



BANK TO THE FUTURE



As we step into a new era of banking, AFFIN BANK is committed to redefining the future of financial services with a proactive, customer-centric approach. Being future-ready embodies our vision of integrating advanced technology with a deep understanding of evolving customer needs. By harnessing innovations like open banking, artificial intelligence, and data analytics, we are empowering our customers with timely, personalised solutions that align with their goals and aspirations.

This future-focused vision is reflected in our annual report cover. Two children walking towards a futuristic skyline symbolises our forward-looking approach and dedication to nurturing future generations. This image of progress is reinforced by a mirrored reflection, representing the seamless integration of modern technology into banking—underscoring progress, connectivity, and innovation.

Our strategy is built on the principles of trust and adaptability, ensuring we not only meet current demands but also anticipate future ones. This includes forging meaningful partnerships and expanding our digital ecosystem to unlock greater financial possibilities. With a focus on personalised, future-ready banking solutions, we aim to deliver outcomes that empower individuals, businesses, and communities.

At AFFIN BANK, we are committed to shaping the next generation of banking with foresight and innovation as we are the Bank to the Future.

ABOUT OUR INTEGRATED REPORT

As we continue to take firm steps towards the future of banking, our focus during the past financial year was to build on our strengths, drive sustainable growth and be ever ready for opportunity. Staying always agile, forward-looking and sustainable is the key to delivering greater value for our customers, employees and shareholders.

We are proud to embark on our integrated reporting journey, aiming to provide a cohesive and connected narrative of how our processes, strategies and thinking enable the creation of sustainable outcomes across the short, medium and long term.

SCOPE AND BOUNDARY

This Integrated Report (IR) covers Affin Bank Berhad's (AFFIN, AFFIN Group or the Group) financial and non-financial performance during the period of 1st January to 31st December 2024 (2024).

This report aims to keep our stakeholders apprised of our strategies, key developments and achievements across our various business segments and at Group-level. It also outlines our planned initiatives for the upcoming year and beyond through forward-looking statements.

REPORTING FRAMEWORK

The report is prepared in accordance with the International Financial Reporting Standards (IFRS) and the International Integrated Reporting Framework (January 2021) (<IR> Framework) issued by the IFRS Foundation.

It also complies with the applicable disclosure provisions of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the Malaysian Code of Corporate Governance 2017 issued by Securities Commission Malaysia.

This report is guided by:

- Malaysian Financial Reporting Standards
- Malaysian Companies Act 2016
- Corporate Governance Guide (4th edition) issued by Bursa Malaysia Securities Berhad
- Malaysian Code on Corporate Governance 2021 issued by Securities Commission Malaysia
- Bank Negara Malaysia's Corporate Governance Policy
- Bank Negara Malaysia's Policy Documents and Guidelines
- Financial Services Act 2013
- Islamic Financial Services Act 2013
- FTSE4Good Bursa Malaysia Index ESG

Our Sustainability Statement, as contained within this report, has been prepared with care and forethought to provide a comprehensive and objective view of our Environmental, Social and Governance (ESG) in a transparent and easy to understand manner. The statement is guided by:

- The Global GHG Accounting and Reporting Standard for the Financial Industry by the Partnership for Carbon Accounting Financials (PCAF)
- Bursa Malaysia Sustainability Reporting Guide
- Task Force on Climate related Financial Disclosures
- Global Reporting Initiative (GRI)

In aligning our sustainability focus with globally important areas of focus, our material sustainability matters have been mapped against the United Nations Sustainable Development Goals (UN SDGs).

The financial statements contained within this report aim to provide an in-depth and transparent disclosure of our financial performance, and have been independently audited by PricewaterhouseCoopers PLT – whose unmodified report is available on pages 280 to 481. Unless indicated otherwise, all data presented relates to AFFIN and its subsidiaries.

INDEPENDENT COMBINED ASSURANCE STATEMENT

We implement a coordinated assurance model for the purpose of evaluating and ensuring the efficacy of our business operations, as well as components of external reporting. These assurances are provided by management and the Board of Directors (Board), in tandem with our internal audit function and independent external.

FORWARD-LOOKING STATEMENTS

Statements regarding the future financial conditions and results of AFFIN's operations are forward-looking and inherently involve risks and uncertainties as they pertain to events that may or may not transpire in the future. These statements may encompass our future growth opportunities, priorities and strategies. They are founded on expectations and projections that are subject to evolution and alteration based on the operating environment, market conditions and other factors beyond our influence, and should not be interpreted as conclusive.

MATERIALITY

Our reporting approach is guided by the concept of materiality, and issues that are deemed to be material to AFFIN and its stakeholders are identified, prioritised and validated via a three-step assessment. This report focuses on the matters that have been identified as a result of this process and seeks to demonstrate the strategies we have adopted to maximise positive value and minimise negative impacts within each area.

STATEMENT OF THE BOARD OF DIRECTORS OF AFFIN GROUP

The Board acknowledges its responsibility to ensure the integrity of this report. In its opinion, this report addresses all issues that are material to AFFIN's ability to create value and present fairly the bank's performance for 2024.

Dato' Agil Natt
Chairman

Datuk Wan Razly Abdullah
President and Group Chief Executive Officer

Cross References

- You can find more information within the report.
- You can find more information online at: www.affingroup.com

ICON USED IN THIS REPORT

OUR CAPITALS

- FC** Financial Capital
- MC** Manufactured Capital
- IC** Intellectual Capital
- HC** Human Capital
- SRC** Social & Relationship Capital
- NC** Natural Capital
- ALL** All Six Capitals

OUR PRINCIPAL RISK

- CR** Credit Risk
- MR** Market Risk
- FLR** Funding & Liquidity Risk
- FR** Financial Risk
- NFR** Non-Financial Risk
- OR** Operational Risk
- IRR** Information Technology (IT) Risk
- CoR** Compliance Risk
- BCR** Business Continuity Risk
- SuR** Sustainability Risk
- ALL** All Ten Principal Risks

OUR KEY STAKEHOLDERS

- CU** Customers
- EM** Employees
- BP** Business Partners
- GR** Government and Regulators
- IV** Shareholders and Investors
- VD** Vendors
- NG** Communities and Non-Governmental Organisations (NGOs)
- AR** Analysts/Rating Agencies
- ME** Media
- ALL** All Nine Stakeholders

OUR STRATEGIC OBJECTIVES

- CS** Unrivalled Customer Service
- DL** Digital Leadership
- RB** Responsible Banking with Impact

OUR STRATEGIC TRUSTS

- ST1** Sustainable ROE
- ST2** Banking 4.0
- ST3** Efficiency x5
- ST4** Enhanced Brand Value
- ST5** ESG Focus

OUR PRIORITISED MATERIAL MATTERS

- SP** Sustainable Procurement Practices
- EI** Ethics & Integrity
- FS** Responsible Financial Services
- CC** Customer Centricity
- DI** Digital Innovation
- DS** Data Privacy & Security
- RM** Systemic Risk Management
- EM** Environmental Management
- CH** Climate Change
- TM** Talent Management
- FE** Fair Employment Practices
- CE** Community Empowerment
- FI** Financial Inclusion
- DE** Diversity, Equity and Inclusion

MACROTREND IMPACTING OUR STRATEGY

- MT1** Economic Growth
- MT2** Evolving customer preferences
- MT3** Technology & Digital Advancement
- MT4** Sustainability
- MT5** People & Culture Transformation

UN SDGs



Contents

49TH ANNUAL GENERAL MEETING



Venue:

Taming Sari Grand Ballroom
The Royale Chulan Kuala Lumpur
5 Jalan Conlay, 50450 Kuala Lumpur



Wednesday
16th April 2025



10:00 a.m.

1 OVERVIEW OF AFFIN BANK BERHAD

About Us	04
– Our Vision Our Mission Core Values	04
– Our Presence Our Products & Services	05
2024 Performance Snapshot	06
– Financial Highlights	06
– Business Highlights	07
– Sustainability Highlights	08
– Awards & Recognition	09
– Strategic Achievements	10
AFFIN Group	11
Group Corporate Structure	12
Our Investor Proposition	13
– Indices Representation Credit Ratings	13
– Our Strategic Alliances	14
– Our Competitive Advantage	15
2024 Key Milestones	16

2 LEADERSHIP INSIGHTS

Chairman's Letter to Stakeholders	20
Message from the President and Group Chief Executive Officer	26
Group Chief Financial Officer's Statement	34

3 LEADERSHIP

Corporate Information	39
Board Of Directors Affin Bank Berhad	40
Board Composition	42
Profile of Board of Directors Affin Bank Berhad	43
Group Management Committee	49
Board of Directors AFFIN Islamic Bank Berhad	57
Shariah Committee	61
Board of Directors AFFIN Hwang Investment Bank Berhad	63
CEO of Subsidiaries	66
Group Organisation Structure	67

4 Value Creation

Our Approach to Value Creation	68
Our Value Creating Business Model	70
How We Distribute Value Created	74

5 MANAGEMENT DISCUSSION AND ANALYSIS

Strategic Review	
Operating Environment:	75
– Global and Malaysian Economic Review and Outlook	
Key Market Trends	79
Key Risks And Mitigation	86
Our Strategic Roadmap	94
AX28 Five Focus Area	96
Strategic Performance Review	97
Key Performance Indicators	100
Integrating Digital Technology	101
Performance Review	
5-Year Financial Summary	102
5-Year Financial Highlights	103
Simplified Statements of Financial Position	104
Business Unit Analysis	105
Statement of Value Added and Distribution	106
Group Quarterly Performance	107
Key Interest-Earning Assets and Interest-Bearing Liabilities	108
Capital Management	109
Balance Sheet Management	110
Financial Calendar	111
Investor Relations	112
Business Review	
AFFIN Islamic Bank Berhad	116
AFFIN Hwang Investment Bank Berhad	120
Group Community Banking	125
Group Corporate Banking	129
Group Enterprise Banking	134
Group Treasury	138
AFFIN Moneybrokers Sdn Bhd	141
Generali Insurance Malaysia Berhad	143
Generali Life Insurance Malaysia Berhad	150

