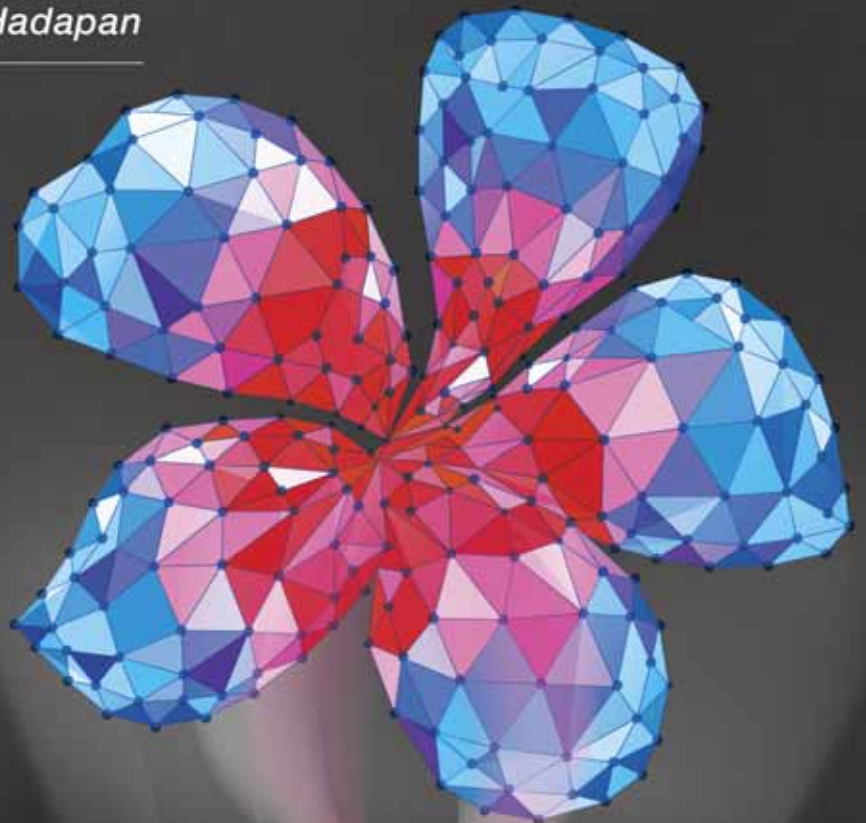




Into the Future with Florescence

Mekar Bersama dan Maju Ke Hadapan

ANNUAL REPORT 2020



"All the flowers of all the tomorrows are in the seeds of today."

- Proverb

Inspired by the Bunga Raya and our new logo, this futuristic floral emblem of the hibiscus represents our hopes and beliefs as we pursue a journey into the future that is brimming with endless possibilities.

The strikingly majestic Bunga Raya is Malaysia's national flower. As a homegrown entity, we are proud that our corporate identity through the decades has been inspired by its glory.



The time-honoured tradition of gifting flowers is an eloquent gesture of respect and affection. As such, this floral emblem is a powerful symbol of our customer-centricity which is centred around our new tagline, Always About You.



We are progressing with our AIM 22 metamorphosis journey, which encompasses digitalisation, turbo charging CASA, enhancing productivity and efficiency, focusing on ROE and inculcating a Team High-Performance Culture (THIPO).

Our ESG initiatives reveal our passion for sustainability and our unwavering commitment to be a caring organisation.



The visionary aura of this emblem mirrors the acceleration of our digitalisation process. This enterprise-wide transformation will expand our spectrum of digital offerings while significantly upgrading productivity and efficiency at all levels.





IN THE WAKE OF A CHALLENGING YEAR, AFFIN BANK HAS PROVED ITS RESILIENCE BY CONTINUING TO MAKE PROGRESS IN SPITE OF THE HEADWINDS, AS WE FOCUS ON OUR METAMORPHOSIS PLAN (AIM22) TOWARDS REALISING OUR POTENTIAL FOR GROWTH, PROFITABILITY AND SUSTAINABILITY.



45th ANNUAL GENERAL MEETING

Wednesday,
2 June 2021

2.30 P.M.

Level 18, Menara Affin
80, Jalan Raja Chulan, 50200 Kuala Lumpur

2020

ANNUAL REPORT

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Cover Rationale

'Florescence' refers to the blossoming of a flower as well as the fulfillment of true potential.

The futuristic floral emblem on the cover celebrates our multi-faceted transformation towards digital banking and a high-performance corporate culture.

The customer is the heart of our new ethos, as can be seen in the depiction of a customer enjoying the convenience and accessibility of our digital banking innovations.

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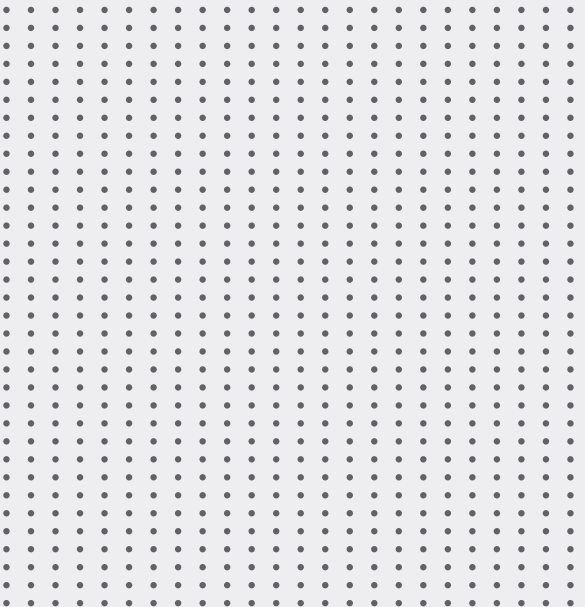


Scan to view our
Annual Report 2020



www.affinbank.com.my

OUR ROADMAP



OUR VISION

A premier partner for Financial Growth and Innovative Services.

THE WORD AFFIN STANDS FOR THE FOLLOWING 5 CORE VALUES

A ALWAYS INNOVATING AND ADAPTING



F FAIR TREATMENT, DIVERSITY AND SUSTAINABILITY



F FOREVER WORKING AS A TEAM AS WE ARE ONE FAMILY



I INTEGRITY IS OUR FOUNDATION



N NEVER ENDING CUSTOMER CENTRICITY



OUR MISSION

To provide innovative financial solutions and services to target customers in order to generate profits and create value for our shareholders and other stakeholders.

In doing so, we provide opportunities for employees to contribute and excel; and be competitive in providing our solutions and services to our valued customers.

We shall conduct our business with integrity and professionalism in compliance with good corporate governance, principles and practices.

ABOUT AFFIN BANK

WHO WE ARE



COMMERCIAL
BANKING



ISLAMIC
BANKING



INVESTMENT
BANKING



ASSET
MANAGEMENT



MONEY
BROKING



LIFE
INSURANCE



GENERAL
INSURANCE

The **AFFIN Bank Group** is a financial services conglomerate. The Group's activities focus on commercial, Islamic and investment banking services, money broking, asset management and underwriting of life and general insurance business. AFFIN BANK provides a suite of financial products and services that is catered to both retail and corporate customers. The target business segments are categorised under key business units such as Community Banking, Enterprise Banking, Corporate Banking and Treasury.

The Community Banking Directorate provides conventional and Shariah financial solutions for individuals and families. We support the community via Cards, Mortgages, Hire Purchase and Personal Financing, ASB, Wealth and Bancassurance offerings through our network of branches, call centers and digital platforms.

The Enterprise Banking Directorate focuses on businesses from start-ups to enterprises and provides a comprehensive suite of financial solutions ranging from financing, transactional, protection and advisory & support.

The Corporate Banking Directorate supports mid-sized and large corporations from various economic sectors and industries and provides a wide range of products including loans and financing, trade finance, cash management and deposits.

The Treasury Directorate offers a wide range of foreign exchange and money market products and services and cater to a broad range of corporate and institutional customers ranging from large multinationals, small and medium sized companies as well as individuals.



always about you

The new **AFFIN** logo is a visual statement of the Bank's vision, values, strength, service and integrity as the Bank strives to become a modern and progressive organisation that is embracing a new era.

The Bank's new identity is essentially represented by the Hibiscus, Malaysia's national flower, that symbolises courage, life and rapid growth. The origin of the Bank's past logos, the Hibiscus is now transformed into a modern emblem of the Bank. The Hibiscus's stigma is visualised using 3 red dots to represent the close relationships with our customers, shareholders and employees. The 5 petals stand for AFFIN, acronymised to describe the core values of the Bank.

The blue represents our customer centricity and loyalty to our core values and its harmonious combination with red that represents the energy and passion towards our work in bringing value to our customers, people and stakeholders.

Our tagline of "always about you" signifies that we strive to always connect and engage with our customers, to understand their changing needs and aspirations better. It represents our passion and commitment to the community we operate in, enabling us to quickly respond to changes and provide a personalised experience.

EVOLUTION OF OUR LOGO

The first version of our logo was proudly introduced in 1975. As we continue to grow and transform, our logo has evolved in accordance with our changing characteristics and aspirations.

The logo's evolution represents the Bank's organisational metamorphosis to emerge as a modern financial institution of the future, embracing creativity and technology in the ever-changing business environment.



Perwira Habib Bank Malaysia Berhad

1975

Perwira Habib Bank Malaysia Berhad was incorporated in Malaysia on 23 October 1975. It was established as a joint venture between Habib Bank Limited of Pakistan and local interests comprising Lembaga Tabung Angkatan Tentera, Syarikat Permodalan Kebangsaan Berhad and others.



Perwira Habib Bank Malaysia Berhad

1983

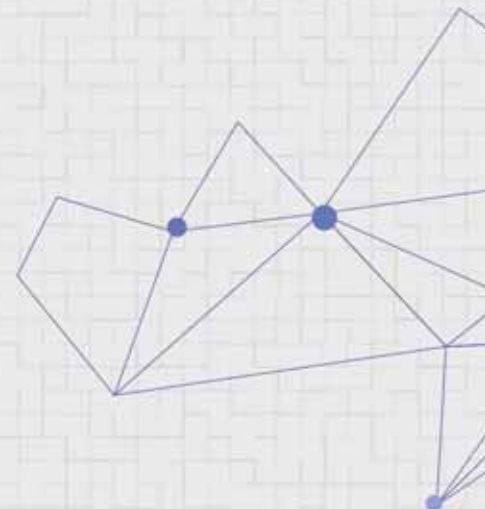
Malaysianisation of the Management to emphasize the Malaysian identity of the bank. The Bank's new logo, a stylised Bunga Raya (Hibiscus) was introduced at the beginning of 1983. Five petals represent the five principles of Rukun Negara while the centre symbolises one homogenous and indivisible nation.



PERWIRA AFFIN BANK

1994

Perwira Habib Bank Malaysia Berhad changed its name to Perwira Affin Bank Berhad on 21 April 1994 as Affin Holdings Berhad owned 100% of the Bank.





2000

Perwira Affin Bank Berhad changed its name to Affin Bank Berhad on 25 April 2000.

Merger of Affin Bank Berhad and BSN Commercial Bank (M) Berhad was completed, paving the way for the formation of a new AFFIN BANK on 30 August 2000.



2005

Merger with Affin-ACF Finance Berhad was completed on 1 June 2005.

Introduction of the new logo and tagline – 'Banking Without Barriers' in 2005.

Incorporation of Affin Islamic Bank Berhad, a wholly-owned subsidiary of Affin Bank Berhad, on 13 September 2005.



