20, it is noted that the Group and the Bank reclassified the depreciation of investment properties from property and equipment. Could management clarify the nature and rationale of the FY2025 reclassification, given that there does not appear to be corresponding disclosure in Note 19? Additionally, what explains the lower reclassification amount in the current year compared to the prior year?</p>

FINANCIAL

RESPONSE

To clarify, the depreciation relating to the reclassified properties has been accumulated and disclosed under the accumulated depreciation charge line in Note 19.

The reclassification amount in Note 20 relates to a change in use of certain floors in our head office, which were previously leased out and classified as investment properties, and are now occupied for the Group's own operations. Accordingly, these properties were reclassified from investment properties to property and equipment.

FINANCIAL

RESPONSE (cont...)

The lower amount compared to the prior year simply reflects that fewer floors were reclassified in FY2025, as the majority of the exercise was undertaken in earlier periods.

DIVIDEND / BONUS ISSUE

SHAREHOLDER'S NAME	QUESTION 18, 19 & 22
LIM SHAH DOW	If there are REWARD for me, I will buy in more shares to become an INVESTOR for DIVIDEND instead of SPECULATOR.
CHEONG LANG YIN	Pay more dividend. A year nothing.

RESPONSE

The dividend proposed for FYE 2025 of 8.53 sen per share is accordance with the Bank's dividend policy of distributing minimum of 25% - 60%. This year, we paid out 40% of our profits.

BOD RELATED MATTERS

SHAREHOLDER'S NAME	QUESTION 23
CHEW HON MUN	The 2025 Board Effectiveness Evaluation recommended adding expertise in Cybersecurity, Digital, and Generative AI. How do the four newest Directors appointed in late 2025 and early 2026 address these specific skill gaps?

BOD RELATED MATTERS

RESPONSE

The Board Effectiveness Evaluation (BEE) for FY2025 highlighted the need to progressively strengthen the Board's depth of expertise in emerging and fast-evolving areas such as cybersecurity, digital and generative AI (GenAI), to support the Bank's transformation agenda and technology-related risk oversight.

BOD RELATED MATTERS

RESPONSE (cont...)

In response, the Bank has taken a holistic approach to enhancing Board capability, encompassing the existing Board Composition, recent Board appointments, strengthened committee oversight, and a structured development and training plan focused on technology, cybersecurity and AI-related priorities, while ensuring that the Board continues to keep abreast of evolving industry trends and developments.

BOD RELATED MATTERS

RESPONSE (cont...)

Across the Board as a whole, relevant skillsets and experience in digital transformation, technology governance, data driven business models and cyber and technology risk oversight are already represented within the current composition. These capabilities are further complemented and strengthened by the four Directors appointed in late 2025 and early 2026, whose collective experience broadens the Board's overall competency profile in areas aligned with the BEE's recommendations.

BOD RELATED MATTERS

RESPONSE (cont...)

Among the most recent appointments, Datuk Hamirullah Boorhan provides the clearest and strongest uplift to the Board's Digital and Cyber/technology risk oversight capabilities. His background highlights extensive leadership in retail and digital banking modernisation, scaling a large digital ecosystem, and explicit value contribution in “digital and data transformation” and “cyber & technology risk oversight”.

BOD RELATED MATTERS

RESPONSE (cont...)

Beyond board appointments, the Bank is also reinforcing the BEE focus areas through Board committee oversight and continuous capability building. For example, the technology governance remit at Group level includes workstreams such as data strategy and AI strategy, supporting Board-level engagement on AI-related developments and the Board's ongoing ability to keep abreast with the technological and regulatory changes.

BOD RELATED MATTERS

RESPONSE (cont...)

In parallel, the Directors' training agenda explicitly recognises cybersecurity, digitalisation and artificial intelligence as priority development areas.

Finally, when considering new appointments and succession planning, the Group Board Nomination and Remuneration Committee (GBNRC) evaluates candidates holistically rather than against a single attribute. The GBNRC considers the candidates' multi-skill profiles, the Bank's current needs and long-term requirements, and how the overall Board composition can best support and complement the Bank's transformation journey which is consistent with the BEE's emphasis on strengthening future Board composition and capability.

BOD RELATED MATTERS

SHAREHOLDER'S NAME	QUESTION 24
CHEW HON MUN	With Dato' Agil Natt retiring at the conclusion of this AGM, what is the succession plan for the Chairmanship to ensure the momentum of the AX28 transformation is not disrupted?