6 OUR GOVERNANCE

Chairman's Statement on Corporate Governance	156
Corporate Governance Overview Statement	157
Group Board Audit Committee Report	182
Shariah Committee's Report	188
Statement on Risk Management and Internal Control	190
Additional Compliance Information Disclosures	199
Statement of Responsibility by the Board of Directors	201

7 SUSTAINABILITY STATEMENT

Introduction	202
Affin's Sustainability Journey In A Snapshot	203
Affin's Sustainability Leadership	206
Affin's Sustainability Approach	208
Advancing Sustainable Finance	238
Environmentally Responsible Operation	249
Shaping Our People Through Culture	259
Empower The Community	270
Performance Data	274
Bursa Malaysia ESG Performance Data: Sustainability Performance Table	284
GRI Content Index	288
TCFD Index	292
Statement of Assurance	293
Glossary	294

8 FINANCIAL STATEMENTS

Directors' Report	297
Statements of Financial Position	306
Income Statements	307
Statements of Comprehensive Income	308
Statements of Changes in Equity	309
Statements of Cash Flows	312
Summary of Material Accounting Policies	315
Notes to the Financial Statements	341
Statement by Directors	482
Statutory Declaration	482
Independent Auditors' Report	483
Basel II Pillar 3 Disclosures	487

9 STAKEHOLDERS INFORMATION

Top 10 Properties	560
Analysis of Shareholdings	561
Notice of 49 th Annual General Meeting	564
Statement Accompanying Notice of 49 th Annual General Meeting	570
Administrative Guide 49 th Annual General Meeting	573
– Form of Proxy	



Read this report online

ABOUT US

Affin Bank Berhad is a commercial bank and the financial holding company of Affin Islamic Bank Berhad (AIBB), Affin Hwang Investment Bank Berhad (AHIBB) and Affin Moneybrokers Sdn Bhd (AMB).

Generali Life Insurance Malaysia Berhad and Generali Insurance Malaysia Berhad are the associate companies of the AFFIN Group.

We provide a suite of financial products and services that are catered to retail, SME and corporate and corporate customers. The target business segments are categorised under key business units such as Group Community Banking, Group Enterprise Banking, Group Corporate Banking, Group Treasury, Investment Banking and Money Broking.

OUR VISION...

To be the most creative and innovative financial company in Malaysia

- ▶ **Creative** in terms of innovation and technology
- ▶ **Creative** in terms of unrivalled customer service
- ▶ **Create** value for our shareholders, customers and our people

OUR MISSION...

- ▶ **Products & Services**
To become an innovative organisation with unrivalled customer service
- ▶ **People**
Our commitment and passion touches the hearts and minds of everyone in our world
- ▶ **Value**
To always create value for our shareholders, customers and our people

CORE VALUES...

- A** **Always** innovating and adapting
- F** **Forever** working as a team as we are one family
- F** **Fair** treatment, diversity and sustainability
- I** **Integrity** is our foundation
- N** **Never** ending customer centricity

OUR PRESENCE

as at 31 December 2024



NORTHERN REGION ooo

Branches
25



CENTRAL REGION ooo

Branches
62



SOUTHERN REGION ooo

Branches
19



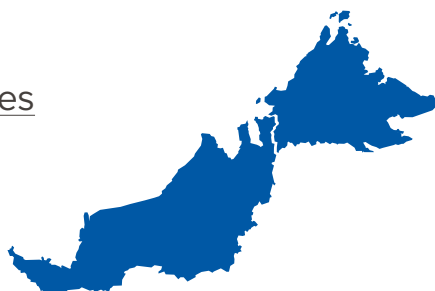
EASTERN REGION ooo

Branches
11



EAST MALAYSIA ooo

Branches
13



OUR PRODUCTS & SERVICES

PERSONAL

- Deposits
- Cards
- Loans & Financing
- Insurance/Takaful
- Investment
- Wealth Management

SME

- Deposits
- Loans & Financing
- Trade Services
- Insurance/Takaful
- Digital Solutions
- All-In-One Solutions

AFFIN HWANG INVESTMENT BANK BERHAD

- Investment Banking
- Securities
- Trustee
- Treasury & Markets

CORPORATE

- Deposits
- Loans & Financing
- Trade Services
- Cash Management Solutions

BANK SERVICES

- Over-The-Counter Services
- Online Banking
- Financial Assistance

DIGITAL BANKING SERVICES

- Mobile Internet Banking (AffinAlways)
- AFFINMAX

PRIVATE

- AFFIN DIVENTIUM

PREMIER

- AFFIN INVIKTA

PROFESSIONAL

- AFFIN AVANCE

DIGITAL

- A1ADDIN

MASS

- AFFIN

SELF-SERVICE TERMINALS

• Automated Teller Machine (ATM)	281
• Cash Recycler Machines (CRM)	440
• Coin Deposit Machines (CoDM)	9
• Drop box (cheque)	1
• Sidecar	125
• Self-Service Terminals (SST) Nationwide	856

2024 PERFORMANCE SNAPSHOT

FINANCIAL HIGHLIGHTS

GROSS LOANS/FINANCING

RM72,045
million

2023: RM66,663 million

TOTAL ASSETS

RM111,842
million

2023: RM105,248 million

REVENUE

RM2,170
million

2023: RM1,986 million

NET INTEREST INCOME

RM826
million

2023: RM783 million

PROFIT BEFORE TAXATION

RM701
million

2023: RM518 million

TOTAL EQUITY

RM11,601
million

2023: RM11,109 million

EARNINGS PER
SHARE**21.4 sen**

2023: 17.4 sen

BUSINESS HIGHLIGHTS

AFFIN Term Investment Account-i (AFFIN TIA-i)



Launched new Private Banking services

AFFIN DIVENTIUM, targets **Ultra-high Net Worth** clients



Launched the new **AFFIN Savings Vault/-i**



Enhanced **AFFIN's brand presence nationwide**, total **130 branches** as of December 2024

Strategic collaboration with **Management & Science University (MSU)** and **University Teknologi MARA (UiTM)**



2024 PERFORMANCE SNAPSHOT

SUSTAINABILITY HIGHLIGHTS

Reduced our operational emissions of 38.3% an equivalent of

7,024.23
tCO₂e

from FY2022 baseline



Our sustainable financing portfolio stands at

10.56%,
exceeding our 2024
target of
10%



Contributed a value of
RM7.63
million

enriching the lives of approximately
116,833 beneficiaries across various
demographics



Solar panel installation at
12 branches that contributes to

268,430
kWh of renewable energy
generated in 2024



207.76
tCO₂e of harmful

carbon emissions prevented in
2024, reducing our
environmental footprint.

Subscription Of Renewable
Energy Certificates (REC)
Reduced up to

















6,682 MWh

of operational emission against 2022 baseline,
equivalent to

5,172.32
tCO₂e



AWARDS & RECOGNITION

<p>LIFE BELOW WATER AND LIFE ON LAND AWARD (CHAMPION)</p>  <p>ABM 50th Anniversary Celebration CSR Excellence Awards 2024 by The Association of Banks in Malaysia (ABM)</p>	<p>WORLD ISLAMIC BANK EXCELLENCE AWARD</p>  <p>World Muslim Leadership Forum (WMLF) 2024 by Strategic Institute for Asia Pacific & Global One</p>	<p>BEST PROJECT AWARD – BUILDING PROJECT (MAJOR CATEGORY)</p>  <p>Excellence Award 2024 by The Malaysian Construction Industry</p>	<p>THE BEST SME BANK IN MALAYSIA</p>  <p>The 100 Most Influential Young Entrepreneurs (MIYE) Awards by Entrepreneurs Insight</p>
<p>BEST ISLAMIC RETAIL BANK IN MALAYSIA</p>  <p>Triple A Awards 2024 by The Asset</p>	<p>BEST ISLAMIC SYNDICATED LOAN – RENEWABLE ENERGY IN MALAYSIA</p>  <p>Triple A Awards 2024 by The Asset</p>	<p>BEST NEW SUKUK IN MALAYSIA</p>  <p>Triple A Awards 2024 by The Asset</p>	<p>BEST SUSTAINABILITY SUKUK - HEALTHCARE</p>  <p>Triple A Awards 2024 by The Asset</p>
<p>MALAYSIA BRAND EXPERIENCE OF THE YEAR - BANKING</p>  <p>Asian Experience Awards 2024 by The Asian Business</p>	<p>MALAYSIA PRODUCT EXPERIENCE OF THE YEAR - BANKING</p>  <p>Asian Experience Awards 2024 by The Asian Business</p>	<p>THE GREEN BUILDING AWARD</p>  <p>ESG Business Award by ESG Business</p>	<p>BEST CLIENT SERVICES - AUTOMATED SAFE DEPOSIT LOCKER</p>  <p>ASEAN Awards 2023/2024 by Citywire Asia</p>
<p>INDUSTRY EXCELLENCE IN INNOVATIVE PAYMENT SOLUTION</p>  <p>Malaysian Top Achievers 2023 by The Leaders Online</p>	<p>WINNER: BEST BANK FOR SMES IN MALAYSIA</p>  <p>Group Enterprise Banking by Asiamoney Best Bank Awards 2023</p>	<p>MORTGAGE AND HOME LOAN PRODUCT OF THE YEAR 2023 - MALAYSIA</p>  <p>by Asian Banking & Finance Retail Banking Awards</p>	<p>BEST SME FINANCIAL INCLUSION INITIATIVE</p>  <p>by The Digital Banker</p>

STRATEGIC ACHIEVEMENTS

LIST OF COMPLETED INITIATIVES 2024

48%
(31 Initiatives)



Initiative #2: Grow Affluent Base via INVIKTA

Initiative #6: Secured Personal Financing – Customer Propensity Modelling

Initiative #11: Corporate Banking | Trade Growth

Initiative #17: AHIBB Private Equity Investment Framework

Initiative #20: AHIBB Top 4 Position by Fee Income & Market Share

Initiative #21: AHIBB Client Strategy Deep Dives & Account Planning

Initiative #23: AHIBB Business Focus Deal Origination

Initiative #24: AHIBB Retail Sales Expansion

Initiative #26: AHIBB Product Development | Discretionary Trading

Initiative #31: Big Data Analytics | Phase 1a, 1b & 2

Initiative #34: CRM 360 | Personalized services with customer holistic view

Initiative #40: Cards – Digital Terminal Receipt (ACQUIRING) & Digital Onboarding

Initiative #43: Mortgage – To enhance and upgrade overall mortgage loan

Initiative #59: CX Change & Culture – Affin CARES

Initiative #60: People & Culture (Project Rockstar)

Initiative #66: Auto Finance – Robotic Process Automation (RPA) for Business Acquisition (Porsche)

Initiative #67: Foreign Telegraphic Transfer (FTT)

Our strategies are anchored on three (3) main Strategic Objectives, namely Unrivalled Customer Service, Digital Leadership and Responsible Banking with Impact. These Strategic Objectives are the guiding principles of how we operate and differentiate ourselves.