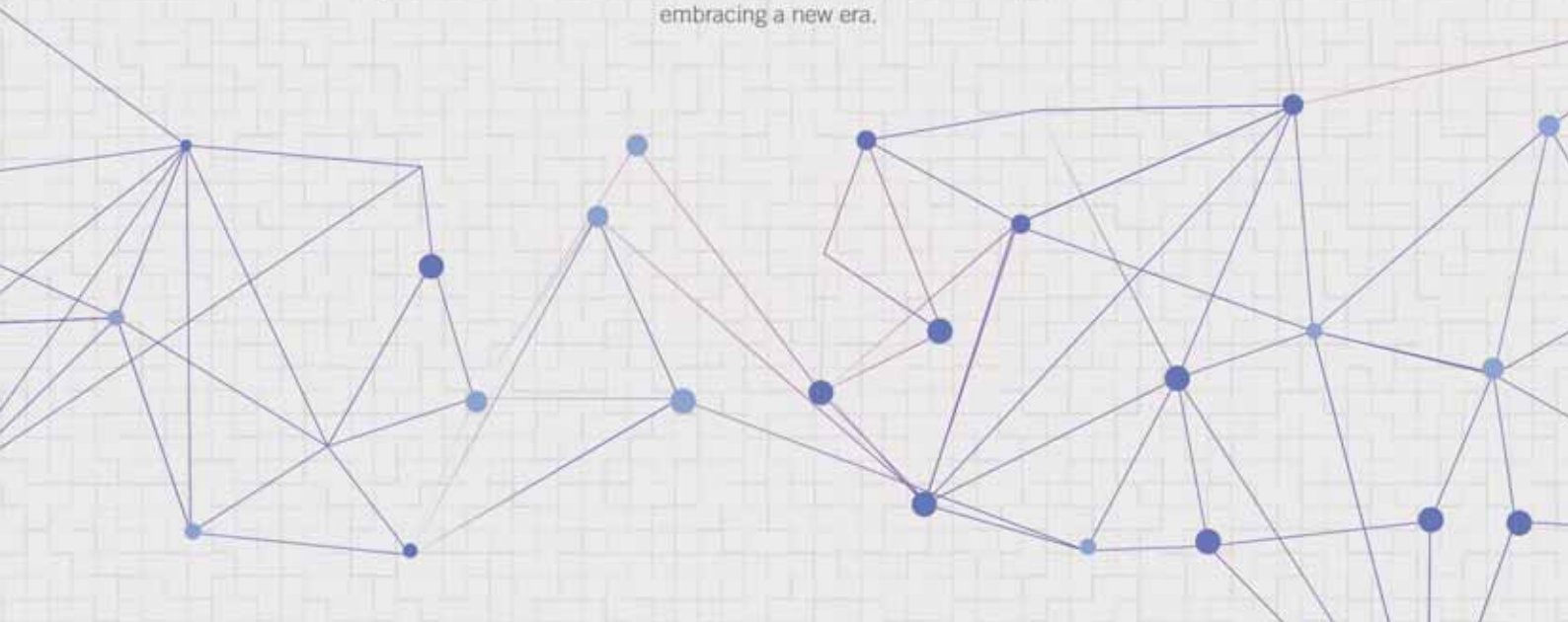
AFFIN BANK

2020

Launching of the new logo and tagline - **'always about you'** in 2020.

The Bank's new identity is represented by the Hibiscus, Malaysia's national flower that symbolises courage, life and rapid growth.

The new logo is a visual statement of the Bank's vision, values, strength, service and integrity as the Bank strives to become a modern and progressive organisation that is embracing a new era.



KEY HIGHLIGHTS OF 2020

Revenue



RM2.3 billion

Net Interest Income



RM772.1 million

Profit Before Tax



RM386.7 million

Earnings Per Share



11.4 sen

Cost of Funds



2.89%

CASA ratio



22.22%

Gross Loans



RM46.3 billion

Total Assets



RM69.5 billion

Strong Capital Position



14.52%
CET 1 Capital Ratio

16.29%
Tier 1 Capital Ratio

22.24%
Total Capital Ratio

BANK WITH THE BEST FD RATES IN MALAYSIA

Ringgitplus Awards 2020



NEW FINANCIAL AND WEALTH PLANNING OFFERING

AFFIN AVANCE

On 11 November 2020, AFFIN AVANCE was launched for mass affluent segment customised with unique benefits for techsavvy, on-the-go professionals.

NEW CORPORATE INTERNET BANKING SOLUTION

AFFINMAX

On 11 December 2020, AFFINMAX was soft launched. AFFINMAX is a One Stop Account Management system that manages account swiftly through a dedicated platform which suit business needs. It comes with Integrated Payment Solution and Online Trade Service

PERSONALISED SOLUTIONS FOR PREMIER CUSTOMERS

AFFIN INVIKTA

On 8 March 2021, AFFIN INVIKTA was launched which is a banking service focusing on delivering wealth advisory and solutions with a personalised approach and bonus lifestyle privileges and is marketed towards high net worth individuals.

PRIORITY ISLAMIC BANKING

Affin Islamic Bank achieved 43% of the Group's total financing/loans assets, exceeding 40% target set by BNM.



AFFIN DUO CREDIT CARD RINGGITPLUS READERS' CHOICE AWARDS 2020

SME COLONY APP

SUSTAINABLE ENERGY FINANCING AWARD

SUPPORT FOR CUSTOMERS DURING THE TIME OF COVID-19

No of Customers Supported under financial relief programs

> 35,000 customers

CORPORATE INFORMATION

BOARD OF DIRECTORS

CHAIRMAN

Dato' Agil Natt
Independent Non-Executive Director

DIRECTORS

Mohd Suffian bin Haji Haron
Non-Independent Non-Executive Director

Dato' Mohd Hata bin Robani
Independent Non-Executive Director

Dato' Abdul Aziz bin Abu Bakar
Independent Non-Executive Director

Chan Tze Ching Ignatius
Non-Independent Non-Executive Director

Dato' Rozalila binti Abdul Rahman
Independent Non-Executive Director

Yuen Wai Hung Peter
Non-Independent Non-Executive Director

Marzida binti Mohd Noor
Independent Non-Executive Director
(appointed w.e.f. 1 March 2020)

Gregory Jerome Gerald Fernandes
Independent Non-Executive Director
(appointed w.e.f. 1 April 2020)

Chan Wai Yu
Independent Non-Executive Director
(appointed w.e.f. 1 April 2021)

Abd Malik bin A Rahman
Re-designated as Non-Independent
Non-Executive Director on 16 February 2020
(completed his tenure of directorship
w.e.f 15 April 2020)

Tan Sri Mohd Ghazali bin Mohd Yusoff
Independent Non-Executive Director
(completed his tenure of directorship
w.e.f. 20 June 2020)

Nik Amlizan binti Mohamed
Non-Independent Non-Executive Director
(appointed w.e.f. 1 September 2020)
(resigned w.e.f. 5 October 2020)

COMPANY SECRETARY

Nimma Safira Khalid
LS0009015
(SSM PC No. 201908001266)
Tel : 603-2055 9019
E-mail : nimma@affinbank.com.my

REGISTERED OFFICE

17th Floor, Menara AFFIN
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50200 Kuala Lumpur
Malaysia
Tel : 603-2055 9000
Fax : 603-2026 1415

HEAD OFFICE

Menara AFFIN
80, Jalan Raja Chulan
50200 Kuala Lumpur
Malaysia
Tel : 603-2055 9000
Fax : 603-2026 1415

SHARE REGISTRAR

**Tricor Investor & Issuing House
Services Sdn Bhd**
Unit 32-01, Level 32
Tower A
Vertical Business Suite Avenue
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No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Malaysia
Tel : 603-2783 9299
Fax : 603-2783 9222
E-mail:
is.enquiry@my.tricorglobal.com

Tricor Customer Service Centre
Unit G-3
Ground Floor Vertical Podium
Avenue 3 Bangsar South
No 8, Jalan Kerinchi
59200 Kuala Lumpur
Malaysia

AUDITORS

PricewaterhouseCoopers PLT
LLP0014401-LCA& AF1146
Level 10, 1 Sentral
Jalan Rakyat
Kuala Lumpur Sentral
50706 Kuala Lumpur
Malaysia

WEBSITE

www.affinbank.com.my

INVESTOR RELATIONS

E-mail : ir@affinbank.com.my

AGM HELPDESK

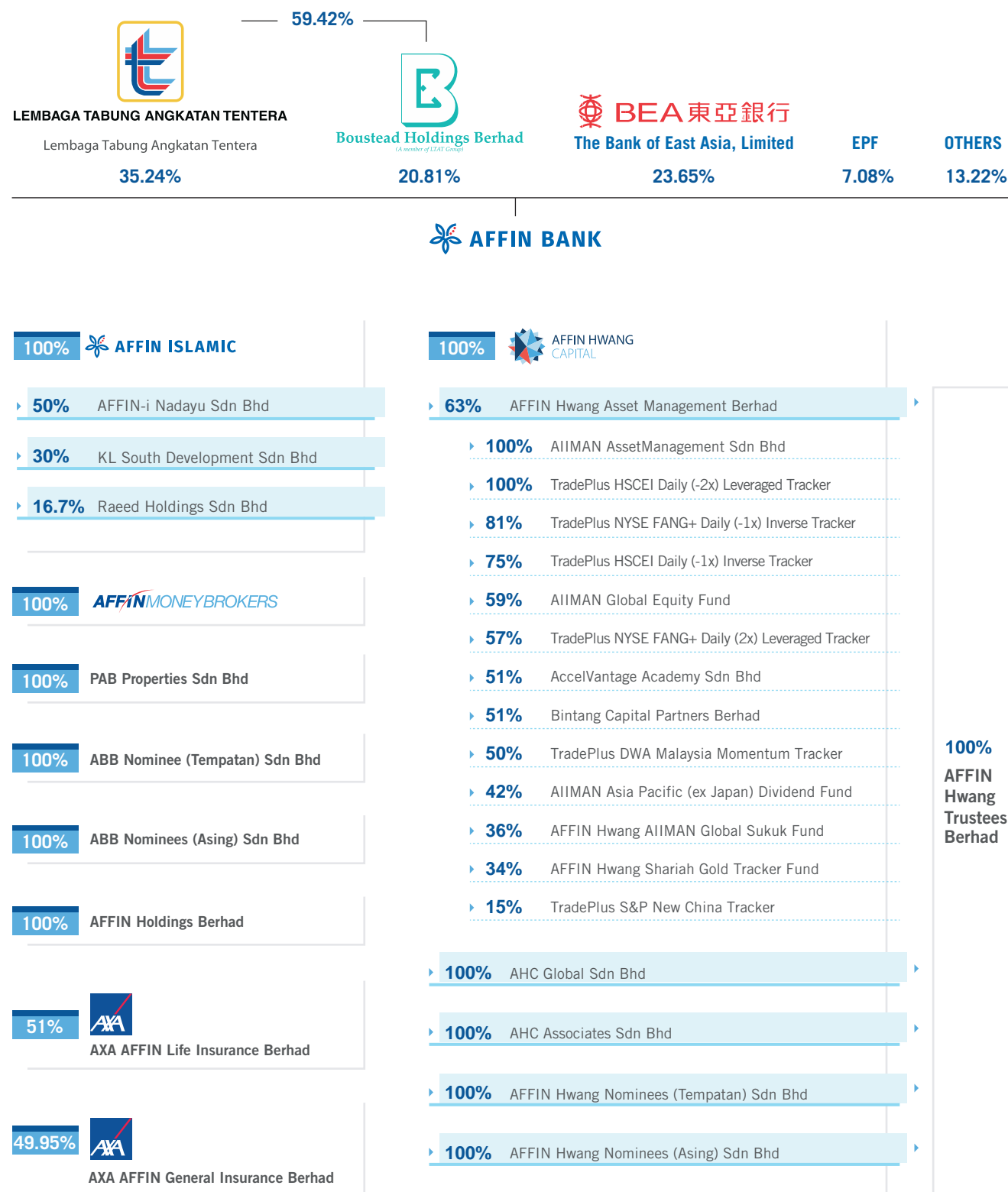
Tel : 603-2783 9299
(Tricor Investor & Issuing House
Services Sdn Bhd)

STOCK EXCHANGE

Bursa Malaysia Securities Berhad
Stock Code : 5185
Stock Name : AFFIN
Listed on Main Market of Bursa
Malaysia Securities Berhad on
2 February 2018

CORPORATE STRUCTURE

AS AT 31 MARCH 2021



GROUP ORGANISATION STRUCTURE



MESSAGE FROM THE CHAIRMAN



“As a result of our collective efforts, **AFFIN BANK** recorded commendable growth and progress in a number of key areas of our business in 2020”

DATO' AGIL NATT
Chairman

MESSAGE FROM THE CHAIRMAN



The Board of Directors attended a half-day talk on Mind-shift Series: Staying Relevant in the Age of Disruption and Innovation on 30 September 2020

Dear Shareholders,

During the height of the global COVID-19 pandemic in the first half of 2020, we at Affin Bank Berhad (“AFFIN BANK”, “the Group”, or “the Bank”) decided to embark on our journey of transformation, taking on the challenges and turning them into opportunities.