BOD RELATED MATTERS

RESPONSE

The Bank, through the Group Board Nomination and Remuneration Committee (GBNRC), has put in place a robust succession plan for the Board of Directors. The GBNRC has identified the potential successor for the Chairmanship position. The appointment of the new Chairman is subject to the applicable regulatory approval process.

In the interim, the Board will be led by an Interim Chairman to ensure stability, preserve governance continuity and support a smooth leadership transition while the due process is underway.

Any developments will be announced accordingly.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 25
CHEW HON MUN	Following Bank Negara Malaysia's approval to establish a private equity arm, what is the risk appetite for this venture, and how will it be ring-fenced to protect the Bank's core capital?

RESPONSE
The private equity (PE) arm will operate through a dedicated subsidiary, Bunga Biru Capital Sdn Bhd, which was recently incorporated and is currently preparing for registration with the Securities Commission Malaysia (SC) as a Private Equity Management Company Corporation (PEMC). This ensures clear regulatory and structural separation from the Bank's core banking activities.

STRATEGY

RESPONSE (cont...)

In addition, all PE investments will be made through a fund vehicle that will be separated from the Bank, providing an additional layer of ring-fencing to safeguard the Bank's core capital.

Upon successful registration with the SC, the Bank intends to progressively expand into managing third-party funds to further scale up our wealth offerings, thereby diversifying income streams while limiting its balance sheet exposure.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 26
CHEW HON MUN	The acquisition is expected to complete in Q2 2026. What is the expected Return on Investment (ROI) from this RM50 million acquisition, and how will it specifically contribute to the target of RM6 billion growth in AUM?
RESPONSE	
The acquisition is expected to generate ROE of 20% with an AUM target of RM6 billion in 3 – 4 years.	

STRATEGY

SHAREHOLDER'S NAME	QUESTION 27
CHEW HON MUN	With the successful issuance of USD300 million in Senior Unsecured Notes, how does the Group intend to deploy this capital to maximize shareholder returns rather than just maintaining regulatory buffers?

STRATEGY

RESPONSE

The USD300 million Senior Unsecured Notes that were issued in June last year is not a capital instrument. As such, they do not form part of the Bank's regulatory capital and were not included in the calculation of the capital buffer.

The funds were used to fund our USD500 million loan asset portfolio as of 31 December 2025.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 28
CHEW HON MUN	Apart from the Sarawak expansion, what are the growth strategies for Peninsular Malaysia to ensure the Bank does not become overly concentrated in one geographic region?
RESPONSE	
The PJSSS strategy is the Group's targeted regional growth approach focusing on Penang, Johor, Sabah and Sarawak, aimed at deepening market presence in high-potential states through disciplined, region-specific execution while maintaining consistent capital, risk and return standards across the Group.	

RESPONSE (cont...)

Each PJSSS state is supported by a dedicated regional plan that prioritizes:

- Target customer segments (corporates, SMEs, GLCs and selected retail segments)
- High-value economic clusters unique to each state
- Products where the Group has competitive advantage (e.g. financing, deposits, treasury, fee-based services)

Johor, Sabah and Sarawak are currently supported by formal regional “attack” plans, which translate strategy into measurable business actions, while Penang is addressed through targeted business initiatives within existing segment strategies.

SHAREHOLDER'S NAME**CHEW HON MUN****QUESTION 29**

The Sarawak State Government is now the largest shareholder with a 31.25% stake. How will the Bank ensure that its strategic focus on East Malaysia (e.g., 13 branches and mobile centres in Sarawak) delivers equitable value to all shareholders, and what safeguards are in place for related party transactions involving this major shareholder?

STRATEGY

RESPONSE

The safeguards in place are that the major shareholder must abstain from deliberation and voting at Board and committee meetings involving the interest of the major shareholder.