CS

Unrivalled Customer Service

We commit to provide unrivalled customer service. We strive to exceed expectations at every touchpoint which cover both physical and digital. We are dedicated to understanding and anticipating customer needs, delivering personalised services that not only meet but exceed expectations. Our approach is rooted in the belief that every customer interaction is an opportunity to strengthen relationships and build trust.

DL

Digital Leadership

We aim to always be pioneers by embracing innovation to deliver cutting-edge solutions. We are investing in state-of-the-art technology to provide innovative, user-friendly solutions that ensure convenience and security for our customers. Our digital platforms are secure, intuitive, and constantly evolving to meet the dynamic needs of our customers.

RB

Responsible Banking with Impact

We believe in banking that benefits all. We are committed to responsible banking practices that have a lasting, positive impact on society and the environment. Our operations are guided by ethical principles that prioritise the well-being of our communities and the planet, while upholding the highest standards of ethics and integrity. Through responsible investment and inclusive financial services, we are contributing to a more equitable and sustainable future.

AFFIN GROUP

AFFIN BANK BERHAD

GROUP COMMUNITY BANKING

Provides conventional and Shariah financial solutions for individuals and families. Supports the community through various offerings, namely debit/credit cards, mortgages, hire purchase and personal financing, ASB financing, wealth management and bancassurance/bancatakaful through a wide network of branches, call centres and digital platforms.



GROUP CORPORATE BANKING

Supports mid-sized and large corporations from various economic sectors and industries, with a deep focus on building strong customer relationships and cross-selling a wide range of products and services which include loans and financing, trade finance, cash management and deposits, insurance/takaful and treasury.



GROUP ENTERPRISE BANKING

Focuses on businesses from start-ups to enterprises and provides a comprehensive suite of financial solutions including financing, transactional, protection and advisory & support. Products offered include working capital and capex financing, trade facilities, deposit facilities, remittances, payments and business protection plans.



GROUP TREASURY

Offers foreign exchange and money market products and services to cater to a broad range of corporate and institutional customers including large multinationals, small-and-medium-sized companies and individuals. Provides customers with risk coverage and customised solutions ranging from the simplest to the most complex derivatives and for all kinds of financial assets/products – generally fixed income, interest rates, foreign exchange and money market for both the Conventional and Islamic segments.



OUR SUBSIDIARIES

AFFIN ISLAMIC BANK BERHAD

Affin Islamic Bank Berhad (AIBB) is the Group's full-fledged Islamic bank, offering a range of products and services to small and medium-sized enterprises, institutional, corporate, and retail customers in accordance with Shariah principles. AIBB has been at the forefront in introducing innovative Shariah-compliant products, utilising various Shariah concepts such as Musyarakah Mutanaqisah, Mudarabah, Istisna', Ijarah, Murabahah, and more.



AFFIN HWANG INVESTMENT BANK BERHAD

Affin Hwang Investment Bank Berhad (AHIBB) is ranked as the second-largest investment bank in Malaysia by trading volume and value in 2024 and currently holds the top position in Bursa Malaysia's stockbroking rankings. AHIBB serves the full spectrum of corporates, investment institutions, retail, high net worth individuals and capital market counterparties. Its comprehensive suite of products and solutions cover investment banking, securities, and trustee services.



AFFIN MONEYBROKERS SDN BHD

Affin Moneybrokers Sdn Bhd (AMB) is an international money broker engaged in wholesale foreign exchange and money market broking services. As an international money broker, AMB has business relationships with international money broking companies to act as an agent for transactions that involve foreign financial institutions.



OUR ASSOCIATES

GENERALI LIFE INSURANCE MALAYSIA BERHAD

Generali Life Insurance Malaysia Berhad (GLIMB) is an emerging life insurer in Malaysia, offering protection solutions including protection, medical, savings and legacy planning to meet evolving customer's needs.



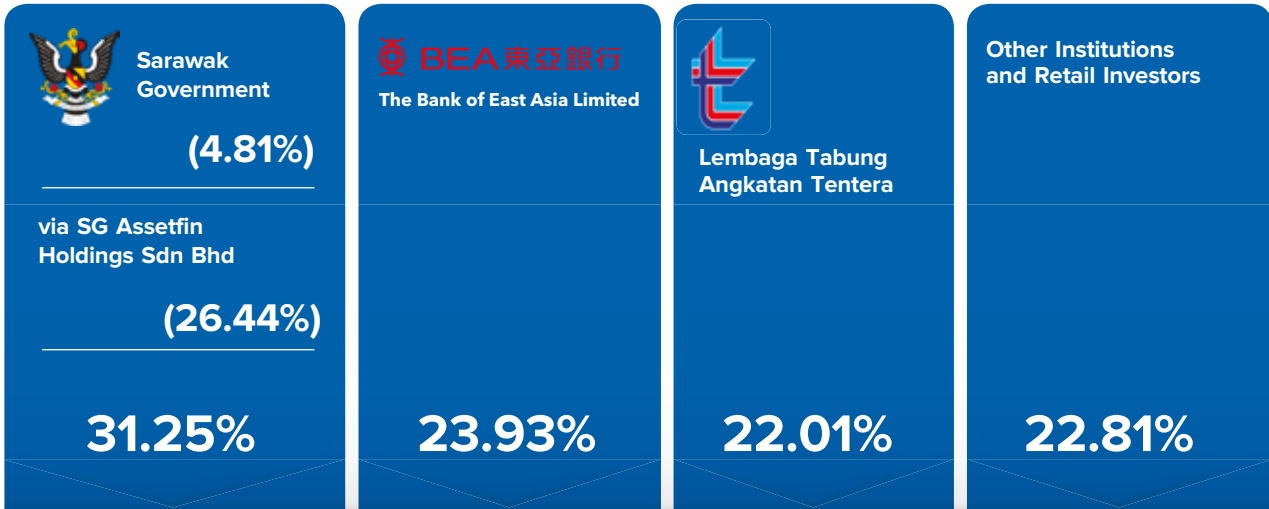
GENERALI INSURANCE MALAYSIA BERHAD

Generali Insurance Malaysia Berhad (GIMB) is one of the fastest-growing general insurance companies in Malaysia and a leader in medical and health insurance. Its comprehensive offerings include medical, health, travel, home, travel, personal accident and savings solutions for individuals and businesses.

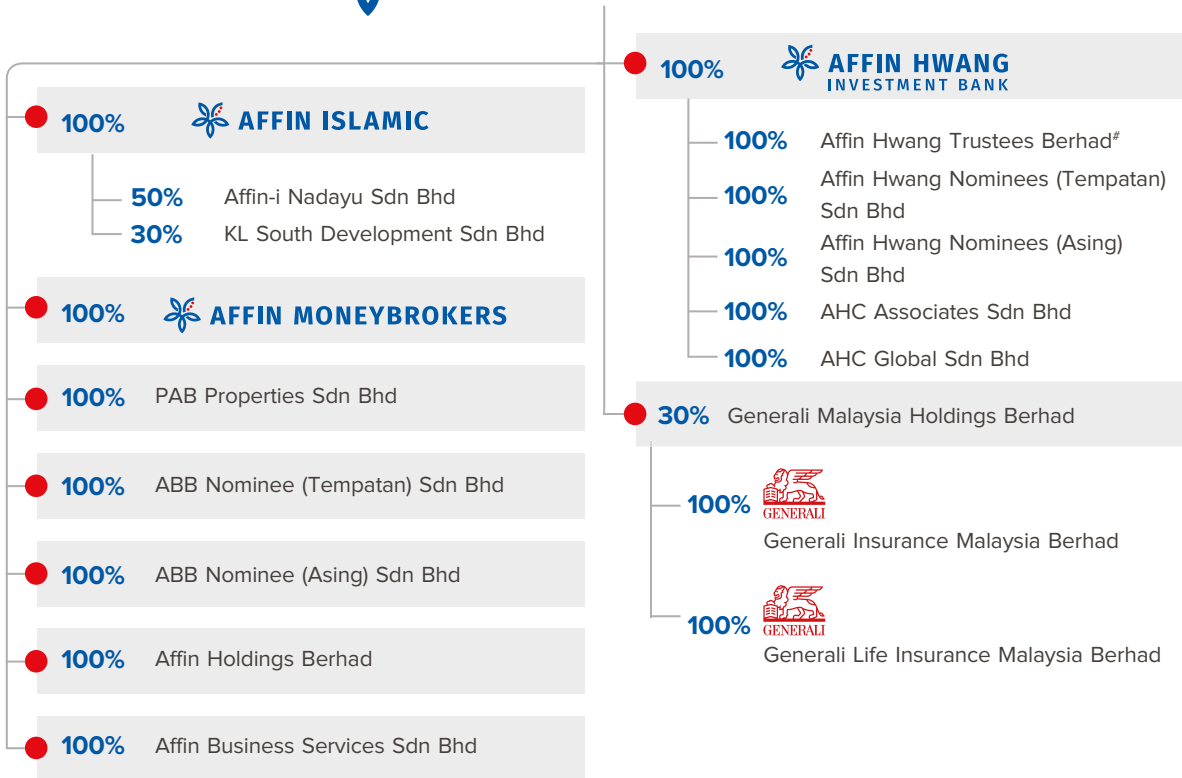


GROUP CORPORATE STRUCTURE

As at 28 February 2025



AFFIN BANK



Notes:

1. The companies reflected above are operating subsidiaries and associates.

Held by the following companies with direct shareholdings of 20% each

- a. Affin Hwang Investment Bank Berhad
- b. Affin Hwang Nominees (Tempatan) Sdn Bhd
- c. Affin Hwang Nominees (Asing) Sdn Bhd
- d. AHC Associates Sdn Bhd
- e. AHC Global Sdn Bhd

OUR INVESTOR PROPOSITION

INDICES REPRESENTATION



Constituent of the
**FTSE Bursa Malaysia
Mid 70 Index**



Constituent of the
**FTSE4Good Bursa
Malaysia (F4GBM) Index**

MSCI 
MSCI Global Small
Cap Index

CREDIT RATINGS

AFFIN BANK BERHAD

Financial Institution Ratings:

AA₃ Long term Financial
Institution Rating

P1 Short term Financial
Institution Rating

RM6 bil Senior and Subordinated Medium-Term Notes Programme:

AA₃ RM6 billion Senior
Notes Programme*

A₁ RM6 billion Subordinated
Medium-Term Notes
Programme*

RM3 billion Additional Tier-1 Capital Securities Programme (2018/2118)

A₃

** Subject to a combined limit of RM6 billion.*

AFFIN ISLAMIC BANK BERHAD

Financial Institution Ratings:

AA₃ Long term Financial
Institution Rating

P1 Short term Financial
Institution Rating

RM5 billion Islamic Medium Term Notes Programme (2018/2118):

AA₃ RM5 billion Senior Sukuk
Murabahah Programme*

A₁ RM5 billion Tier-2 Sukuk
Murabahah Programme*

AA₃ RM5 billion Additional Tier-1
Capital Sukuk Wakalah
Programme

** Subject to a combined limit of RM5 billion.*

AFFIN HWANG INVESTMENT BANK BERHAD

Financial Institution Ratings:

AA₃ Long term Financial
Institution Rating

P1 Short term Financial
Institution Rating

OUR INVESTOR PROPOSITION

OUR STRATEGIC ALLIANCES

PGCEO OFFICE



AFFIN ISLAMIC BANK BERHAD



AFFIN HWANG INVESTMENT BANK



GROUP COMMUNITY BANKING



GROUP CORPORATE BANKING



GROUP ENTERPRISE BANKING



GROUP TREASURY



OUR COMPETITIVE ADVANTAGE

Unrivalled Customer Service
NPS score +48



Triple Banking Model



Strengthened AFFIN's brand presence nationwide



Premier Stockbroking Market Leader:
Top Malaysia #2 Stockbroking House

Innovative Digital Leadership Solutions:
AffinAlways, AFFINMAX, multi-award winning SMEColony

Progressive ESG Advocate:
Inclusion of AFFIN BANK in FTSE4GOOD Bursa Malaysia Index

2024 KEY MILESTONES

YEAR 2020

▶ JUNE

- Launch of AFFIN DUO, a dual credit card for millennials

▶ JULY

- Launch of AIM22 metamorphosis plan for the period of 2020 to 2022

▶ NOVEMBER

- Launch of AFFIN AVANCE™ with unique benefits for tech-savvy, on-the-go professionals
- Launch of AFFIN new logo and tagline – “Always About You”

▶ DECEMBER

- Digital launch of AFFINMAX, AFFIN360 and AFFINWRKFZ, a new corporate banking platform for SME and corporate clients

YEAR 2021

▶ FEBRUARY

- Launch of the first end-to-end sales portal by AXA Affin Life Insurance which provides all-in-one solutions for sales, essential for non-face-to-face digitalisation during the pandemic

▶ MARCH

- Launch of AFFIN INVIKTA for the high-net worth segment
- Refreshed Affin Core Values & Commitments

▶ APRIL

- Opening of the bank's 11th branch, a new cafe-themed concept branch at UiTM, Puncak Alam, in collaboration with TeaLive

▶ MAY

- AHIBB becomes the first financial institution in Malaysia selected by Capital Markets Malaysia to be the preferred investment bank for their ELEVATE programme

▶ JUNE

- Signing of implementation agreement between AFFIN, AXA Asia and Generali Asia N.V.
- AHIBB launches eInvest Go, a fully online and seamless account opening service for prospective clients to trade and invest in more than 900 stocks listed on Bursa Malaysia
- Announcement on proposed disposal of 21% equity interest in AXA Affin Life Insurance, proposed disposal of approximately 2.95% equity interest in AXA Affin General Insurance and proposed acquisition by AXA Affin General Insurance of certain assets and liabilities of MPI Generali Insurans Berhad via a business transfer to AXA Affin General Insurance

▶ OCTOBER

- Launch of new AFFIN Merchantrade Multi-currency Prepaid Card with an E-wallet

▶ NOVEMBER

- Launch of A1addin, a new digital banking proposition
- Launch of first-in-market pandemic cover by AXA Affin General Insurance for overseas trips, offering protection up to RM350,000
- Introduction of new biometric login method for AFFINMAX

YEAR 2022

▶ JANUARY

- Announcement on proposed divestment of 63% of the equity interest in Affin Hwang Asset Management Berhad (AHAM) by Affin Hwang Investment Bank Berhad

▶ FEBRUARY

- Signing of MOU with Universiti Teknologi MARA (UiTM) on the establishment of "Kompleks At-Tijarah AFFIN-UiTM" to provide entrepreneurship opportunities to its students and local communities

▶ MAY

- Opening of Desa Park City Branch



- Launch of AFFIN x MyTHEO, our first marketing collaboration with GAX MD Sdn Bhd (MyTHEO), an innovative robo-advisor licensed by Securities Commission Malaysia that delivers algorithm-driven and automated discretionary investment portfolio management services powered by Artificial Intelligence (AI) technology
- Launch of AFFIN Solar Financing-i, a sustainable and personal financing plan for retail customers to purchase and install solar photovoltaic systems at residential and non-residential properties

▶ JULY

- Announcement on the completion of the divestment of 63% of AHIBB's equity interest in AHAM, following the completion of which AHAM shall cease to be a subsidiary of AHIBB

▶ AUGUST

- Announcement on the completion of disposal of 21% equity interest in Generali Life Insurance Malaysia Berhad (formerly known as AXA Affin Life Insurance Berhad); and disposal of approximately 2.95% equity interest in Generali Insurance Malaysia Berhad (formerly known as AXA Affin General Insurance Berhad) (AAGI)
- Launch of AFFIN Mobile Financial Centre
- Launch of AFFIN Aspira, a start-up banking proposition to support the aspiration of Malaysian start-up companies
- Launch of BizDana/BizDana-i Start-Up Financing Scheme between AFFIN and Credit Guarantee Corporation Malaysia Berhad (CGC)
- Proposed establishment of a long-term incentive plan in the form of an employee share grant scheme

▶ SEPTEMBER

- Opening of the AFFIN Balakong branch
- Launch of AFFIN Merchtrade Prepaid Card, an enhanced e-wallet created in collaboration with Merchtrade Asia Sdn Bhd

▶ NOVEMBER

- AFFIN and AIBB enter into a tripartite collaboration with Malaysia Department of Insolvency (MDI) and
- Berry Pay (M) Sdn. Bhd. (BerryPay) to launch Malaysia's first e-insolvency mobile application
- Launch of AFFIN UKM co-branded credit and debit cards for alumni
- Launch of Dinar Gold under AFFIN Emas Account-i

2024 KEY MILESTONES

YEAR 2023

▶ JANUARY

- Strategic Partnership Takaful Malaysia X Affin Islamic Bank Berhad

▶ FEBRUARY

- Bandar Cassia Branch Opening

▶ MARCH

- AFFIN Group Treasury held its first Market Outlook in 2023, titled "Propelling Malaysia Forward"
- Relocation of Affin Triple Banking Branch of KK (Luyang)



▶ APRIL

- Head Offices of Affin Bank Berhad and Affin Islamic Bank Berhad official relocation to our own building at TRX



▶ MAY

- Langkawi Branch Opening

▶ JUNE

- Rollout of Enterprise Data Hub – Phase 1a

▶ JULY

- AFFIN PJ SS14, Cameron Highlands and Seremban 2 branches opening

▶ AUGUST

- Launch of Affina. AI based digital assistant on AffinAlways website

▶ SEPTEMBER

- Opening Ceremony of Selangor Accelerator Program (SAP) & E-Commerce Xccelerator (ECX) 2023
- AFFIN BANK organised SME BizChat Northern as part of the Bank's commitment to adopt Environmental, Social and Governance (ESG) practices together with SMEs on their business journey

▶ OCTOBER

- Entrepreneurs Summit IV 2023

▶ NOVEMBER

- Launch of AFFINMAX 2.0. Second generation app for business
- Global Muslim Business Forum 2023 (GMBF2023)

▶ DECEMBER

- Launch of AffinAlways mobile banking app
- Opening Ceremony of MyREF Hijrahpreneur Skills Program 2023 (MyREF HSP)

YEAR 2024

▶ 28 MAY 2024

- AFFIN Group Partners with Landasan Lumayan Sdn Bhd for Interceptor 002



▶ 2 AUGUST 2024

- Launch of AFFIN London Home



3 SEPTEMBER 2024

- Launch of AFFIN Diventium Private Banking



27 SEPTEMBER 2024

- The Signing of Sale and Purchase Agreement (SPA) between the Sarawak Government, the Armed Forces Fund Board (LTAT) and its subsidiary Boustead Holdings Bhd
- Launch of AFFIN Diventium Private Banking



1 OCTOBER 2024

- Launch of e-Trade, first equities market trading feature in partnership with Bursa Malaysia and Touch 'n Go



2 NOVEMBER 2024

- Launch of AFFIN Term Investment Account-i (TIA-i)



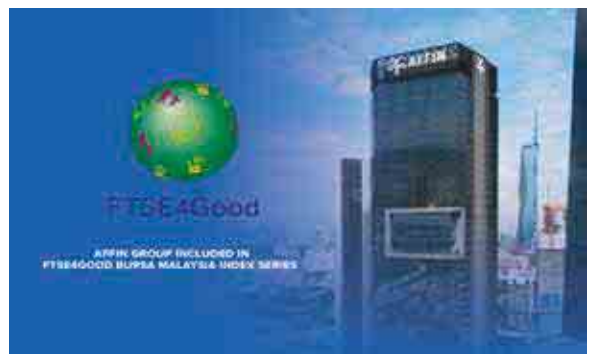
29 NOVEMBER 2024

- Renewed as the Official Bank Partner of Badminton Association of Malaysia



23 DECEMBER 2024

- Inclusion in the FTSE4Good Bursa Malaysia Index Series, marking a significant milestone in the Group's efforts towards ESG principles



Dato' Agil Natt
Chairman



CHAIRMAN'S Letter to Stakeholders

DEAR VALUED STAKEHOLDERS,

On behalf of the Board of Directors, it gives me great pleasure to present to you AFFIN's Integrated Annual Report for the financial year ended 31 December 2024.