In November 2020, as the country was still in the Movement Control Order (MCO), we took the opportunity to refresh our brand by revealing our new logo to the nation, signaling the metamorphosis journey that the Group is undertaking. The new logo is a modern depiction of Malaysia’s beloved national flower, the hibiscus. It is a fitting logo, as it not only takes us back to the Group’s earliest days; it symbolises our future as a blossoming creative and innovative financial organisation.

Our employees are our greatest asset and I am proud to say that our people have shown tremendous resilience in this challenging time, particularly our frontliners who have to face the customers everyday. The ability to adapt and to learn helped the Group to record its commendable growth and progress in a number of key business areas.

With the close of 2020, we are pleased to see the beginnings of what we hope to be the florescence of the Bank in the coming year, hence the theme of our Annual Report for 2020.

On this note, I am pleased to share with you the highlights and achievements for the financial year ended 31 December 2020 (“FY2020”).

UNIQUE CHALLENGES IN A UNIQUE LANDSCAPE

The year 2020 has brought unprecedented challenges that gave rise to the “new normal” in Malaysia and the banking industry. The modern world has never faced a pandemic of this scale and the resulting adverse economic conditions.

As most countries in the world started to shut down its borders and its businesses due to this pandemic, Malaysia, too, announced its nationwide MCO in March 2020 which impacted all economic sectors and saw a systemic shift in the way businesses operate. Many of these businesses – including individuals – were left in dire need of financial assistance due to the loss of business, unemployment, inability to service debt obligations, tenancy commitments and supply chain disruptions.

To cushion the impact, the Government introduced four stimulus packages: PRIHATIN, PRIHATIN SME+, PENJANA

and KITA PRIHATIN, which aimed at protecting the livelihood of Malaysians. Following the implementation of MCO 2.0 in 2021, the Government also announced additional stimulus measures worth RM16.2 billion under the PERMAI and PEMERKASA schemes. Spillover effects of the RM321.2 billion or 20.4% of GDP worth of economic stimulus packages are expected to augment economic recovery in 2021.

To maintain an accommodative monetary policy, Bank Negara Malaysia (BNM) cut its Overnight Policy Rate (OPR) by a total of 125 basis points in 2020, down to 1.75% in July 2020, the lowest in this decade. This placed further pressure on the Bank’s margins. The Bank sought sustainable growth by remaining disciplined in pricing, supported by stringent risk management practices with emphasis on improving liquidity and capital strength.

In support of government initiatives, the Bank disbursed COVID-19 relief funds to help ease the burdens of our customers. In order to play our part to help our customers, we introduced our own Financial Assistance and Instalment Relief (FAIR) programme. The FAIR programme is a specially customised and supportive financial assistance solution for individual, SME and corporate customers. Under the FAIR programme, we approved more than 200 SME customer applications with outstanding financing of approximately RM900

MESSAGE FROM THE CHAIRMAN

“FY2020 also saw the launch of several digital banking solutions to meet the evolving requirements of our business customers.”

AFFIN BANK introduced Affin Invikta, an invitation-only suite of banking solutions for premier customers.

million, more than 60 applications from our corporate clients with a total of RM3.8 billion in outstanding financing and more than 13,000 applications for our community banking customers with total outstanding financing of RM2.4 billion.

Nonetheless, with every challenge, there are new opportunities for growth. In order for our business to be sustainable, we need to remain agile, swift and innovative in anticipating the evolving customer habits and to keep up with the advances in digital technology.

REVOLUTIONISING THROUGH DIGITALISATION

The MCO has drastically changed the way all businesses operate, not least the banking industry. With the majority of the workforce required to work from home, simple banking transactions that we used to take for granted become unavailable. Customers had to move to the digital realm to get their banking needs fulfilled and banks had to keep up with the customers' expectations by ensuring that they were digitally equipped. It is with this understanding that the bank rolled out its new strategies as part of its AFFINITY IN MOTION 22 (AIM22) programme. One of the key strategic thrusts of AIM22 is that of digital transformation acceleration.

As part of our transformation journey, we have also stepped up our digitalisation plan to cater to the ever-evolving needs of our customers. In pursuing digital transformation, our focus is to enhance our customer' experience via developing an ecosystem of digital solutions to cater to both our individual and corporate customers. Efforts were put in to speed up the enhancement to our Retail Internet Banking, the launch of our AFFINMAX corporate internet banking solution, the development of our new Internet Banking App and our new Lifestyle App (our digital banking proposition) which are expected to go live in 2021.

Moving towards a true digitisation of our customer onboarding process, we have revolutionised the traditional account opening process through the Paperless Account Opening Initiative, eliminating the reliance on paper and manual processes. We have also embarked on a strategy to upgrade and increase our Self-Service Terminals (SST) through the nationwide deployment of Cash Recycler Machines.

In line with the growing popularity of mobile banking, we have been working to enhance customers experience with our Mobile Banking App targetted for launch in 2021. Through this app which offers new innovative solutions, we expect not only to improve customer experience, but also increase customer acquisition.

We aim to grow progressively and proactively by continue building and strengthening the strategic partnerships we have built with our stakeholders, business partners and market influencers. With this, we aim to further increase our brand visibility, improve customer interactions and create new opportunities to fulfill the demands of our customers.



MESSAGE FROM THE CHAIRMAN



To ensure the sustainability of businesses in the new normal and to reach a wider audience, the Bank upgraded its digital offerings to create a seamless online transaction experience for our SME customers. Apart from encouraging them to perform their transactions online, we also advocated digital engagement for all business-related activities via AFFIN BANK's multiple award-winning mobile application, the SME Colony, which won nine awards in 2020.

FY2020 also saw the launch of several digital banking solutions to meet the evolving requirements of our business customers. Among such initiatives was the launching of AFFINMAX in December 2020.

SMEs and start-ups are the catalysts for economic growth, and we have developed targeted banking solutions to meet their business needs. I am proud to announce that the Bank launched AFFINWRKFZ, a new proposition available on the SMEColony, offering total business and talent management solutions that include talent retention, staff insurance packages and human resource development solutions.

Launched together with AFFINWRKFZ is AFFIN360 is a robust payroll platform solution for both employers and employees.

AFFIN360, integrated with AFFINMAX and is available to AFFINWRKFZ's subscribers.

The Bank will embark on more digital initiatives and continuous enhancements of our in-house developed SMEColony mobile application to ensure that SMEs, especially the start-ups, are equipped with the right solutions, support and opportunities to not just sustain, but to have access to much needed resources for business use, particularly during the current challenging landscape. We are dedicated to assisting our customers, providing better propositions in terms of financial, product and knowledge enrichment.

The COVID-19 pandemic has to a certain extent, accelerated the future of our banking operating model. We have shifted away from product-focused offerings and moved to a customer centric model. AFFINMAX comes with a complete suite of Cash Management solutions and Financial Supply Chain modules which aid the clients in efficiently managing and moving business funds from one account to another with AFFIN BANK. Clients are also able to quickly glance at their payables or receivables and be provided with real-time updates on transactions using data analytics features.

The 111th AFFIN BANK branch at UiTM Puncak Alam campus was officially launched on 8 April 2021. It is the first branch of the Bank that is integrated with Tealive concept.

“The COVID-19 pandemic has to a certain extent, accelerated the future of our banking operating model”

MESSAGE FROM THE CHAIRMAN



AFFIN BANK participated in Soup Kitchen activities organised together with Pertiwi Soup Kitchen, an NGO dedicated to provide free food, medical checks and other activities for homeless people around Kuala Lumpur.

“In view of the COVID-19 pandemic, we are committed to enhancing our ESG management practices, strengthening our business and increasing our investors' and Shareholders' trust.”

The full details of our highlights and achievements can be found in the Management Discussion and Analysis section of this Annual Report.

EMBRACING CHANGE FOR THE BENEFIT OF ALL

The MCOs had resulted in changes to our operating hours, reduced branch footfalls and face-to-face interactions with our customers. Our sales and processing times were also affected due to slower turnaround time by those involved. We also saw a shift in the credit and cashflow landscapes brought about by the repayment moratoriums as well as our internal repayment assistance programs. In addition, the decentralisation of our operations (for business continuity and staff safety reasons) and the shutting down and sanitisation of our branches and offices due to suspected COVID-19 cases had an effect on our operating cost.

During the MCOs, the Bank had adopted split operations for hubs and branches. With regards to our head office, we adopted a precautionary 20:80 Work-in-office: Work-from-home ratio. We also installed tracking QR codes and contactless thermometers at the entrances of our branches and offices, and enforced strict social distancing

protocols. We streamlined our processes and procedures as much as possible to derive as much efficiency as possible and accelerated our digitalisation efforts to keep pace with the demands of our customers.

By helping our customers through the tough times, we will achieve our long term goal of growing together. Our personal financing products will provide short-term solutions for our customers whereas our deposits and wealth management propositions will provide longer-term assistance to our customers in reprioritising their savings and investment options.

With all these initiatives firmly in place, we have taken this pandemic as a test of strength and a learning opportunity. In line with the Group's direction of refocusing on the basics, we have started to re-examine all our processes and procedures to eliminate unnecessary redundancies, enhance customer value propositions and automate multi-layer repetitive tasks. We aim to emerge as an organisation that is more streamlined, data driven, and focused on the essentials.

DRIVING VALUE THROUGH SUSTAINABILITY

Financial Institutions today are more than just lenders of capital or financial solution providers – we are active members of the communities around us. We are committed to building a better community, a better country and planet for future generations.

The impact of the COVID-19 pandemic has shown the importance of Environmental, Social and Governance (ESG) initiatives and to have a holistic approach to risk mitigation. ESG risks are likely to increase in the aftermath of the pandemic. Pandemics and environmental risks have material impact on businesses and are an important wake-up call for decision-makers across all industries.

MESSAGE FROM THE CHAIRMAN

In view of the COVID-19 pandemic, we are committed to enhancing our ESG management and practices effectively, strengthening our business and increasing investors' and Shareholders' trust. The Bank will continue with its efforts in innovative approaches for business continuity while consciously managing its financial and non-financial risks. We are determined to manage our capital and assets responsibly to create value for our stakeholders in the short, medium and long term.

We will also enhance our overall sustainability practices to contribute to our Sustainable Development Goals by providing inclusive financial solutions while being a responsible employer as well as corporate citizen in the environment and the communities that we operate in.

Our efforts so far have been recognised. In 2020, our wholly-owned subsidiary, AFFIN ISLAMIC was bestowed with the Special Award under the Sustainable Energy Financing (Islamic Financing) category for National Energy Awards 2020 (NEA 2020). This is a significant achievement that will motivate us to continue along this responsible financing path. Moving forward, we will continuously promote green technology by making available financing for companies that supply and utilise green technology.

ENHANCING CORPORATE GOVERNANCE

At the Board of Directors level, we continue to uphold strong corporate governance policies and practices to promote corporate integrity, accountability and transparency. These will ultimately lead to the robustness and sustainability of our business model and strategy. Our efforts are guided by the principles of the Malaysian Code of Corporate Governance 2017, BNM's guidelines, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Malaysia") and Securities Commission's guidelines.