All Related Party Transactions (RPTs) are conducted strictly on arm's length commercial terms and reviewed by the Board, comprising independent directors.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 30 & 38
CHEW HON MUN	<ul style="list-style-type: none"><li data-bbox="1031 564 2397 772">• The Cost-to-Income Ratio (CIR) improved to 69.7% from 76.9%, but it remains far from the AX28 target of below 53%. <p data-bbox="1031 863 2397 1153">What specific operational "Efficiency x5" measures will be implemented to achieve this, and will it involve further branch rationalization or workforce restructuring?</p>

STRATEGY

SHAREHOLDER'S NAME	(cont...)
	<ul style="list-style-type: none">• For FY2025, the Bank set a Cost-to-Income Ratio (CIR) target of 65%. The actual CIR achieved was 69.7%. What specific "cost-saving measures" or "productivity improvements" under the ACE-5 Strategy failed to meet expectations, and what changes are being made to ensure the Bank reaches its ambitious <53% target by 2028?

STRATEGY

RESPONSE

Management remains focused on delivering a **progressive and sustainable CIR improvement**, underpinned by the following key levers already articulated under AX28

- i. **Quality balance sheet growth** through targeted loan growth across corporates, commercials, SMEs and retail segments with emphasis on yield-accretive and risk-adjusted returns.
- ii. **Sharpened customer segmentation strategy** by focusing our customer coverage across the full customer lifecycle from young generations (FINTURA), mass banking, affluent (Avance), HNW (Invikta) and UHNW (Diventium).

STRATEGY

RESPONSE (cont...)

- iii. **Scaling the deposit franchise** to build a formidable CASA engine which would lower our cost of fund and improve NIM and enhance balance sheet resilience
- iv. **Expansion of fee-based and /non-interest income** to reduce reliance on interest income in a volatile rate environment through:
 - Expansion in wealth management businesses
 - Growth in brokerage and treasury / FX activities
 - a. Introduction of new asset management product offerings
- v. **Process Efficiency** to Minimise Operating Expense (OPEX) through
 - End-to-end process streamlining Increased automation, AI adoption and
 - Robotic Process Automation
 - Benefits realization from new and enhanced core systems

STRATEGY

RESPONSE (cont...)

vi. Recoveries from Impaired Loans & Risk Discipline

- Strengthening credit risk assessment
- Focus on higher-yield segments with lower default rates

We intend to continue scaling our asset base, increase our NIM, to climb the improving CIR ladder.

SHAREHOLDER'S NAME**QUESTION 31****CHEW HON MUN**

The Group's Return on Equity (ROE) currently stands at 4.54%, yet the AX28 target is 12%. How does the Board plan to triple the ROE within the next three years, particularly in a volatile interest rate environment?

RESPONSE

The Group's 12% ROE target under AX28 was established under "blue skies" scenario, intended to set a long-term aspiration and ambition.

Management remains focused on delivering a **progressive and sustainable ROE uplift**, underpinned by the following key levers already articulated under AX28:

RESPONSE (cont...)

- i. **Quality balance sheet growth** through targeted loan growth across corporates, commercials, SMEs and retail segments with emphasis on yield-accretive and risk-adjusted returns.
- ii. **Sharpened customer segmentation strategy** by focusing our customer coverage across the full customer lifecycle from young generations (FINTURA), mass banking, affluent (Avance), HNW (Invikta) and UHNW (Diventium).
- iii. **Scaling the deposit franchise** to build a formidable CASA engine which would lower our cost of fund and improve NIM and enhance balance sheet resilience

RESPONSE (cont...)

- iv. **Expansion of fee-based and non-interest income** to reduce reliance on interest income in a volatile rate environment through:
 - Expansion in wealth management businesses
 - Growth in brokerage and treasury / FX activities
 - Introduction of new asset management product offerings
- v. **Process Efficiency** to Minimise Operating Expense (OPEX) through
 - End-to-end process streamlining
 - Increased automation, AI adoption and Robotic Process Automation
 - Benefits realization from new and enhanced core systems
- vi. **Recoveries from Impaired Loans & Risk Discipline**
 - Strengthening credit risk assessment
 - Focus on higher-yield segments with lower default rates

STRATEGY

SHAREHOLDER'S NAME	QUESTION 34
CHEW HON MUN	Management previously stated that the RM510 million in capital preserved via the 2025 bonus issue would provide resources for strategic Mergers and Acquisitions (M&A). Besides the proposed Pheim Asset Management acquisition, are there other targets in the insurance or credit card sectors currently under review to scale the AX28 plan?

STRATEGY

RESPONSE

The Group's strategy is to remain open to any potential merger or acquisition that is complementary to our banking business that enhances returns to shareholders.