In a year of continued geopolitical and economic instability, AFFIN has emerged as a forerunning financial institution, delivering improvement across all key financial metrics while making strong strides in sustainability, digital transformation, and governance. These achievements are a testament to our unique ethos and approach to business, which combines necessary prudence with a willingness to drive innovation for the benefit of our business and stakeholders. Equally, they are a result of the focused and purpose-driven work of our people, who have steadily built new avenues for growth amidst the changing tides of the industry, future-proofing AFFIN to achieve sustainable success.



CHAIRMAN’S LETTER TO STAKEHOLDERS

OUR OPERATING ENVIRONMENT IN 2024

The Malaysian economy outperformed expectations in 2024, achieving growth of 5.1% supported by increased foreign direct investment and resilience in the services and manufacturing sectors. Additionally, the easing of global inflation contributed to lower borrowing costs for consumers and businesses, bolstering credit expansion and driving growth in financing.

While these economic conditions have been favourable for the banking sector, the fall in interest rate has squeezed Net Interest Margins (“NIM”) and increased competition for deposits and loan products in the retail and corporate banking segments. Meanwhile, more stringent compliance requirements have been implemented, particularly in



areas such as anti-money laundering (AML) and know-your-customer (KYC) protocols, while the regulatory framework surrounding sustainable finance and corporate ESG impact – led by Bank Negara Malaysia – has evolved, requiring financial institutions to adapt swiftly.

Against this fluid backdrop, our focus has remained on delivering progress in line with our three strategic pillars – Unrivalled Customer Service, Digital Leadership, and Responsible Banking with Impact. Through these pillars, we aim to differentiate ourselves against other industry players, building a strong foundation for our resilience even as stakeholder expectations and market realities evolve.



In 2024, we recorded a commendable **38.3%** reduction in our operational emissions



Positively impacting **more than 100,000** through our CSR initiatives

CHARTING A SUSTAINABLE PATH FORWARD

We are operating in a fast changing banking landscape, where sustainability has evolved from a matter of compliance to a central pillar of growth and value creation. This shift is evident in the rapid growth of sustainable financing and investment mechanisms and the introduction of more stringent ESG regulations.

Staying ahead of the curve, we launched the Affin Axelerate (AX28) Transformation Plan in 2024, shifting our strategic focus towards driving long-term value for our business and stakeholders. Unlike our preceding A25 plan, AX28 is distinguished by its setting of explicit sustainability goals alongside operational and financial targets. These goals include expanding sustainable financing to constitute 25% of our total portfolio, positively impacting more than 200,000 people through our CSR initiatives, and further reduce our emission to achieve Net Zero Carbon by 2050. Through these commitments, we signal that our success as an organisation is predicated on being a responsible corporate citizen that creates shared value alongside business growth.

To achieve these goals, we are harnessing collaborative efforts at all levels of the organisation. This begins from the top, with the Group Board Sustainability Committee (GBSC) developing an enhanced Sustainability Framework and Roadmap that dovetails our business and ESG goals for more holistic impact. The GBSC has also spearheaded the development of our Sustainability & Climate Disclosure Policy and Diversity, Equity, and Inclusion Framework, empowering purposeful progress in these key areas of our sustainability agenda, while taking the lead in driving capacity-building initiatives to enhance sustainability expertise and implementation across the bank.

Notably, our dedication to improvement in sustainability was recognised with our inclusion in FTSE4GOOD Bursa Malaysia Index in 2024, positioning us as one of the nation’s progressive proponents of ESG-friendly business practices.

STEPPING UP ON CLIMATE ACTION

Climate action is a core pillar of our sustainability strategy and, in 2024, we recorded a commendable 38.3% reduction in our Scope 1 and 2 emissions compared to our baseline year of 2022. This improvement was driven by a range of measures, including the installation of energy-efficient equipment and the purchase of Renewable Energy Certificates ("RECs") to offset a portion of our electricity consumption.

As a responsible financial institution, we are also stepping up our contribution to the nation's decarbonisation goals by channelling capital towards sustainable and low-carbon initiatives. This includes providing transition finance to clients aiming to reduce their carbon footprint, conducting detailed climate change risk assessments to guide financing decisions, and engaging with clients from high-emitting industries to support their transition to low-carbon business models.

To further strengthen our impact, we have commenced the process of measuring our financed emissions baseline based on the methodology of the Partnership for Carbon Accounting Financials ("PCAF"), according to our portfolio as of 31 December 2023. Once this process is completed, the baseline will inform the development of

a comprehensive Greenhouse Gas (GHG) and Net Zero Strategy which will define our path towards achieving Net Zero Carbon by 2050.

Furthermore, we recently established our Sustainable Finance Framework, which establishes clear standards governing our social and environmental financing portfolio, specifically clarifying the activities that are classified as sustainable under our definition.

Cognisant of the risks posed to our business by climate change, we have made significant strides in developing climate risk stress testing ("CRST") models, guided by BNM's CRST methodology paper. The models we have developed enable us to evaluate the potential impacts of transitional and physical risks under various scenarios, providing us with a clearer picture of the resilience of our portfolio and business at different levels of climate change severity.

Collectively, these initiatives equip us to mitigate the risks that climate change exposes our business to and maximise our opportunity to be a driver of positive climate action – both through our operations and across the Malaysian business landscape.

CREATING ON-THE-GROUND IMPACT

Looking beyond decarbonisation, we made significant progress across the broader ESG spectrum in 2024, with our community-based initiatives continuing to expand in scale and impact. Highlights of our efforts included:

Highlight

- Our financial literacy awareness programme at KEM Tentera Port Dickson, where we provided army personnel with personal finance skills and knowledge on how to avoid scams.
- Our collaboration with PERTIWI Soup Kitchen, which harnessed the contributions of AFFIN volunteers to donate packed meals to homeless people in the Klang Valley.
- Our Majlis Ziarah Raya community engagements, which provided underprivileged families in Sarawak with essential food aid and Raya hampers, and gained positive coverage on state TV.

In addition to the direct contributions we have made through these initiatives, we are leveraging strategic partnerships to introduce infrastructure and technology that can create more lasting change across society. Illustrating this, we worked with Landasan Lumayan Sdn. Bhd. and The Ocean Cleanup to deploy Interceptor 002, a high-tech, solar-powered river cleanup solution that has since removed over 2,600 metric tonnes of waste from the Klang River, creating knock-on benefits for communities that live in the river's vicinity.

In another example, we partnered with Auto Bavaria to expand the nation's EV charging infrastructure, installing multiple charging stations at Menara AFFIN in the Tun Razak Exchange to encourage the uptake of EVs amongst our staff and visitors.

For a complete picture of the on-ground impact we are creating across Malaysia, please read our Sustainability Statement from pages 202-295 of this report.

EMPOWERING OUR PEOPLE

As we drive forward to achieve our business and sustainability goals, we recognise the central role that people play in unlocking success. To this end, we are committed to fostering workplaces that promote wellbeing, provide opportunities for meaningful two-way engagement, and drive continuous personal and professional development.

A major achievement in this regard in 2024 was the launch of Affin Wellness, our comprehensive digital employee assistance programme aimed at supporting holistic mental, physical, social, and financial well-being. Delivered in collaboration with Naluri, Affin Wellness provides our employees with access to health assessments, digital coaching, a comprehensive suite of digital resources on wellness and much more, marking a gamechanger in our efforts to support our workforce.

In 2024, we also rolled out Lenses 3.0, an innovative employee feedback tool that unlocks granular insights into the level of engagement that employees feel across nine dimensions. Through the deep insights delivered, Lenses 3.0 enables highly targeted interventions at the individual level, empowering us to address any issues that our employees may be facing in an effective and timely manner while fostering a more cohesive and motivated workforce.

Meanwhile, upskilling and talent development remains central to our long-term strategy. Through the AFFIN Management Programme and the AFFIN Talent Summit, aspiring leaders are provided with targeted pathways to achieve their fullest potential, plus a range of experiential learning and mentorship resources to empower these journeys. By investing in our leadership pipeline in this committed way, we are improving the retention of our best talent and building a sustainable basis for our long-term success.

CHAIRMAN'S LETTER TO STAKEHOLDERS

UPHOLDING EXCELLENCE IN GOVERNANCE

In line with our commitment to ethics and compliance, 2024 was also a year of progress on the governance front.

During the year, we completed a comprehensive review of our Group Corporate Governance Framework ("CGF"), identifying areas where our practices may be refined to robustly meet emerging governance risks and ensure compliance with evolving regulatory requirements. We also strengthened oversight of conflicts of interest and connected party transactions by conducting dedicated training for the Board and Senior Management, with the training raised awareness of Bursa Malaysia Securities Berhad's amendments to the Main Market

Listing Requirements. Additionally, we instituted quarterly reporting of conflicts of interest to the respective Boards of our banking entities, ensuring that key personnel across the Group remain abreast of any relevant risks.