The Board supports the principles of good governance and continues to improve on the Group's governance structure. The Board and Management are fully committed to the areas of corporate governance, business conduct and ethical standards, inculcating the principles of transparency, integrity and accountability in the Group's corporate culture.

The Group adopts the best corporate governance practices that conform to requirements of the regulators. The Group's Corporate Governance Framework outlines broad principles, minimum standards and requirements for sound corporate governance and practices to be adopted by the Bank.

MOVING FORWARD

FY2021 is expected to be yet another challenging year as the global economies recover from the impact of the pandemic. We expect Malaysia to recover and continue to grow albeit moderately this year, backed by its robust economic policies.

Despite the challenges, the Bank will remain committed and continue to deliver sustainable growth and create value for our shareholders by further improving our business propositions and innovative offerings.

APPRECIATION AND ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I wish to express my sincere appreciation to our major stakeholders for their continued support of AFFIN BANK and its group of companies. This includes our principal shareholders Lembaga Tabung Angkatan Tentera, Boustead Holdings Berhad, The Bank of East Asia, Limited and the Employees Provident Fund, as well as our clients and business partners. Given the highly competitive and dynamic industry we operate in, your contributions have been invaluable to us.

I would like to commend and acknowledge the commitment and dedication of our employees in overcoming the challenges in this tough operating environment.

I also wish to extend our sincere gratitude to BNM, Securities Commission, Bursa Malaysia and other relevant regulatory bodies for their continued support and cooperation over the years.

On this note and on behalf of the Bank and Group, I extend my deepest appreciation to my fellow Board of Directors, the Board members of subsidiary and associate companies as well as our senior management team for their guidance in this challenging time.

It is my hope that we will continue to work together as a team in the year ahead.

Dato' Agil Natt
Chairman

MESSAGE FROM THE PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER



IMPROVING COST OF FUNDS

2018	2019	2020
3.71%	3.82%	2.89%

GROWING NET INTEREST INCOME (RM MILLION)

2018	2019	2020
845.4	743.1	772.1

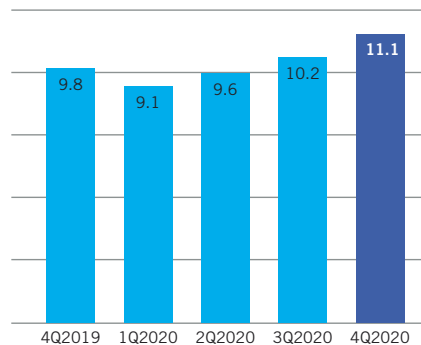
I write this message to you to share with shareholders the impact of the COVID-19 pandemic and our strategies to build AFFIN Banking Group into an institution that offers unrivalled customer service. This evolution has begun.

I came on board as the President and Group Chief Executive Officer of AFFIN BANK ("the Group" or "the Bank") at the height of the crisis, and through the sheer determination and support of all our employees, customers and all stakeholders, we continue to weather the storm. Eventually, after all of this we want to emerge stronger and become more resilient as an organisation and a Banking Group. Every cloud has a silver lining, and ours has been the strength of our employees and their ability to adapt.

CASA

11.1 bil

(RM'billion)



GROWTH IN ADVERSITY

Over the last 12 months, the Bank has put in place key initiatives and actions as part of our AIM22 Transformation Program. Under AIM22, our key levers on value creations are:

- 1) Improving Net Interest Margin ("NIM") Via Reducing Cost Of Funds.
- 2) Increasing Fee-Based Income.
- 3) Growing CASA & Managing Cost.
- 4) Expanding Our Digital Capabilities.
- 5) Creating A Team High Performance Culture Where We Exceed Our Limits.

This will entail a transformational change of mindset across the Bank, as we focus on our operational and service weaknesses and capitalise on the strength of our branch network and offer personalised services. As we evolve into a modern progressive bank and accelerate our growth engine, I will report the progress of this program to our stakeholders on the journey. I am pleased to report some early successes of our transformation journey. Fundamental to the banks competitiveness, we have reduced our cost of funds from 3.71% in FY2018 to 2.89% in FY2020. Consequently, our NIM has expanded to 1.7% level in FY2020. We continue to make progress on CASA acquisitions to reduce our cost of funds further and improving our NIM.

The impact of the COVID-19 pandemic on the Group's FY2020 financial results was significant. The profit before tax ("PBT") was lower by 43% at RM386.7 million, although the Group recorded an increase in revenue of 18.3% to RM2.3 billion, our earnings were impacted as a result of modification loss due to the support the country provided to borrowers for the 6 months moratorium period and pre-emptive

COVID-19 provisioning due to the economic slowdown.

I would like to highlight that despite the challenges, our cost to income ratio improved from 63.0% in FY2019 to 59.6% in FY2020 with an increasing number of new to bank customer acquisition. The Bank's NIM expanded from 1.5% in FY2019 to 1.7% in FY2020. Net interest income increased by RM29.0 million, or 3.9% in FY2020, driven by improved NIM from falling cost of funds following an increase in CASA by 13.6% to RM11.1 billion. As a result, our CASA ratio improved to 22.2% in FY2020 from 19.1% in FY2019. This is in line with our strategy to grow our CASA franchise while shifting away from expensive fixed deposits.

We have intensified our efforts to increase our Loan Loss Coverage to 50%, as the provisions in FY2020 increased ten-fold to RM561.6 million. The Bank has pre-emptively set aside additional overlay provisions of RM120 million given the COVID-19 pandemic environment, to fortify our provisioning buffers. For FY2021, we plan to increase our Loan Loss Coverage to 70%. As we strengthen our financial buffers which are currently lagging compared to our peers, we will see value return in the form of our share price.

The Group places great emphasis in ensuring its capital position meets regulatory requirements and is able to withstand stressed economic and market conditions. The Common Equity Tier 1 capital ratios, Tier 1 capital ratios and Total capital ratios of all the banking entities in the Group are well above regulatory requirements, a testament to the Group's financial strength and ability to withstand

MESSAGE FROM THE PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER

future headwinds. Through prudent capital management, we will ensure that our capital levels remain robust as we continue to maintain the optimum capital for the future needs of our business.

ENGAGING ALL OUR STAKEHOLDERS

Every aspect of the business is crucial in ensuring the highest performance, especially in tough times. This is why we engage every stakeholder, from customers and suppliers, investors, regulators and employees, to the communities we serve.

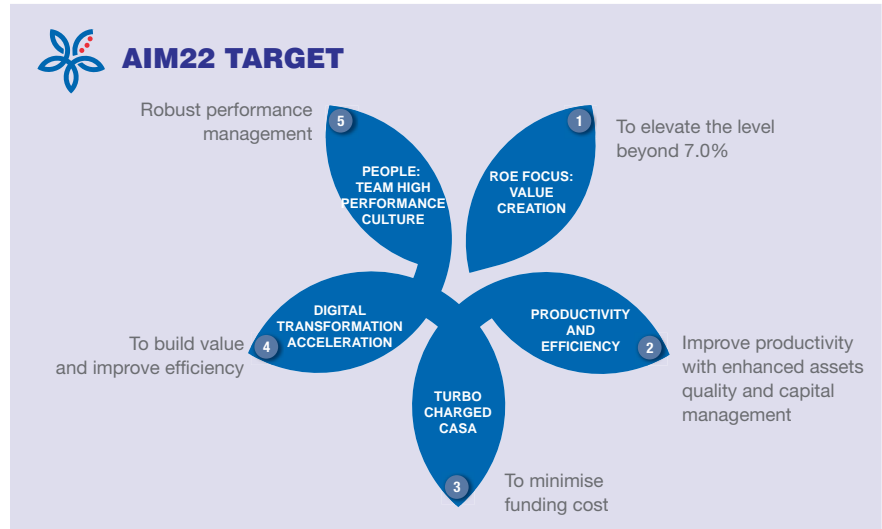
Our topmost priority during this pandemic has been to safeguard the well-being of our employees and customers. The Bank will continue to support its customers who have been adversely impacted by the pandemic and are in dire need of financial aid, by providing financial relief facilities under various programs, including BNM schemes, the Bank's Financial Assistance and Instalment Relief (FAIR) and Expanded Targeted Repayment Assistance (XTRA). To date, the Bank has helped more than 35,000 customers under the various financial assistance programs. We are also extensively promoting the financial relief facilities through our various communication channels.

Staff development remained another important agenda for the Group's growth strategy in 2020. Given the evolving banking environment arising from more stringent regulatory requirements and the changing dynamics of customer expectations and banking trends, the Group continued to initiate steps to ensure the relevance and competency of staff and ensuring their readiness for future challenges. We intend to be a continuous learning driven organization, embedding the values and culture of being respectful, empowering and collaborative to attract and retain the best talents

NEW IDENTITY AND KEEPING CUSTOMERS AT OUR HEART

In November 2020, we unveiled our new brand identity in conjunction with our 45th year of serving the Nation. Our new refreshed logo, featuring the national flower, the hibiscus, is a modern emblem symbolising courage, life and rapid growth.

We launched our new tagline 'Always About You' which is our promise that our customers are at the heart of everything we



do. We aspire to make banking seamless and convenient for our customers, and we are always looking at how we can improve to ensure we meet their current and future needs. With this in mind, as part of our rebranding strategy, we introduced several initiatives to our customers. We launched AFFIN AVANCE to cater to the mass affluent, AFFIN INVIKTA, which provides personalised solutions to high-net-worth individuals, AFFINMAX for Corporate clients and an upgraded SMEColony for SMEs.

The pandemic has also accelerated the demand for digitalised product offerings, evidenced by the significant increase in online transactions during the pandemic. To support the increasing demand for digital products and further increase in operational efficiency, the Bank has several exciting digital initiatives lined up in 2021. The Bank has allocated a total budget of RM178 million for this purpose. Among others, we plan to introduce our new Lifestyle Banking App and Branch Delivery System in 2021, giving our customers the experience of a digital offering in the market.

Our customers and our wider community, will benefit from the agile comprehensive digital ecosystem that we are creating. The agile platform will support robust product offerings and scalability.

METAMORPHOSIS JOURNEY

Our AIM22 journey, which is also known as our Metamorphosis Plan, is to transform every corner and space of AFFIN Bank Group completely. We are evolving and

changing every day, week and month. The inspiration we get is from our customers, who cheer us on and cannot wait in anticipation for what comes next. The list of things we plan to do the stretches a mile long, and shareholders and customers will witness our new offerings and services almost every month in 2021. I always remind my team that customers expectations are high, but the Affin Team has been able to rise to these expectations. The journey forward is already committed so there is no turning back and the momentum is gaining speed.

ACKNOWLEDGEMENTS

Throughout these endeavours, we've been steadfast in our commitment to sustainability. In recognition of our efforts in driving the country's sustainable energy agenda, AFFIN ISLAMIC was awarded the Special Award - Sustainable Energy Financing (Islamic Financing) category for the National Energy Awards 2020, organised by the Ministry of Energy and Natural Resources.

I would like to take this opportunity to thank our stakeholders – our network of partners, shareholders, employees, as well as our customers and communities – for your continued support.

It is with this spirit of courage and optimism that we will continue to serve you.

Datuk Wan Razly Abdullah bin Wan Ali
30 April 2021

AWARDS & RECOGNITION

2020


AFFIN BANK BERHAD



Digital CX Awards 2020
WINNER
 BEST DIGITAL CUSTOMER EXPERIENCE IN SME BANKING

Digital CX Awards

Best Digital Customer Experience in SME Banking



The Asset Triple A Digital Project Awards

Best Digital Collaboration



Asian Banking & Finance Retail Banking Awards

- Insurance Product Innovation of the Year – Malaysia (AFFIN SMEasy Protect)
- Start-up Banking Initiative of the Year – Malaysia



RETAIL BANKER INTERNATIONAL
 Asia Trailblazer Summit and Awards

Excellence in SME Banking
WINNER 2020

Dynamic Third-Party Collaboration
HIGHLY COMMENDED 2020

Retail Banker International Asia Trailblazer Awards

- Excellence in SME Banking (Winner)
- Dynamic Third-Party Collaboration (Highly Commended)




The Malaysia Book of Records

First SME Community Development Mobile App "SMEEcolony"



Malaysia Technology Excellence Awards

Mobile – Banking Category award at Malaysia Technology Excellence Awards 2020.