Our strategy is to scale up our business in line with our AX28 plan through organic and/or inorganic growth.

Should any deals materialized, we will make the necessary announcement.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 35
CHEW HON MUN	Management previously aimed to maintain the Gross Impaired Loan (GIL) ratio below 2%. While it improved to 1.64% in 2025, the Bank noted it remains cautious of "external economic factors". Which specific sectors (e.g., SME or Retail) currently show the highest risk of potential stress in the 2026 outlook?

STRATEGY

RESPONSE

- The Bank remains vigilant amid heightened geopolitical uncertainties, including global trade tariff developments and the Middle East conflict.
- The SME sector remain the most vulnerable to external economic factors due to tis elevated GIL of 4.5% as compared to Retail of 1.1%.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 37
CHEW HON MUN	Management defended expanding the physical branch network to 180 by 2028 as a driver for deposits, despite the digital banking trend. With 15 new branches added in 2025 (total 145), how is the Bank measuring the "Return on Investment" for these physical branches compared to the AffinAlwaysX mobile platform?

RESPONSE

Physical branches are complementary to the AffinAlwaysX mobile platform. Physical branches capture deposits and CASA business and enforce the stickiness of CASA. The expansion of physical branches saw COF improved from 3.39% in 2024 to 3.17% in 2025, savings of 22bps. This gives upside in revenue of approximately RM176million (22bps x RM80 billion deposit franchise).

Physical branches are assessed on:

- Deposit, loan growth and revenue per branch,
- Cost-to-serve improvement and customer acquisition in targeted growth catchments, as branches transition from transaction-heavy outlets to sales, advisory and relationship hubs.

STRATEGY

RESPONSE (cont...)

In contrast, ROI for AffinAlwaysX is measured through active customer usage, transaction volumes, digital penetration and cost efficiency, given significantly lower unit costs versus staff-assisted branch transactions.

Accordingly, management evaluates returns at a portfolio level, where physical branches drive higher-value relationships and accelerate digital adoption, while AffinAlwaysX scales low-cost transactions and engagement to support sustainable deposit growth and profitability.

STRATEGY

SHAREHOLDER'S NAME	QUESTION 39
CHEW HON MUN	<p>The Bank previously discussed engaging the Sarawak Government to use Affin's deposit products for its operations. With the CASA ratio dropping from 30.4% in 2024 to 25.0% in 2025, why has this partnership not yet translated into the expected CASA uplift, and what is the revised strategy to hit the 35% AX28 target?</p>

RESPONSE

Structural Funding and CASA Constraints. One of the key constraints has been the ability to scale low-cost deposits (CASA) in a prolonged high-interest-rate environment. The strengthening of the US Dollar and cumulative US Federal Reserve rate hikes of approximately 375 basis points have intensified competition for deposits across the region.

This has had two structural implications:

- Domestically, competition for MYR deposits has increased as banks competed more aggressively on pricing; and
- Regionally, the Group's MYR deposit franchise also competes indirectly with USD deposit offerings by foreign banks, including those based in Singapore, which became more attractive during periods of USD strength.

RESPONSE (cont...)

As a result, industry-wide reliance on higher-cost funding increased, constraining the pace of CASA growth and placing pressure on margins. Under AX28, the Group has articulated a long-term CASA ambition of 35% by 2028, with an interim objective of moving sustainably above 30%. While this ambition remains intact, CASA levels have fluctuated between approximately 25% and 29% in the early part of 2026, reflecting the challenging rate and competitive environment. As the CASA engine scales, this is expected to progressively lower cost of funds and support margin recovery.

The Bank will adopt a multi-channel approach to grow its deposit base, with a strong emphasis on expanding CASA deposits to further optimise funding costs.

RESPONSE (cont...)

To support this, the Bank will continue to strengthen its presence across Penang, Johor, Selangor, Sarawak, and Sabah (PJSS² Regional Attack), complemented by an expanded ATM network. This integrated physical and digital distribution strategy is aimed at capturing New-to-Bank (NTB) customers while deepening engagement and wallet share among Existing-to-Bank (ETB) customers. For ETB customers, growth will be driven through product bundling and cross-sell strategies to enhance deposit balances and relationship depth. For NTB acquisition, the Bank will leverage a combination of branch expansion, strategic partnerships, payroll acquisition initiatives, and the newly introduced FINTURA segment, targeting targeted customer segments with tailored value propositions.