To further reinforce integrity in our governance structure, we also adopted a mandatory three-year cooling-off period for former CEOs and senior officers before they can be appointed as Directors within the Group. Moreover, we reactivated the AFFIN Group Chairmen Committee after a four-year hiatus, reinstating a crucial forum for collaboration in the governance of entities under the AFFIN Group.

OUR ACCOLADES IN 2024

Our achievements in 2024 were recognised through numerous accolades, underscoring our leadership in sustainability, Islamic banking and financial sector innovation.

Listed in the FORTUNE Southeast Asia 500

The Best SME Bank in Malaysia

The 100 Most Influential Young Entrepreneur (MIYE) Awards 2024 by Entrepreneur Insight

World Islamic Bank Excellence Award

World Muslim Leadership Forum (WMLF) 2024 by Strategic Institute for Asia Pacific & Global One

Top 50 in the National Corporate Governance & Sustainability Awards (NACGSA) 2024 Excellence Award

LOOKING AHEAD: 2025 AND BEYOND

As we move into 2025 and beyond, economic and market uncertainties are expected to persist. The evolving geopolitical landscape, compounded by a new U.S. administration, adds layers of complexity to an already challenging global environment. Additionally, interest rate volatility remains a key factor shaping the financial sector's outlook, making the trajectory of the banking industry increasingly uncertain.

Domestically, Malaysia's economy is projected to grow at an accelerated pace of 4.5% to 5.5% in 2025, with inflation expected to remain low. While this presents a more optimistic outlook for businesses, the nation's exposure to global economic conditions introduces an element of unpredictability for exporters, warranting cautious optimism.

In this context, we remain resolute in our commitment to sustainable growth by driving revenue expansion, championing digital transformation, and enhancing operational efficiency. Our customer-centric approach will continue to be a catalyst for progress, enabling us to extend our market presence and tap into new opportunities. Investments in digital innovation will unlock new growth avenues, while our strategic focus on sustainable finance and responsible lending reaffirms our commitment to being a responsible bank that delivers a positive impact.

At the same time, cybersecurity remains a top priority. We are making significant investments in digital tools and technologies to fortify our systems, implement robust security measures, and safeguard customer data.

Ultimately, our success is not solely defined by macroeconomic or industry challenges. Instead, we view the evolving market landscape as an opportunity to refine our business strategies, articulate a compelling vision, and instill confidence among our stakeholders. By embracing these challenges, we strengthen our competitive advantage and create long-term value for our business, stakeholders, and the communities we serve.

REWARDING OUR SHAREHOLDERS

For FY2024, the Board proposed a bonus issue on the basis of one bonus share for every 18 existing shares held in the Bank. This bonus issue is in recognition of the appreciation of our share price during the year under review and strong demand from foreign investors for our shares.



ACKNOWLEDGEMENTS

On behalf of the Board of Directors, I would like to extend my heartfelt gratitude to the entire AFFIN community. Your collaborative efforts and unwavering commitment have been instrumental in shaping our continued success.

To our shareholders, thank you for your trust and confidence in our vision. To our valued customers, we deeply appreciate your loyalty and for choosing us as your financial partner. I also extend my sincere appreciation to our dedicated employees, whose resilience and hard work continue to drive our achievements. Lastly, I am grateful for the guidance and oversight of our Board of Directors, whose strategic insights have been invaluable.

Additionally, I would like to take this opportunity to acknowledge recent leadership transitions. We extend our appreciation to Encik Muhammad Fitri bin Othman for his contributions during his tenure as Non-Independent Non-Executive Director (NINED) of AIBB. Furthermore, we express our gratitude to Datuk Wan Razly Abdullah Wan Ali for his dedicated service as Non-Independent Executive Director (NIED) of AHIBB, whose tenure concluded on 2 April 2024.

With a clear strategic roadmap, AFFIN is well-positioned to navigate uncertainties while unlocking new avenues for value creation. We remain committed to long-term success for our business, stakeholders, and the communities we serve. As we move forward, let us embrace the future with courage, innovation, and determination – ready to seize the opportunities that lie ahead.

Dato' Agil Natt
Chairman

Message from the **PRESIDENT** and Group Chief Executive Officer



Datuk Wan Razly Abdullah
President & Group Chief Executive Officer

In FY2024, Affin Bank faced a complex operating environment shaped by macroeconomic, regulatory, competitive, and technological challenges. In response, we remained steadfast in executing our AX28 Plan, anchored on three strategic pillars: Unrivalled Customer Service, Digital Leadership, and Responsible Banking with Impact.

Our growth momentum has been further strengthened by the entry of a new prominent shareholder, the Sarawak Government. Their support unlocks exciting opportunities as we approach our golden 50th anniversary.

We are also proud to be recognised for our achievements, including our inclusion in the Fortune Southeast Asia 500 and the FTSE4Good Bursa Malaysia Index. Additionally, we celebrate the recognition of our Group Chief Financial Officer, Ms. Joanne Rodrigues, as one of Fortune's Most Powerful Women in Asia, underscoring our commitment to leadership, excellence and inclusiveness.



WE REMAINED STEADFAST IN EXECUTING OUR AX28 PLAN, ANCHORED ON THREE STRATEGIC PILLARS: UNRIVALLED CUSTOMER SERVICE, DIGITAL LEADERSHIP, AND RESPONSIBLE BANKING WITH IMPACT.



2024 HIGHLIGHTS

Allow me to share some of the highlights from an eventful, challenging, yet ultimately successful year, which was divided into four quarters.

1Q 24 Strategic Responses To External Pressures

The year started with heightened global macroeconomic uncertainty. Elevated interest rates in the US, driven by the Federal Reserve's policies fighting inflation, led to intense deposit competition amongst local banks and industry Net Interest Margin (NIM) compression. Amidst these challenges, we focused on enhancing operational efficiency and strengthening our internal capabilities to build resilience for future growth.

A key milestone this quarter was the successful launch of our new Customer Relationship Management (CRM) system, designed to enhance sales productivity and customer service capabilities. This advancement enables us to better understand and serve our customers with greater efficiency and personalisation.

Additionally, we introduced the Quantum treasury system, further strengthening our treasury operations, and launched an enhanced version of AFFINMAX, our Corporate Internet Banking solutions offering improved functionality and a seamless user experience for our corporate clients.

2Q 24 Digital Investments To Enable Resilience And Sustained Growth

The second quarter saw a continuation of soft global economic conditions, with elevated interest rates slowing trade and economic activity. Despite this, our intense focus on technological advancement has resulted in several measurable outcomes:

- Higher Net Promoter Score (NPS): Increased significantly from -19 (FY2019) to +48 in FY2024, reflecting improved customer satisfaction and loyalty.
- Increased Customer Engagement: The number of customers using the AffinAlways app (our Mobile Banking App) and AFFINMAX 2.0 (our Corporate Internet Banking platform) has grown, indicating higher engagement and adoption of our digital banking solutions.

MESSAGE FROM THE PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER

3Q 24 Product Innovation and Cost Optimisation



WE LAUNCHED AFFIN DIVENTIUM A BESPOKE WEALTH MANAGEMENT SOLUTION SERVING HIGH NET WORTH INDIVIDUALS WITH ASSETS OF RM2 MILLION OR MORE.



We also continued to expand our product suite to capture new market opportunities. In September, we launched Affin Diventium, a bespoke wealth management solution and financial advisory product serving high net worth and ultra high net worth individuals. Diventium is our interpretation of Private Banking - natural progression from Affin Invikta - and is available to both Malaysians and foreigners with investable assets of RM2 million or more. The innovative solutions offered under Diventium include financing for yachts and homes in London.

Our aim is to acquire 250 new private banking customers in the first year, to which end we have already seen an encouraging take up rate, with 55 new customers coming in within the quarter.

In Q3, we continued to implement robust and strategic cost-saving initiatives in response to industry margin pressures. Initiatives included targeted measures to optimise operational efficiency across the organisation and reduce costs. We also rolled out an early retirement scheme (ERS), which was taken up by 210 employees. The ERS had an initial impact of RM49 million but will ultimately generate RM37 million in annual savings, and through the scheme we aim to increase the Bank's productivity by 10%. Excluding the cost of the ERS, our PBT for the year was RM749.5 million.

4Q 24 Strong Market Confidence and Expansion Drive

The fourth quarter saw a range of key milestones and achievements, validating the effectiveness of our transformation efforts. A vital development was the Sarawak Government's successful completion of a share acquisition from Lembaga Tabung Angkatan Tentera (LTAT) and Boustead Holdings Berhad, making it the largest shareholder of the Bank, with a 31.25% stake.

Meanwhile, we took a major stride in building our Islamic banking business through the launch of our Islamic Term Investment Account (TIA-i). TIA-i is designed to serve customers who seek ethical and high-yield investment opportunities and will enable us to enhance our liquidity, improve our CASA ratio, and further establish our leadership in the Islamic banking sector.

We were also heartened to receive various recognitions in Q4, including:

- ➔ Being listed in the Fortune Southeast Asia 500
- ➔ Being included in the FTSE4Good Bursa Malaysia Index
- ➔ Four awards at The Asset Triple A Islamic Finance Awards 2024, namely "Best Islamic Retail Bank in Malaysia" and "Best Islamic Syndicated Loan – Renewable Energy in Malaysia" for the banking group, with Affin Hwang Investment Bank Berhad (AHIBB) bagging four awards, namely: "Best Sustainability Sukuk – Healthcare", "Best Sustainability Sukuk – Healthcare in Malaysia", "Best New Sukuk in Malaysia" and "Best Sukuk – Shipping in Malaysia". The award I am most proud of is the "Best Islamic Retail Bank in Malaysia", which is the first win for us in this category recognising the strides we have made in our retail banking business.
- ➔ "Best SME Bank in Malaysia" at the 100 Most Influential Young Entrepreneurs (MIYE) Awards.
- ➔ Two awards for Affin Islamic Bank Berhad (AFFIN ISLAMIC) at the Asian Experience Awards 2024: the "Malaysia Brand Experience of the Year – Banking," and "Malaysia Product Experience of the Year – Banking".