The Asian Banker Malaysia Awards

Best Ecosystem Project award

AWARDS & RECOGNITION

2020 AFFIN BANK BERHAD



Genesys 2020 Customer Innovation Awards

CX Sales and Marketing Performer



2020 Omni-Innovator

IDC Digital Transformation Awards Malaysia



RinggitPlus Readers' Choice Awards 2020

- *Best New Credit Card of 2020: Affin DUO*
- *Best Cashback Credit Card in Malaysia: Affin DUO*
- *Best Online Cashback Credit Card in Malaysia: Affin DUO*
- *Best Backup/Secondary Credit Card in Malaysia: Visa Signature*

2020 AFFIN ISLAMIC BANK BERHAD

National Energy Awards

- *AFFIN ISLAMIC was bestowed with the Special Award under the Sustainable Energy Financing (Islamic Financing) category for National Energy Awards 2020. ("NEA 2020).*
- *The NEA 2020 organised by the Ministry of Energy and Natural Resources is an annual recognition event to acknowledge outstanding achievements and best practices in driving the country's sustainable energy agenda.*



AWARDS & RECOGNITION

2020

AFFIN HWANG CAPITAL



Asset Triple A Country Awards 2019 (Received in 2020)

Affin Hwang Capital in partnership with Daiwa Securities received the “Best Bond” award for Best Deals in Malaysia by The Asset Triple A at the Country Awards 2019. The award was received by the Deputy Group Managing Director of Affin Hwang Capital, Yip Kit Weng. Affin Hwang Capital is the only Malaysian bank among the lead arrangers and bookrunners for the Ministry of Finance’s (MoF) successful issuance of the RM7.34 billion Samurai Bond on 15 March 2019. The award further enforces Affin Hwang Capital’s Vision to be the leading investment bank in Malaysia and living up to its promise to “Out think. Out perform.”

The EDGE Best Call Awards 2019 (Received in 2020)

International Finance Awards 2019

- Most Innovative Sukuk Structures – Malaysia – 2019
- Best Funded Water/Wastewater Project – Malaysia – 2019

Asia Asset Management 2020 Best of the Best Awards

- Best Institutional House, Malaysia, 3 years
- CEO of the Year, Malaysia, 2 years

Insights & Mandate, 2020 Professional Investment Awards

- Best Fund House, Malaysia
- CEO of the Year, Malaysia
- CIO of the Year (Equity & Fixed Income), Malaysia
- ETF Sponsor of the Year, Malaysia
- ETF Product of the Year, Malaysia

Refinitive Lipper Fund Awards 2020

- Mixed Asset Myr Conservative – Malaysia, 5 Years
- Mixed Asset Myr Bal - Global – Malaysia Pension, 3 Years
- Mixed Asset Myr Bal - Global – Malaysia Pension, 3 Years
- Mixed Asset Myr Bal - Global – Malaysia Pension, 5 Years
- Equity Asia Pacific Ex Japan – Malaysia Pension, 3 Years
- Equity Asia Pacific Ex Japan – Malaysia Pension, 5 Years
- Equity Malaysia Diversified – Malaysia Pension, 10 Years

EPF External Fund Managers Award 2019 (Received in 2020)

- Best Global Bond Fund Manager 2019
- Best Domestic Fixed Income Fund Manager 2019
- Best 3-year ROI Domestic Equity Fund Manager (conventional) 2019
- Best 3-Year ROI Domestic Fixed Income Fund Manager 2019

The Asset Triple A Sustainable Investing Awards for Institutional Investor, ETF, and Asset Servicing Providers 2020

- Asset Management Company of the Year, Malaysia
- Long-only Equity Fund Manager of the Year, Malaysia
- Long-only Fixed Income Fund Manager of the Year, Malaysia
- Most Innovative ETF, Malaysia



Bursa Excellence Awards 2019 (Received in 2020)

Affin Hwang received 5 awards at the Bursa Excellence Awards 2019 ceremony.

Champion:

- Best Institutional Bursa Malaysia-i Participating Organisation,
- Best Overall Bursa Malaysia-i Participating Organisation

1st Runner Up:

- Best Overall Equities Participating Organisation
- Best Institutional Participating Organisation (Investment Bank),
- Best Proprietary Day Trader

The Asset Triple A Islamic Finance Awards 2020 - Best Deals by Country

The Asset Triple A recently published a list of winners for the Islamic Finance Awards 2020, and KAJV project was named the Best Structured Financing – Konsortium KAJV one billion ringgit wakala bi al-istiithmar and murabaha sukuk.

The sukuk represents the largest ringgit sukuk program for specified water supply infrastructure project financing amounting to one billion ringgit. It is the only second water supply infrastructure project to be funded through the Islamic debt capital markets.

The lead arrangers and lead managers of this sukuk are Affin Hwang Investment Bank (Principal adviser) and HSBC Amanah Malaysia (Shariah adviser).

AWARDS & RECOGNITION

2020

AFFIN HWANG CAPITAL



Asiamoney Awards 2020

Affin Hwang Capital was announced as the Best Securities House in Malaysia by Asiamoney for the fourth consecutive year.

This is truly a remarkable feat on the international stage for the Bank, recognising its achievements in 2019 in spite of the turbulence affecting us globally and locally.

This achievement follows the 5 top awards received at the Bursa Excellence Awards by Bursa Malaysia Berhad in July 2020.

The Asset Triple A Islamic Finance Awards 2020

Best Asset Manager of the Year, Malaysia

Asia Asset Management 2020 Best of the Best Awards

- Best Institutional House, Malaysia
- CEO of the Year, Malaysia



International Banker 2020 Asia & Australasia Award

Affin Hwang Capital won the 'Best Investment Bank of the Year Malaysia' at the International Banker 2020 Asia & Australasia Awards, voted by readers and journalists of UK-based International Banker Magazine.

Alpha Southeast Asia Best Deals and Solutions Awards 2020

Optimax IPO Wins Best Small-Cap Equity Deal of the Year Award

The Optimax IPO listing on the ACE Market of Bursa Malaysia on 18 August 2020 was accorded the Best Small-Cap Equity Deal of the Year 2020 by Alpha Southeast Asia.

The IPO was the largest healthcare ACE Market IPO in Malaysia since August 2018, completed in the midst of the challenges of the COVID-19 pandemic and Recovery Movement Control Order (RMCO). Affin Hwang Capital was the Principal Adviser, Sole Placement Agent, Sole Underwriter, and Sponsor for the IPO exercise.

The Asset Benchmark Research

- Top Investment Houses in Asian Local Currency Bonds for 2020, Malaysia – Highly Commended
- The Most Astute Investors in Asian local Currency Bonds for 2020, Malaysia – Highly Commended
- Top Investment Houses in Asian Local Currency Bonds for 2020, Malaysia – Rank 5
- The Most Astute Investors in Asian local Currency Bonds for 2020, Malaysia – Rank 2



The Asset Triple a Country Awards 2020

Serba Dinamik's Primary Placement Wins at Best Primary Placement Award

Affin Hwang Capital was announced as the winner of the Best Primary Placement award of The Asset Triple A Country Awards 2020 for Serba Dinamik Holdings Berhad's RM456 million primary placement which was completed on 24 April 2020.

The exercise was the largest primary placement in Malaysia since January 2018 and the third largest in Southeast Asia in 2020. Affin Hwang Capital was the Sole Principal Adviser and Joint Bookrunner for the placement exercise.

AWARDS & RECOGNITION

2020

AXA AFFIN GENERAL INSURANCE BERHAD



Motordata Research Consortium

The Most Accurate Average Estimate to Claims Approval Amount 2019



Global HR Excellence Awards 2020

- Innovation in Retention Strategy
- CHRO of the Year

Global Best Employer Brand Award 2020
Managing Health at Work

501 Global HR Leaders of the World

World HRD Congress

- Malaysia Best Employer Brand Awards 2020 (for 5th consecutive year)
- World HRD Congress: Most Influential HR Leaders Award 2020

HR Asia Best Companies to Work for in Asia 2020 Awards - Malaysia (for 4th consecutive year)



WeCare HR Asia Most Caring Companies Award 2020



Asian Banking and Finance (ABF) Insurance Asia Awards 2020

5th consecutive year

- International General Insurer of the Year - Malaysia
- New Insurance Product of the Year - Malaysia awards (for AXA SmartCare Xtra)

AWARDS & RECOGNITION

2020

AXA AFFIN LIFE INSURANCE BERHAD



Digital Insurance Initiative of the Year by Insurance Asia Awards 2020

The Insurance Asia Awards distinguishes the conscious efforts of insurers who creates solutions and deliver exceptional value that will fit the diverse needs of the market, especially during the pandemic.

Our digital flagship product - AXA eMedic has bagged this award through the concentrated effort in making insurance accessible and affordable for young families and professionals. The fully digitalised seamless customer journey and other value-added telehealth support have proven to be vital during the COVID-19 period.

This has positioned AXA AFFIN Life as the leader in digitalisation with a 66% market share in Malaysia's digital space as of Q4 2020.



Health Insurance Company of the Year by Asia Insurance Industry Awards 2020

This prestigious award recognizes the innovation in products and services which facilitate an improvement in both the curative and preventative aspects of healthcare management. AXA AFFIN Life earned this award by going beyond insurance to build "Payer to Partner" services at scale and adopted a differentiated strategy to target Malaysian millennials who are relatively under-insured and unhealthy through lifestyle apps as part of the holistic health ecosystem.

Through this strategy, we have outperformed the market in five out of six quarters in 2019 as well as achieved over 100% growth and improved our market share in 2020.



Best Employer Brand Award by 11th Asia Best Employer Brand Awards

AXA AFFIN Life was bestowed the Best Employer Brand Award through our HR leaders' outstanding performances as well as our continuous effort and adoption of best practices in various function of Human Resources specifically in the context of Employer Branding, Talent Management, Talent Development, Talent Innovation and Employee Experience.



Best CSR Initiative – Life Insurance - "Smash the Curve" COVID-19 – Malaysia 2020 by International Finance Awards 2020

International Finance Insurance Awards seeks to highlight the achievement and reward those who are striving to safeguard the interests of customers around the world and spur further innovation in the insurance industry. AXA AFFIN Life has showcased a strong commitment in serving and protecting people by stepping up to support the battle against the COVID-19 virus for our frontline workers, the community as well as our customers and employees through a series of CSR initiatives.

DIGITAL BANKING SERVES YOU ANYTIME, ANYWHERE

Thanks to our digital banking services, our customers may never have to step into any of our branches. All transactions can be conducted online, including the checking of account balances, making payments and transactions. As such, we can serve you anytime, anywhere.