SHAREHOLDER'S NAME	QUESTION 21
TEH KIAN LANG	How do we see 2026, will it be better or worse than 2025?

RESPONSE
<p>GDP growth is expected to remain resilient at 4.8% in 2026, in line with official forecast of a range between 4% to 5%, albeit moderating from 5.2% in 2025 as investment activity normalises, but remains at a healthy level.</p> <p>We have set a PBT target of RM850 million in FY2026. The current geopolitical uncertainties have created pressure on interest rates and oil price, which in turn would have a consequential effect on the Group's ability to achieve the target.</p>

PGCEO OFFICE

SHAREHOLDER'S NAME	QUESTION 40
CHEW HON MUN	During the 2025 AGM, the PGCEO mentioned that the Sarawak Government, as the largest shareholder, was poised to bring projects with a potential value of RM100 billion. Now that the Sarawak Government holds a 31.25% stake, what is the specific pipeline of these projects secured in FY2025, and how much have they contributed to the Bank's loan growth?

PGCEO OFFICE

RESPONSE

In FY2025, the contribution from Sarawak-related activities is reflected in the Bank's Loans and Financing portfolio of RM3.7 billion. This represents a 19% year-on-year increase and a 4% quarter-on-quarter growth, achieving 89% of the full-year 2025 budget. These exposures comprise a mix of financing linked to infrastructure, state-related entities, and commercial activities within Sarawak, including treasury-related instruments such as sukuk and bonds.

PGCEO OFFICE

RESPONSE (cont...)

It is important to note that the RM100 billion reference represents a longer-term project pipeline across multiple years. Projects are expected to be phased, subject to regulatory approvals, commercial viability, and risk-return considerations. As such, only a portion of these opportunities has been translated into secured financing in FY2025, with the remainder forming a progressive pipeline that the Bank will continue to pursue prudently in line with its capital, liquidity, and risk management frameworks.

DIGITAL BANKING / e-CHANNEL

SHAREHOLDER'S NAME	QUESTION 32
CHEW HON MUN	Following the launch of AffinAlwaysX, what is the Bank's current "uptime" percentage for digital services, and how has the RM159 million IT maintenance budget improved system resilience against the "mule account" and "scam" concerns raised in 2025?

DIGITAL BANKING / e-CHANNEL

RESPONSE

1. Uptime (for 7 months period):

Year-to-date: 99.97%

Note: Calculation of service availability is based on 12 months rolling period as per BNM requirements with not more than 4 hours accumulated downtime.

2. With all the enhancements in relation to improving the system resilience against the “mule” and “scam”, the Bank has observed significant reduction of fraud and scam value by 62% YoY between 2024 and 2025.

NPS

SHAREHOLDER'S NAME	QUESTION 33
CHEW HON MUN	The Net Promoter Score (NPS) improved to +53 in 2025 from +48 internally in 2024, but it is still below the +69 audited score from 2023. What specific customer "friction points" were identified in the 2025 external audit, and how will the AIDA assistant or the new digital core address these to regain the 2023 high?

NPS

RESPONSE

The NPS methodology applied in 2023 was conducted by a different consultant using a different assessment framework, and as such, the results are not directly comparable with the scores recorded in 2024 and 2025, which were measured using a consistent methodology.

The system and service enhancements undertaken over the past two years were aimed at delivering a sustained improvement in customer experience, with the objective of achieving and maintaining an NPS above +50 over time. This progress is reflected in the continued expansion of our customer base, which has grown to 1.74 million customers, alongside improving customer engagement and satisfaction metrics.

ANNUAL REPORT

SHAREHOLDER'S NAME	QUESTION 9
SEE YOOT WAH	Admin note to my email please@hotmail.com Please send me a hard copy of annual report to 14, Jalan Cahaya 13, Taman Cahaya, 68000 Ampang.

ANNUAL REPORT

RESPONSE

In line with our sustainability initiatives and ongoing efforts to support environmental, social and governance (ESG) practices, the Company has transitioned to providing the Annual Report primarily in electronic format.

We would therefore encourage you to download the Annual Report from the following link:

<https://affin.listedcompany.com/misc/ar/ar2025.pdf>



AFFIN

50TH ANNUAL GENERAL MEETING



22 APRIL 2026

THANK YOU