THE SARAWAK GOVERNMENT'S SUCCESSFUL COMPLETION OF A SHARE ACQUISITION FROM LEMBAGA TABUNG ANGKATAN TENTERA (LTAT) AND BOUSTEAD HOLDINGS BERHAD MAKES IT THE LARGEST SHAREHOLDER OF THE BANK, WITH A 31.25% STAKE.



FINANCIAL OVERVIEW: STEERING AFFIN BANK TOWARDS SUSTAINABLE GROWTH

Amidst the significant global and local headwinds described above, our focused execution of cost efficiency measures and efforts to diversify income resulted in a commendable financial performance.

While the headline was our strong 35.3% YoY increase in Profit Before Tax (PBT) to RM701 million, we also recorded an improved CASA ratio of 30.4% from 26.7% in 2023, growth in loans, advances, and financing of 8.1% YoY to reach RM72 billion, and a Gross Impaired Loan (GIL) ratio at 1.94%, below our target of 2%.

Looking ahead, our strategic direction remains unwavering: accelerating business growth, optimising fee-based income streams, and strengthening our balance sheet under the AX28 Plan. With a solid capital position, including a CET1 ratio of 13.2% and liquidity coverage ratio (LCR) of 165.2%, we are well-positioned to deliver sustainable value for our stakeholders.

Financial:

- Profit Before Tax: RM1.8 billion
- CASA Ratio: 35%
- Cost-to-Income Ratio: <53%
- Gross Impaired Loan (GIL) Ratio: 1.5%
- Return on Equity (ROE): 12%
- Total Loans/Financing: RM116 billion
- Total Deposits: RM123 billion
- Total Customer Base: 3 million

Sustainability:

- Sustainable Financing: 25% of total portfolio
- Group-wide Paper Usage Reduction: 100%
- Beneficiaries from CSR Activities: 200,000 people
- Percentage of Suppliers Assessed on ESG Criteria: 100%



OUR STRATEGIC DIRECTION: AX28

Moving ahead under our AX28 Plan, we will continue to strengthen our market position as a modern and progressive bank that is able to deliver long-term value in an evolving economic landscape.

To counter the intense competition in the banking sector, we are razor-focused on strengthening our market position through diversification and digitalisation. Specifically, our strategy is to move beyond traditional banking models and create value for our stakeholders through targeted initiatives in segments where there are untapped opportunities:

- **Expanding Non-Interest Income Streams** – We are broadening our revenue base by accelerating growth in Islamic banking, wealth management, and ESG-related financing. These segments will play a critical role in enhancing profitability while reinforcing our commitment to responsible banking.

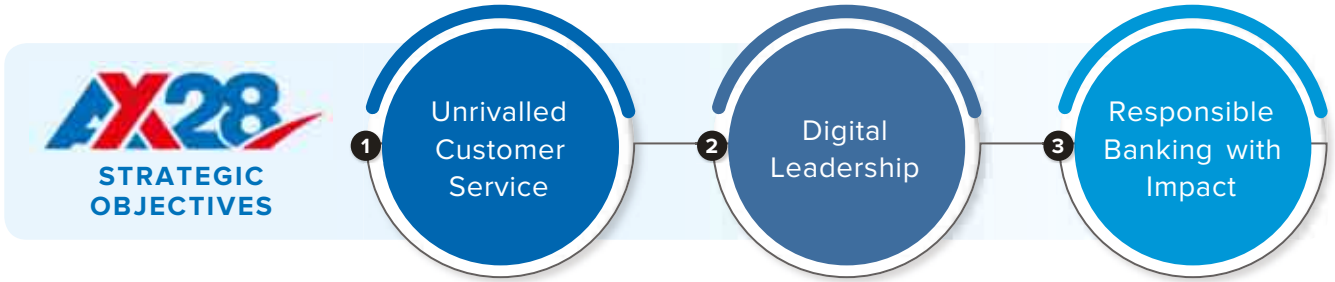
- **Leveraging Digital Leadership** – Technology remains central to our growth strategy. We will continue to enhance customer experience and operational efficiency by strengthening our digital banking platforms, including the expansion of AFFINAlways (Our Mobile Internet Banking app). As we look ahead, we are excited to launch our Digital Core soon, a key initiative that will enhance our digital capabilities, drive operational efficiency, and elevate the customer experience.

- **Strengthening Cost Management** – In a highly competitive environment, maintaining healthy margins requires disciplined financial and risk management. To this end, we are focused on optimising operational costs, automating processes, and improving resource allocation.

These strategic priorities will support our drive to ensure resilience in the face of industry challenges while driving sustainable value for our customers, shareholders, and the communities we serve.

MESSAGE FROM THE PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER

OUR STRATEGIC PROGRESS



Unrivalled Customer Service

A key initiative throughout the year was the continued rollout of our Triple Banking concept which integrates Islamic banking, conventional banking, and investment banking under one roof at flagship branches nationwide. This unique model enhances convenience for customers, unlocks operational efficiencies, and differentiates our brand as future-oriented and innovative, securing a strong competitive advantage in the retail banking sector.

In 2024, we achieved an NPS of +48, reflecting strong customer satisfaction and trust in our services. Building on this momentum, our goal for 2025 is to achieve or exceed +50, further reinforcing our commitment to service excellence and strengthening our position as a leading customer-centric bank.



We expanded our Triple Banking concept nationwide, integrating Islamic, conventional, and investment banking. In 2024, our NPS was +48; we aim to achieve or exceed +50 in 2025.

Digital Leadership

We are making significant strides towards becoming a digital leader, with major system upgrades successfully completed in FY2024. One of the key advancements was the launch of our AffinAlways app in 2024, which includes features such as real-time transaction history updates, seamless fund transfers to bank accounts, mobile numbers, or ID numbers, and simple bill payments through JomPAY (including recurring payments), driving greater convenience for users. Enhanced security measures, such as biometric login and AFFIN SECURE for transaction authorisation, further strengthen its proposition.

In line with our commitment to digital innovation, we have introduced real-time payment capabilities through a strategic partnership with ACI Worldwide, modernising our payment systems to improve efficiency by 75% and increasing transaction capacity by over 20% in 2024. Additionally, with our new Mobile Internet Banking (MIB) platform IN Q1 2025, we aspire to provide an elevated, omnichannel digital banking experience further enhancing our digital maturity.

Meanwhile, our online banking services will be significantly improved, with personalised dashboards that allow customers to tailor their banking interface, advanced security measures with multi-factor authentication and real-time fraud detection, and a redesigned user interface for a more intuitive and user-friendly experience.

We have integrated a new CRM system that provides better visibility into customer needs, enabling improved service and enhanced sales productivity. This investment streamlines customer acquisition and supports better service delivery, setting the foundation for the Bank's future growth.

In treasury operations, meanwhile, our new Quantum treasury system provides enhanced visibility and control over liquidity management, risk management, regulatory reporting, and cash forecasting. With real-time processing capabilities and strengthened risk management tools, we are now better equipped to make agile, data-driven decisions in response to business conditions.

We have also expanded our use of Robotic Process Automation (RPA) in 2024, streamlining repetitive tasks, reducing manual intervention, and enhancing operational efficiency. Utilising tools such as Power BI, Power Automate, and Power Apps, we have significantly improved processing speed, minimised errors, and freed up our employees to focus on higher-value tasks.

Lastly, we have continued to further the impact of our Enterprise Data Hub (EDH), which was introduced in 2023 to improve customer insights and enhance decision-making across the bank. Since its launch, the EDH has significantly increased data monetisation, growing from RM1.744 million (in December 2023) to RM9.515 million (in December 2024), with a cumulative data monetisation value of RM11.26 million. This demonstrates the power of data in driving revenue generation, cost savings, and overall business efficiency.



DRIVING DIGITAL ADVANCEMENT IN 2024

- Expanded use of Robotic Process Automation to drive operational efficiencies
- Introduced an upgraded CRM system to enhance customer service
- Launched AffinAlways, our new mobile internet banking app
- Launched our Quantum treasury system



Responsible Banking with Impact

As of the fourth quarter of FY2024, sustainable financing accounted for 10.56% of our total loan portfolio, marking significant progress towards our target of 25% by 2028. To achieve this goal, we are actively implementing various initiatives, including the introduction of new green financing products and the establishment of a sustainable finance framework. This framework serves as a standardised reference for classifying sustainability activities, guiding us in expanding financing beyond our traditional focus areas, such as green buildings, renewable energy, and infrastructure, to contribute more broadly to Malaysia's environmental and net-zero objectives.

One of our key sustainable financing initiatives is the Green Technology Financing Scheme 4.0 (GTFS 4.0), which has been well-received across multiple sectors, including energy, manufacturing, transport, construction waste, and water. Under this scheme, we provide financing for green technology projects,

MESSAGE FROM THE PRESIDENT AND GROUP CHIEF EXECUTIVE OFFICER

covering up to 60% of green technology costs across most sectors and up to 80% for the waste sector. Additionally, the scheme offers a rebate on interest or profit rates for the initial years, further incentivising sustainable investments.

During the year, we also took a significant step forward in our own sustainability journey by reporting Scope 3 emissions for the first time. We are proud to announce that we have successfully met our interim target of reducing operational emissions by 2030. This achievement marks a significant milestone in our sustainability journey. Building on this success, we are now in the process of developing a comprehensive roadmap aimed at further reducing our operational emissions. Our ultimate goal is to achieve net zero carbon by 2050. This roadmap will outline the specific strategies, initiatives, and actions we will undertake to continue our progress towards a more sustainable and environmentally responsible future. By committing to these long-term goals, we are demonstrating our dedication to combating climate change and contributing to a healthier planet for future generations.

We also intend to expand GTFS to include additional sectors and offer enhanced benefits to further encourage the adoption of green technologies. Additionally, we are actively exploring new sustainable investment products that align with our long-term commitment to achieving net-zero carbon by 2050. Through these strategic efforts, we aim to play a pivotal role in driving sustainable growth and fostering a greener future for Malaysia.

On this note, we are proud to announce our inclusion in the FTSE4Good Bursa Malaysia Index for the first time, marking a milestone in AFFIN BANK's sustainability journey. This recognition underscores our commitment to sustainability and responsible banking.