ON-DEMAND FINANCIAL GUIDANCE



ENHANCED BANKING BENEFITS

Enhanced banking benefits

DIGITAL FINANCIAL DASHBOARD

Real-time insights and personalized recommendations

AI

DIGITAL INVESTMENT TOOLS WITH AI CAPABILITIES

PRIVILEGES

Terokai Kelebihan Tanpa Batasan

dengan AFFIN VANCE

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BOARD OF DIRECTORS



**DATO' ABDUL AZIZ
BIN ABU BAKAR**
*Independent
Non-Executive Director*

**DATO' ROZALILA
BINTI ABDUL RAHMAN**
*Independent
Non-Executive Director*

DATO' AGIL NATT
*Chairman/Independent
Non-Executive Director*

**MOHD SUFFIAN
BIN HAJI HARON**
*Non-Independent
Non-Executive Director*

**DATO' MOHD HATA
BIN ROBANI**
*Independent
Non-Executive Director*



BOARD OF DIRECTORS



**YUEN WAI HUNG
PETER**

*Non-Independent
Non-Executive Director*

**MARZIDA BINTI
MOHD NOOR**

*Independent
Non-Executive Director*

**CHAN TZE CHING
IGNATIUS**

*Non-Independent
Non-Executive Director*

**GREGORY JEROME
GERALD FERNANDES**

*Independent
Non-Executive Director*

CHAN WAI YU

*Independent
Non-Executive Director*

Save as disclosed, none of the Director has:-

- Any family relationship with any Director and/or major shareholders of AFFIN BANK
- Any conflict of interest with AFFIN BANK
- Any conviction for offences within the past 5 years
- Any public sanction or penalty imposed by the relevant regulatory bodies during the financial year 2020

DIRECTORS PROFILE



DATO' AGIL NATT

*Chairman/Independent
Non-Executive Director*

70/Male

Date of Appointment: 8 November 2019

Attendance in 2020: 15/15

Nationality

Malaysian

Academic/Professional Qualification

- *Advanced Management Program, Harvard Business School, USA*
- *Master of Science in Finance City Business School, University of London, UK*
- *Bachelor of Science in Economics (Hons), Brunel University, UK*

Past Working Experience

- *Director, Cagamas Berhad*
- *Chairman/Independent Director, Credit Guarantee Corporation Malaysia Bhd*
- *Director, Sogo (KL) Sdn Bhd*
- *Independent Director, Export-Import Bank of Malaysia Bhd*
- *Chairman/Independent Director, Sumitomo Mitsui Banking Corporation Malaysia Bhd*
- *President & CEO, International Centre for Education in Islamic Finance (INCEIF)*
- *Executive Director & Deputy President, Maybank*
- *MD/CEO, Aseambankers Bhd (now known as Maybank Investment Bank Bhd)*
- *Senior GM, Corporate Banking, Maybank*

- *Regional Chief Representative, Kleinwort Benson Ltd (Investment Bank), Malaysia & UK*
- *Senior GM, Finance, Island & Peninsular Bhd*
- *Corporate Finance Manager, Bumiputra Merchant Bankers Berhad*

Directorship(s) in Other Public/Public Listed Companies

- *Chairman/Independent Director, Manulife Insurance Bhd*
- *Chairman/Independent Director, Manulife Investment Management (M) Berhad*

External Professional Commitments

- *Investment Panel member of the Employees Provident Fund Board*

Membership of Board Committees

- *Chairman, AFFIN Group Oversight Committee*
- *Member, Group Board Nomination and Remuneration Committee*
- *Member, Group Board Credit Review and Recovery Committee*
- *Member, Group Board Information Technology Committee*

DIRECTORS PROFILE

MOHD SUFFIAN BIN HAJI HARON

Non-Independent Non-Executive Director

76/Male

Date of Appointment: 15 August 2009

Attendance in 2020: 15/15



**Mohd Suffian is a nominee of Lembaga Tabung Angkatan Tentera, a major shareholder of AFFIN BANK*

Nationality

Malaysian

Academic/Professional Qualification

- Bachelor of Economics, University of Malaya
- Master of Business Administration, University of Oregon, USA

Past Working Experience

- Chairman/Director, Affin Islamic Bank Berhad
- Director, Pharmaniaga Berhad
- Managing Director, Willis Faber (M) Sdn Bhd (an Insurance Broking Company)
- Director, Far East Computers (India)
- Director, Affin Discount Berhad
- Director, Fraser's Hill Development Corporation
- Director, the State Development Corporations of Perak, Pahang and Terengganu
- Director, Bank Pembangunan Malaysia Berhad

- Director, Kompleks Kewangan Malaysia Berhad
- Director, HICOM
- Council Member, Majlis Amanah Rakyat (MARA)
- Diplomatic and Administrative Officer attached to the Prime Minister's Department and the Ministry of Public Enterprises
- Assistant to the Special Economic Adviser to the Government
- Vast experience in general trading, power generation and transmission, aircraft maintenance as well as the oil and gas services sectors

Directorship(s) in Other Public/Public Listed Companies

- Director, Lonpac Insurance Bhd

Membership of Board Committees

- Member, Group Board Nomination and Remuneration Committee
- Member, Group Board Credit Review and Recovery Committee

DIRECTORS PROFILE



DATO' MOHD HATA BIN ROBANI

Independent Non-Executive Director

69/Male

Date of Appointment: 17 October 2017

Attendance in 2020: 15/15

Nationality

Malaysian

Academic/Professional Qualification

- *Bachelor of Economics (Business Administration), University of Malaya*
- *Management Development Programme, University of Harvard, USA*

Past Working Experience

- *Advisor, Agenda Harmoni Sdn Bhd*
- *Executive Chairman, Excellent Tank Treatment Services Sdn Bhd*
- *Managing Director, Malaysian Electronic Payment System Sdn Bhd (MEPS)*
- *Executive Director, BSN Commercial Bank (M) Berhad*
- *Director, Seacorp Schroeder Asset Management Berhad*
- *General Manager, Financial Services Division of Amanah Capital Partners Group*
- *Group Chief Operating Officer, Amanah Capital Partners Group*

- *Director, Short Deposits Malaysia Berhad*
- *Director, Asia Unit Trust Berhad*
- *Director, Taisho Marine & Fire Insurance (M) Berhad*
- *Director, Fulton Preborn Sdn Bhd*
- *Director, Banking Department of BNM*
- *Director, IT Department of BNM*
- *Senior Assistant Manager, Bank Inspection Department, Bank Negara Malaysia (BNM)*

Directorship(s) in Other Public/Public Listed Companies

- *Director, Affin Holdings Berhad*

Membership of Board Committees

- *Chairman, Group Board Compliance Committee*
- *Member, Group Board Audit Committee*

DIRECTORS PROFILE

DATO' ABDUL AZIZ BIN ABU BAKAR

Independent Non-Executive Director

68/Male

Date of Appointment: 17 October 2017

Attendance in 2020: 15/15



Nationality

Malaysian

Academic/Professional Qualification

- *Bachelor of Economics (Honours), University of Malaya*
- *Senior Management Development Programme (SMDP), Harvard Business School*

Past Working Experience

- *CEO/ED, Malaysian Directors Academy (MINDA)*
- *Chief Human Capital Officer, Telekom Malaysia Berhad (TM)*
- *Executive VP, Human Resources of RHB Bank Berhad*
- *Management positions including Internal & IT Audit, Marketing Economics, Sales & Distribution, Supply & Planning and Human Resource (HR) in Shell Malaysia for 20 years*
- *Shareholders' representative at Shell Group HQ, London overseeing Shell's business interest in Hong Kong and China*
- *Fleet Planning Coordinator of Malaysian Airlines System (MAS)*
- *Director, Alkhair International Islamic Bank Berhad (AKIIB)*
- *Managing Director of INTRIA Berhad (currently UEM Builders)*

- *Director, Costain Group PLC (UK)*
- *Director, Rangkaian Segar Sdn Bhd*
- *Director, FCW Holdings Berhad*

Awards

- *National HR Leader Award by the Ministry of Human Resources and Malaysian Institute of HR Management*

Directorship(s) in Other Public/Public Listed Companies

- *Director, Merchant Trade Asia Bhd*
- *Director, Institute of Corporate Directors Malaysia (ICDM)*

Membership of Board Committees

- *Chairman, Group Board Nomination and Remuneration Committee*
- *Chairman, Group Board Credit Review and Recovery Committee*

DIRECTORS PROFILE



CHAN TZE CHING IGNATIUS

Non-Independent Non-Executive Director

64/Male

Date of Appointment: 1 December 2017

Attendance in 2020: 15/15

*Chan Tze Ching Ignatius is a nominee of BEA, a major shareholder of AFFIN BANK

Nationality

Chinese

Academic/Professional Qualification

- Bachelor of Business Administration, University of Hawaii, USA
- Master of Business Administration, University of Hawaii, USA
- Certified Public Accountant, American Institute of Certified Public Accountants

Past Working Experience

- Director, The Community Chest of Hong Kong
- Chairman, Prasac Microfinance Institution limited, Cambodia (PRASAC)
- Chairman, Investment Sub-Committee, The Community Chest of Hong Kong
- Member, Executive Committee, The Community Chest of Hong Kong
- Member, The Financial Reporting Council, Hong Kong
- Member, Standing Commission on Civil Service Salaries and Conditions of Service (SCCS)
- Non-Executive Director, Rizal Commercial Banking Corporation (RCBC)
- Member, Hong Kong Tourism Board
- Chairman, Hong Kong Polytechnic University Council
- Member, Executive Committee of Investor Education Centre, Securities and Futures Commission
- Director, Affin Holdings Berhad
- Member, Hong Kong Open University Sponsorship and Development Fund Committee

Directorship(s) in Other Public/Public Listed Companies

- Independent Non-Executive Director, Mongolian Mining Corporation (MMC)

- Independent Non-Executive Director, Hong Kong Exchanges and Clearing Limited
- Non-Executive Director, East Asia Futures Limited
- Non-Executive Director, East Asia Securities Company Limited
- Director, Portofino (165) Limited

External Professional Commitments

- Senior Advisor at The Bank of East Asia, Limited (BEA) and CVC Capital Partners

Other appointment(s)

- Honorary Advisory Vice President, Hong Kong Institute of Bankers
- Vice Patron of The Community Chest of Hong Kong
- Member, Judicial Committee, Standing Comm on Judicial Salaries and Cond of Service
- Board Adviser, HK New Territories General Chamber of Commerce
- Chairman, Panel Nomination Committee, Hong Kong Exchanges and Clearing Limited
- Member, Corporate Governance Committee, Mongolian Mining Corporation
- Chairman, Audit Committee, Mongolian Mining Corporation
- Council Member, Hong Kong Red Cross
- Member, Disciplinary Appeals Committee, Hong Kong Securities
- Member, Audit Committee, Hong Kong Exchanges and Clearing Limited
- Member, Nomination Committee, Hong Kong Exchanges and Clearing Limited

Membership of Board Committee

Nil

DIRECTORS PROFILE

DATO' ROZALILA BINTI ABDUL RAHMAN

Independent Non-Executive Director

59/Female

Date of Appointment: 4 February 2019

Attendance in 2020: 14/15



Nationality

Malaysian

Academic/Professional Qualification

- *Bachelor of Science, Food Science & Technology, Universiti Pertanian Malaysia*
- *Certificate of Merit from Sophia University, Japan*
- *Diploma of Science with Education (Math Major), Universiti Pertanian Malaysia*

Past Working Experience

- *Chief Executive Officer, Astro GS Shop Sdn Bhd*
- *Chief Marketing Officer, TM Berhad*
- *General Manager, Maxis Berhad*
- *Sales & Marketing Director, Bank Simpanan Nasional*
- *Marketing Manager, Reckitt Benckiser, Malaysia & Singapore*
- *Marketing Manager, Kellogg Asia Inc. South East Asia*
- *Senior Brand Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore*

- *Quality Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore*
- *Product Development Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore*
- *Cold Room Supervisor, Perwira Niaga Malaysia, (PERNAMA)*

Directorship(s) in Other Public/Public Listed Companies

- *Independent Non-Executive Director, MISC Berhad*

Membership of Board Committees

- *Chairperson, Group Board Risk Management Committee*
- *Member, Group Board Audit Committee*

DIRECTORS PROFILE



YUEN WAI HUNG PETER

Non-Independent Non-Executive Director

59/Male

Date of Appointment: 1 November 2019

Attendance in 2020: 15/15

**Yuen Wai Hung Peter is a nominee of BEA, a major shareholder of AFFIN BANK*

Nationality

American

Academic/Professional Qualification

- *Master of Business Administration, University of Houston, USA*
- *Bachelor of Business Administration (Major in Finance), University of Hawaii, USA*

Past Working Experience

- *Director, East Asia Property Holdings (Jersey) Limited*
- *Director, PRASAC Microfinance Institution Limited*
- *General Manager & Head of International Division, The Bank of East Asia, Limited (BEA)*
- *Head of Financial Institutions Department, BEA*

Directorship(s) in Other Public/Public Listed Companies

- *Director, East Asia Indonesian Holding Limited*
- *Director, Leader One Limited*
- *Director, Industrial and Commercial Bank of China (Canada)*
- *Director, East Asia Holding Company, Inc*
- *Director, Industrial and Commercial Bank of China (USA) NA*

Other Appointment(s)

- *General Manager and Head of Strategic Partnerships Group, BEA*

Membership of Board Committees

- *Member, Group Board Risk Management Committee*

DIRECTORS PROFILE

MARZIDA BINTI MOHD NOOR

Independent Non-Executive Director

58/Female

Date of Appointment: 1 March 2020

*Attendance in 2020: 12/12
(since her appointment as Director)*



Nationality

Malaysian

Academic/Professional Qualification

- *Master of Science in Management Information Systems, United States International University, San Diego, California (USA)*
- *Bachelor of Science in Business, Indiana University Bloomington, Indiana (USA)*

Past Working Experience

- *HRIT Competency Centre Manager, Shell Business Operations Oil & Gas*
- *Programme Manager, SAP Business Objects Software License Management, Shell Business Operations Oil & Gas*
- *Programme Manager, Global Retail Site Systems Support Services, Shell Business Operations Oil & Gas*
- *Downstream IT Global Strategy & Planning and Programme Manager, Shell Business Operations Oil & Gas*
- *Chief Information Officer, Malaysia Airlines Air Transportation*
- *Senior General Manager, Programme Management Office, Malaysia Airlines Air Transportation*

- *Programme Manager, Support Services Business Improvement Programme, Malaysia Airlines Air Transportation*
- *Vice President IT Planning & Development, Malaysia Airlines Air Transportation*
- *Director, Allianz Malaysia Berhad*

Directorship(s) in Other Public/Public Listed Companies

- *Nil*

External Professional Commitment

- *A volunteer member of 30% Club Malaysia, a platform which is set up to improve gender diversity on the board of public listed companies*

Membership of Board Committees

- *Chairperson, Group Board Information Technology Committee*

DIRECTORS PROFILE



GREGORY JEROME GERALD FERNANDES

Independent Non-Executive Director

66/Male

Date of Appointment: 1 April 2020

*Attendance in 2020: 10/10
(since his appointment as Director)*

Nationality

Malaysian

Academic/Professional Qualification

- *Registered Accountant from Malaysian Institute of Accountants*
- *Associate, Institute of Chartered Accountants in England & Wales*
- *Fundamentals of Accounting, North East London Polytechnic, United Kingdom*

Past Working Experience

- *Corporate Advisor, Offshore Works Sdn Bhd*
- *Consultant, Platinum Energy Sdn Bhd*
- *SVP/CFO, Scomi Engineering Berhad*
- *Director, Scomi Engineering Berhad*

- *Associate Director, Innovation Associates*
- *Team Director, Nikkei Pacific Corporate Advisors Sdn Bhd*
- *Principal, AJS & Associates (EY Technical Associate Firm)*
- *Principal, Ernst & Young, Kuala Lumpur*
- *Supervisor, Ernst & Young, London*

Directorship(s) in Other Public/Public Listed Companies

- *Director, Chubb Insurance Malaysia Berhad*

External Professional Commitment

- *Advocate/Mentor of 30% Club Malaysia, a platform which is set-up to improve gender diversity on the Boards of public listed companies.*

Membership of Board Committees

- *Chairman, Group Board Audit Committee*
- *Member, Group Board Risk Management Committee*

DIRECTORS PROFILE

CHAN WAI YU

Independent Non-Executive Director

62/Female

Date of Appointment: 1 April 2021



Nationality

Malaysian

Academic/Professional Qualification

- *BEcons (Analytical Economics), University of Malaya (UM)*

Past Working Experience

- *Chairman/CEO Secretariat, OCBC Bank (Malaysia) Berhad*
- *Head, Operational Risk Management, Bank of Singapore*
- *Head, Operational Risk Management, OCBC Bank (Malaysia) Berhad*
- *Head, Risk Portfolio Management, OCBC Bank (Malaysia) Berhad*
- *Head, Credit Risk Management, Maybank*
- *Head, Operational Risk Management, Maybank*

- *Project Director, Basel II Project Management Office, Maybank*
- *Project Manager, Integrated Risk Management Project, Maybank*
- *Head, Credit Risk Analytics, Maybank*
- *Head, Credit Policy, Maybank*
- *Credit and Branch Officer, Maybank*

Directorship(s) in Other Public/Public Listed Companies

- *Nil*

GROUP MANAGEMENT TEAM

DATUK WAN RAZLY ABDULLAH BIN WAN ALI

President & Group Chief Executive Officer
Affin Bank Berhad



● Malaysian / 50 / Male

● Date of Appointment: 2 April 2020

Academic/Professional Qualification(s)

- Bachelor of Arts in Law and Accounting from the University of Manchester, United Kingdom
- Member of Institute of Chartered Accountants in England and Wales (ICAEW)

Past Working Experiences

- Senior Managing Director, with a leading Bank Group in Malaysia
- Chief Financial Officer, CIMB Niaga
- CIMB Investment Bank as Director, Corporate Client Solutions
- Head, Business Development, Aseambankers Malaysia (now known as Maybank Investment Bank Berhad)
- Audit Services Department Northern Trust, London, United Kingdom PricewaterhouseCoopers, London, United Kingdom

Other Appointments

- Director, ABM Investments Sdn Bhd
- Alternate Director, Payments Network Malaysia Sdn Bhd

* Datuk Wan Razly Abdullah bin Wan Ali has no interest in the share of the Bank and its subsidiaries

NAZLEE BIN KHALIFAH

Chief Executive Officer, Affin Islamic Bank Berhad



● Malaysian / 53 / Male

● Date of Appointment: 3 June 2015

Academic/Professional Qualification(s)

- Bachelor of Business Administration Degree, majoring in Accounting & Finance, Simon Fraser University, Canada
- Chartered Institute of Islamic Finance Professionals (CIIF)
- Asian International Executive Programme, INSEAD, Singapore
- Cambridge Islamic Finance Leadership Programme, Cambridge IFA, UK
- Financial Institutions Directors' Education (FIDE) Core Programme, The ICLIF Leadership and Governance Centre

Past Working Experience

- Started his career in Banking industry with Maybank for 17 years in various capacity, focusing on Strategic Management
- Joined Affin Bank Berhad as Head, Business Strategy & Support, Business Banking Division in February 2009
- In April 2011, Nazlee was appointed as the Chief Corporate Strategist, Affin Bank Berhad

Other Appointments

- Director for IAP Integrated Sdn Bhd and Raeed Holdings Sdn Bhd
- Council member of The Association of Islamic Banking Institutions Malaysia (AIBIM)

GROUP MANAGEMENT TEAM

NAZRI BIN OTHMAN

Executive Director, Community Banking



● Malaysian / 59 / Male

Nazri was appointed as Executive Director of Community Banking on 1 December 2019. Nazri is responsible for all aspects of the Bank's consumer banking business, including the development and implementation of strategies to achieve business growth, profit, operational efficiency and customer service. As Executive Director of Community Banking, Nazri also oversees and supervises Branch Networks, Electronic Channels, Sales and Distributions, Digital Banking, Consumer Credit, Consumer Operations, Consumer Strategy and Consumer Loans Collection. He is also responsible for ensuring compliance with all regulations that impact Community Banking business.

Nazri brings with him more than 28 years of working experience in the banking industry. He has served in both local and foreign banks and assumed various roles as Chief Operating Officer, Head of Group Retail Banking (Acting) and Head of Group Retail Distribution among others.

Nazri holds a Bachelor of Science (Hons.) in Civil Engineering from the University of Leeds, United Kingdom.

HANIF MOHD YUSOF

*Executive Director, Corporate Banking **



● Malaysian / 48 / Male

Hanif was appointed as Acting Executive Director of Corporate Banking on 1 June 2020. From the onset, he has been deputising the Corporate Banking Director in portfolio rebalancing mainly exiting high-risk loans and replacing them with moderate risk loan portfolio to ensure good asset quality with sustainable growth. He is responsible in implementing and leading strategies to drive revenue growth which are aligned to new products, clients and markets, ensuring good corporate governance and practices and lastly building a sustainable and cohesive corporate banking proposition within Affin Bank Group.

Hanif holds a Bachelor of Science in Finance from Iowa State University, the United States and obtained Certificate of Islamic Law (CIL) from International Islamic University Malaysia. Hanif brings with him more than 17 years of experience in the financial services industry, primarily in Corporate Banking and Government Linked Companies. As part of the corporate banking proposition, Hanif has been involved in various dealings related to Islamic Banking, Corporate Banking, Project Financing, Trade Financing and Credit Policy.

** In acting capacity*

GROUP MANAGEMENT TEAM

LIM KEE YEONG

Executive Director, Enterprise Banking



● Malaysian / 51 / Male

Lim Kee Yeong joined Affin Bank Berhad on 1 September 2016 and is responsible for developing and implementing strategies to drive the growth of SME and Commercial Business for the Bank.

Lim brings with him more than 24 years of experience in banking and finance, primarily in Commercial & SME business at both local and foreign banks. Prior to joining Affin Bank Berhad, he was the Vice-President of SME & Commercial Banking and a member of the Board of Directors of a Singapore-based financial holdings company, focusing on investments and financial services in the ASEAN region.

Lim also served as Senior Vice-President of SME Business at a local bank, where he was instrumental in the impressive growth of the Bank's SME Business, resulting in several local and regional awards.

Lim holds a Master of Business Administration and Bachelor of Business Administration, both from Wichita State University, Kansas, United States.

ABDUL MALEK BIN MOHAMED SAID

Chief Corporate Strategy Officer



● Malaysian / 50 / Male

Malek was appointed as Chief Corporate Strategy Officer on 17 August 2020. In his role as the Chief Corporate Strategy Officer, he is responsible for the overall vision and mission of the Bank to conceptualise and formulate strategic initiatives to transform the Bank.

Malek is a Chartered Accountant and a member of the Malaysian Institute of Accountants. He holds a Certificate of Fellowship from the Institute of Chartered Accountants in England and Wales (ICAEW) and also a member of the Insolvency Practitioners Association of Malaysia.

Malek brings with him more than 20 years of working experiences, primarily in strategic management, corporate planning, restructuring and insolvency. He has served in various consulting firms and assumed various roles including as Partner in Deloitte Malaysia and Executive Director in PwC Malaysia.

Malek holds a Bachelor degree in Mathematics with Applied Mathematics/Mathematical Physics from Imperial College of Science Technology & Medicine, University of London.

GROUP MANAGEMENT TEAM

JOANNE RODRIGUES
Chief Financial Officer



● Malaysian / 47 / Female

Joanne was appointed as Chief Financial Officer on 1 June 2020. In her role as the Chief Financial Officer, she is responsible for formulating, directing and controlling the Bank's overall financial plans and policies, accounting practices and maintains relationships with regulators, other lending institutions, shareholders and the financial community at large.

Joanne is a Fellow Chartered Accountant (FCA) of The Institute of Chartered Accountants in England And Wales (ICAEW). She also holds a Masters in Business Administration from the University of Manchester, United Kingdom and a Bachelor of Science, majoring in Economics and Accounting from the University of Bristol, United Kingdom.

Joanne brings with her more than 23 years working experience in the Financial Services Industry. In the banking industry, she has held various senior roles as the Chief Financial Officer (Wholesale Banking), Chief Internal Auditor and Regional Head, Strategy & Business Analytics at major financial institutions.

RISHAM AKASHAH BIN KAMARUZAMAN
Chief Operating Officer



● Malaysian / 49 / Male

Risham was appointed as Chief Operating Officer on 1 December 2020. In his role as the Chief Operating Officer, he is responsible for the Bank's technological services and banking operations.

Risham brings with him more than 20 years of working experience in various industries, primarily in Information Technology, Digital Banking and Banking Operations. He has served major financial services and assumed various roles as Chief Technology Officer, Chief Digital Officer and Chief Information Officer, among others.

Risham graduated from California State University in Electrical / Electronics Engineering.

GROUP MANAGEMENT TEAM

TAN KOK TOON

Executive Director, Group Treasury



● Malaysian / 59 / Male

Tan Kok Toon joined Affin Bank Berhad as Head of Treasury in October 2004 and is responsible for managing all aspects of Group Treasury businesses. He is the Honorary Secretary of Financial Market Association Malaysia (Association Cambiste Internationale) and Chair to the Seminar and Education Committee from June 2007 to June 2019.

He is also Economic Council member of the Federation of Chinese Association Malaysia (Huazong). Tan was appointed as Central Working Council (CWC) of Malaysia China Chamber of Commerce (MCCC) and the Deputy Chairman of Business, Economic and Investment Committee in June 2019. Prior to AFFIN BANK, Tan was with a leading bank in Malaysia.

Tan has more than 30 years of banking experience, particularly in Treasury Operations. He has served as Treasury Manager with the New York Branch and was the Treasury Business Advisor to turn around a business project in the Philippines.

Tan graduated from University of Malaya in 1987 with Bachelor of Science (Honours) in Mathematics and obtained Certification of Financial Accounting from New York Institute of Finance.

NORHAZLIZAWATI BINTI MOHD RAZALI

Group Chief Credit Officer



● Malaysian / 53 / Female

Norhazlizawati joined Affin Bank on 1 August 2015 as Group Chief Credit Officer. She is a Certified Credit Professional (Business) from the Asian Institute of Chartered Bankers. She obtained her Bachelor of Arts (Hons) in Business Studies majoring in Accounting and Statistics from Leeds Metropolitan University, United Kingdom. She started her career as Management Trainee in a manufacturing-based company in the United Kingdom.

Upon her return to Malaysia, she joined a local financial institution holding key senior positions in various capacities and disciplines. Her portfolio coverage includes corporate, commercial, SME and Retail Lending. Prior to joining Affin Bank, she was the Head of Risk Management for the Retail Banking of a local bank.

Liza brings with her more than 21 years of experience in the financial services industry specialising in credit underwriting, credit policies and processes, development of credit models and analytics, portfolio management capabilities and project management involving mergers and acquisitions.

GROUP MANAGEMENT TEAM

MOHD SYUKRI BIN AHMAD SUDARI

Chief People Officer



● Malaysian / 49 / Male

Syukri was appointed as Chief People Officer on 20 October 2020. He is responsible for developing and executing human resource strategy in support of the overall business plan and strategic direction of the Bank, specifically in the areas of talent management, employees' experience, culture, performance management, learning and organizational development, and rewards management.

Syukri brings with him more than 24 years of working experience in human resources, which covers a diversified industry including financial, telecommunications, aerospace, engineering and insurance sectors. Syukri is also the President of Association of Insurance Employers, Council Member of the Malaysia Employers Federation (MEF), Chairman of MEF Transformation Committee, Alternate Member for National Labor Advisory Council (NLAC) and accredited practitioner of Human Synergistics.

Syukri holds a Master degree in Business Administration from Universiti Kebangsaan Malaysia and a Bachelor's degree in Human Sciences, majoring in Political Science from the International Islamic University Malaysia.

NIMMA SAFIRA BINTI KHALID

Chief Legal Officer and Company Secretary



● Malaysian / 52 / Female

Nimma Safira joined Affin Bank Berhad on 1 January 2001 as Manager, Legal & Secretarial Division. She then assumed the role of Executive Assistant to the President/CEO in 2003. She became the Company Secretary at Affin Bank Berhad in 2005 and later at AFFIN Holdings Berhad in 2011. Nimma was designated the Chief Legal Officer and Company Secretary of Affin Bank Berhad and Affin Islamic Bank Berhad on 1 January 2012.

Nimma graduated with Bachelor of Laws (Hons) in 1992 and Bachelor of Laws (Shariah) (Hons) in 1993; both from the International Islamic University, Malaysia. In 2017, Nimma attained her Professional Postgraduate Diploma in Governance, Risk and Compliance from the International Compliance Association (ICA), UK. Nimma holds Certificate of Mediation and Advanced Mediation by The Accord Group, Australia. She is an Affiliate member of The Malaysian Institute of Chartered Secretaries and Administrators (MAICSA) and a Fellow Member of the ICA.

GROUP MANAGEMENT TEAM

LEE YOKE KIOW

Chief Corporate Services Officer



● Malaysian / 61 / Female

Lee Yoke Kiow joined Affin Bank Berhad on 1 April 2018 as Chief Corporate Services Officer upon the completion of the AFFIN Bank Group Reorganisation. She has been appointed as Advisor at the Bank with effect from 1 January 2021. She is also the Executive Director of AFFIN Holdings Berhad.

Lee is an accountant by profession and a member of Malaysian Institute of Certified Public Accountants (MICPA) and Malaysia Institute of Accountants (MIA). She has more than 39 years of experience in auditing, accounting, banking and finance.

Her career with AFFIN Group began in 1991 when she was first appointed as Manager, Finance and Treasury by AFFIN Finance Berhad. Prior to joining AFFIN Holdings Berhad in June 2015, she was the Head, Finance and Treasury of AFFIN-ACF Finance Berhad and also the Financial Controller of AFFIN-ACF Holdings Berhad from 2000 to 2005.

STEVEN LOW WENG HAW

Group Chief Risk Officer



● Malaysian / 51 / Male

Steven Low Weng Haw was appointed as Group Chief Risk Officer on 1 September 2019. Steven is responsible for directing and implementing the Bank's risk management programs, policies and procedures. He is also entrusted to oversee the Bank's governance and strategy for risk management and compliance, including relationships with key regulators and supervisory institutions.

Steven brings with him more than 28 years of working experience in the Financial Services Industry, encompassing Risk and Credit Management, Credit Evaluation, Account Management, Research and Data Analytics. He has served in both local and foreign banks as Chief Risk Officer.

Steven holds the professional qualification in ICSA from the Institute of Chartered Secretaries and Administrators, and a Diploma in Commerce (Business Management) from Universiti Tunku Abdul Rahman.

GROUP MANAGEMENT TEAM

ADZAMIMAH BINTI ADZMI

Group Chief Compliance Officer



● Malaysian / 44 / Female

Adzamimah (Mimi) joined Affin Bank Berhad on 17 July 2018 as Group Chief Compliance Officer with the Group Compliance division. Her overall responsibilities are to coordinate the identification and management of compliance risks, and to ensure compliance monitoring and testing are carried out consistently across the Banking Group.

She has over 16 years of experience in the financial services industry, primarily in managing and leading compliance at both local and foreign banks. Prior to joining the Bank, Mimi was a Chief Compliance Officer at a foreign-based Japanese bank operating in Malaysia.

Mimi graduated from Bryant University in Rhode Island, USA with Bachelor of Science in Business Administration. She also holds the Certificate in Associate Qualification in Islamic Finance from Islamic Banking and Finance Institute Malaysia (IBFIM) and the Certificate in Islamic Law from International Islamic University Malaysia (IIUM).

WAHDANIA BINTI MOHD KHIR

Group Chief Internal Auditor



● Malaysian / 51 / Female

Wahdania was appointed as the Group Chief Internal Auditor of Affin Bank Berhad on 1 May 2020. She is responsible for providing independent and objective assurance on the effectiveness of internal controls and governance, as well as, consulting services to add value and improve the Group's operations. Her scope covers Affin Bank Berhad, Affin Islamic Bank Berhad, Affin Moneybrokers Sdn Bhd, Affin Hwang Investment Bank Berhad and Affin Hwang Asset Management Berhad.

Wahdania brings with her more than 24 years of working experience in the Financial Services Industry, serving both the banking industry, as well as the regulatory body. She was an Investigation Officer and thereafter Manager for Offshore & Islamic Market at Bursa Malaysia. In the banking industry, she has held various senior roles as the Head of Global Market Compliance & Treasury Operations and Senior Director of Group Audit at a major financial institution.

Wahdania holds a Master of Science in Quantitative Finance from the University of Westminster, London, a Bachelor of Business in Accountancy from the Queensland University of Technology, Australia and Certificate of Islamic Law from the International Islamic University Malaysia. She is also a member of the Financial Markets Association Malaysia and a Chartered Banker.

GROUP MANAGEMENT TEAM



MONA SURAYA BINTI KAMARUDDIN
Group Managing Director,
Affin Hwang Investment Bank Berhad

Malaysian / 55 / Female

Academic/Professional Qualification(s)

- BSc (Econs) in Accounting from the University College of Wales, Aberystwyth

Past Working Experience

- 29 years of experience in the capital markets, specialising in Malaysian equities which includes close to nine years in Equity Research and 20 years in Equity Sales
- Country Head and Managing Director at Nomura Securities Malaysia
- Vice President of Institutional Sales at JPMorgan Securities Malaysia
- Investment analyst in various financial institutions which include Arab Malaysian Securities, Standard Chartered Securities Malaysia and Crosby Securities Malaysia
- Head of Research at MGI Securities Malaysia



DATO' TENG CHEE WAI
Managing Director and Executive Director,
Affin Hwang Asset Management Berhad

Malaysian / 54 / Male

Academic/Professional Qualification(s)

- Bachelor of Science, Majoring in Mathematics, National University of Singapore
- Post-Graduate Diploma in Actuarial Studies, City University, London

Past Working Experience

- He began his career in the financial industry as an Investment Manager with NTUC Income, Singapore
- He subsequently assumed the role of Assistant General Manager of Investment at Overseas Assurance Corporation and was responsible for the investment function of the Group Overseas Assurance Corporation Limited
- Prior to his current position, he was the Chief Executive Officer of Hwang Investment Management Berhad



AKMAL BIN HASSAN
Managing Director and Executive Director
AIIMAN Asset Management Sdn Bhd

Malaysian / 47 / Male

Academic/Professional Qualification(s)

- Bachelor of Science in Business Administration (Major: Finance), Oklahoma State University, USA
- Master of Business Administration, University of the Sunshine Coast, Queensland, Australia

Past Working Experience

- Prior to his current appointment, Akmal was the Chief Investment Officer at a subsidiary of a local Islamic Bank
- He has more than 20 years experience in the investment management industry primarily in portfolio management, investment research and marketing strategy

GROUP MANAGEMENT TEAM



EMMANUEL JEAN LOUIS NIVET

Country Head
AXA Malaysia

Chief Executive Officer
AXA AFFIN General Insurance Berhad

French / 62 / Male

Academic/Professional Qualification(s)

- Master of Management of Normandy Business School

Past Working Experience

- Emmanuel has strong technical expertise in commercial line underwriting. He started his career as an underwriter in Groupe Victoire and had assumed multiple roles at various AXA entities before being appointed as the Chief Underwriting Officer.
- In 2007, Emmanuel moved to a leadership role as the Chief Executive Officer of AXA Corporate Solutions UK Branch.
- In 2012, he was appointed as the Chief Executive Officer of AXA Affin General Insurance Berhad in Malaysia.

Other Appointments

- PIAM Management Committee in 2015 and 2018
- Currently overseeing the operations of AXA Affin Life Insurance Berhad since December 2019



CHANDRA NAIR

Chief Executive Officer
AFFIN Moneybrokers Sdn Bhd

Malaysian / 67 / Male

Academic/Professional Qualification(s)

- Master in Business Administration (MBA), RMIT University Melbourne, Australia

Past Working Experience

- Senior Manager/Head of Money Market Section in 1995
- Assistant General Manager in year 2000 to monitor and supervise the domestic money market activities
- In year 2003 he was appointed as General Manager/Head of Treasury
- In September 2003, he was appointed as the acting CEO, managing the overall company operations and functions. Mr. Chandra has more than 3 decades of experience in the industry

Other Appointments

- Chairman of the Association of Money Brokers Malaysia