Furthermore, our partnership with Landasan Lumayan Sdn. Bhd. and The Ocean Cleanup on the Interceptor 002 project has delivered meaningful environmental impact. This initiative has contributed to improving water quality, the return of aquatic life to the river, and the removal of over 2,600 metric tonnes from the river.

In addition, Affin is a proud partner of the Badminton Association of Malaysia, reinforcing our commitment to healthy living and the development of Malaysia's national sport. As a dedicated supporter of badminton, we take great pride in sponsoring both the senior and junior national badminton teams, playing a role in the growth and success of the sport across the nation.

On this note, we extend our heartfelt congratulations to men's doubles pair Aaron Chia and Soh Wooi Yik, as well as men's singles player Lee Zii Jia, for their outstanding achievement in winning bronze medals at the 2024 Paris Olympic Games.

At the same time, we remain committed to nurturing the next generation of badminton champions through our continued investment in the junior team. By providing resources, training support, and fostering a strong foundation for young athletes, we aim to ensure the long-term success of Malaysian badminton and uphold the nation's legacy in the sport.

A POSITIVE OUTLOOK

Looking forward, we expect market volatility to continue in the year ahead. However, we remain cautiously optimistic that we will be able to successfully navigate the currents and maintain our positive growth trajectory.

To this end, our focus will remain guided by our strategic objectives. By investing in cutting-edge technology to strengthen our digital capabilities, implementing new approaches that enhance the customer experience, and capitalising on growth opportunities in sustainable finance, we have three clear pathways to differentiate ourselves in an evolving banking landscape. Underscoring our commitment to growth and inclusivity, we will continue to develop and launch innovative financial products tailored to diverse market segments. These include Diventium (Private Banking), Invikta (High Net Worth), and Avance (Professional), alongside dedicated solutions for digital, SME and corporate clients. Through this, we aim to broaden our addressable market, enhance customer engagement, and drive financial empowerment across various client segments.

At the same time, we recognise the importance of investing in our people, and will continue fostering a culture of innovation and excellence by investing in leadership training, digital upskilling programmes, and initiatives that promote a diverse and inclusive workforce. Additionally, we will strengthen our financial literacy programmes, support local businesses, and engage in social responsibility projects to build trust and loyalty within the communities we serve.

The Sarawak Government's increased stake reaffirms the market's confidence in our growth and transformation plan, with their presence also providing us with a unique opportunity to accelerate our growth in Sarawak. Early market response has been encouraging, with increased account openings, and we plan to capitalise on this momentum to expand our market presence across retail banking, stockbroking, insurance, and commercial and corporate lending.



WE WILL SEEK TO DEVELOP AND LAUNCH INNOVATIVE FINANCIAL PRODUCTS THAT CATER TO A RANGE OF MARKET SEGMENTS SUCH AS DIVENTIUM (PRIVATE BANKING), INVIKTA (HIGH NET WORTH AVANCE (PROFESSIONAL) AND DIGITAL, THEREFORE WIDENING OUR ADDRESSABLE TARGET MARKETS.



TO 50 YEARS AND BEYOND

As we commemorate a year of progress, I would like to extend my heartfelt gratitude to the various stakeholders whose unwavering support and contributions have been instrumental to our success.

To our customers, your trust and loyalty drive us to innovate and improve continuously. We remain committed to enhancing our offerings to meet your evolving financial needs.

To our valued shareholders, your unwavering belief in our vision continues to drive our growth and success. We extend our deepest appreciation to our newest investors, including the Sarawak Government and other esteemed local and international shareholders, whose trust and support open new avenues for expansion and innovation. Our partners and collaborators, meanwhile, your contributions have helped us expand our product and service offerings, elevate the customer experience and advance shared goals in innovation and sustainability. Your insights and expertise are invaluable to our progress.

To our employees, your dedication and passion are the backbone of our success. Your commitment to excellence ensures that we will continue to deliver exceptional service.

To the regulatory bodies and government agencies we work with, your guidance has fostered a stable business environment, enabling us to grow responsibly while driving financial innovation.



Lastly, to our community and NGO partners, your collaboration in corporate social responsibility initiatives, including Interceptor, has allowed us to make a meaningful impact in building a more sustainable and inclusive future.

The year 2025 marks our 50th anniversary - a significant milestone on our journey. More than just a celebration, this anniversary represents the culmination of decades of transformation, resilience, and growth. It is also a pivotal moment to reflect on our achievements and set bold, ambitious goals for the future, ensuring that AFFIN will realise its vision to be the Most Creative and Innovative Financial Company in Malaysia. On this note, I look forward to celebrating this momentous milestone with each of you and reaffirming our commitment to unfolding The Future of Banking in ways that create shared and sustainable value for all.

Thank you, again, for your continued support.

Datuk Wan Razly Abdullah
President & Group Chief Executive Officer

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT



BUILDING RESILIENCE, DELIVERING GROWTH

2024 was a year of resilience and progress for AFFIN BANK. Despite industry-wide margin pressures, our diversified business model drove a 35.2% increase in Profit Before Tax ("PBT"), supported by higher Net Interest Income ("NII") and Non-Interest Income ("NOI"). At the same time, we remain committed to long-term value creation, reinforcing the Bank's growth trajectory under the AX28 Transformation Plan.



JOANNE RODRIGUES

Group Chief Financial Officer

A RESILIENT FINANCIAL PERFORMANCE DESPITE MARKET CHALLENGES

2024 was a challenging year for AFFIN BANK. However, the Bank successfully navigated market volatility and margin pressure from interest rate fluctuations to achieve a strong financial performance. This was headlined by a 35.2% rise in PBT to RM701 million, driven by higher NII, stronger NOI and recoveries from troubled loans.

Our CASA ratio improved from 26.7% to 30.4%, bringing us closer to our AX28 target of 35%. Financing grew by 8.7%, from RM65.2 billion to RM70.9 billion, while Gross Impaired Loans ("GIL") remained below our 2% target, at 1.94%, despite remaining pockets of weakness in credit.

PBT grew by 35.2% to

RM 701 million

Gross Impaired Loan (GIL) ratio at

1.94%

Loan Growth of 8.7% to

RM 70.9 billion

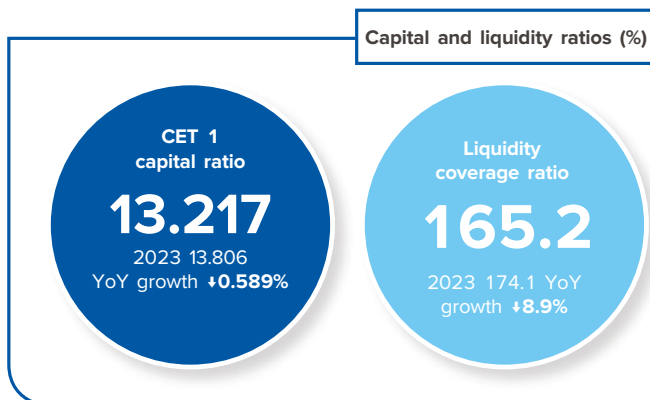
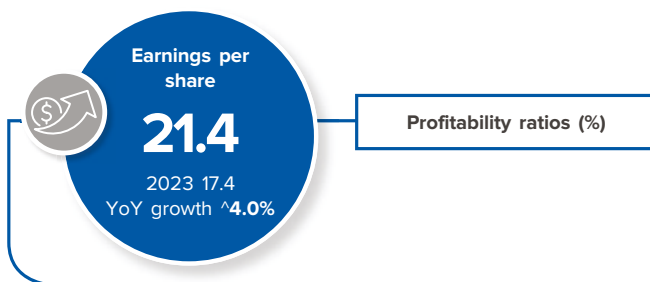
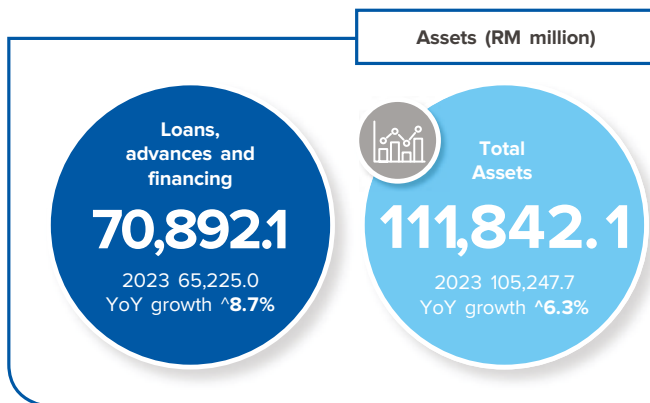
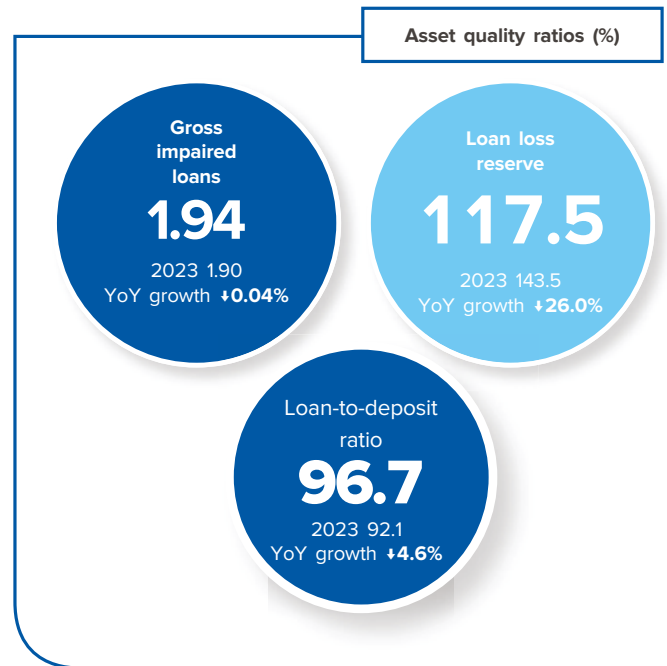
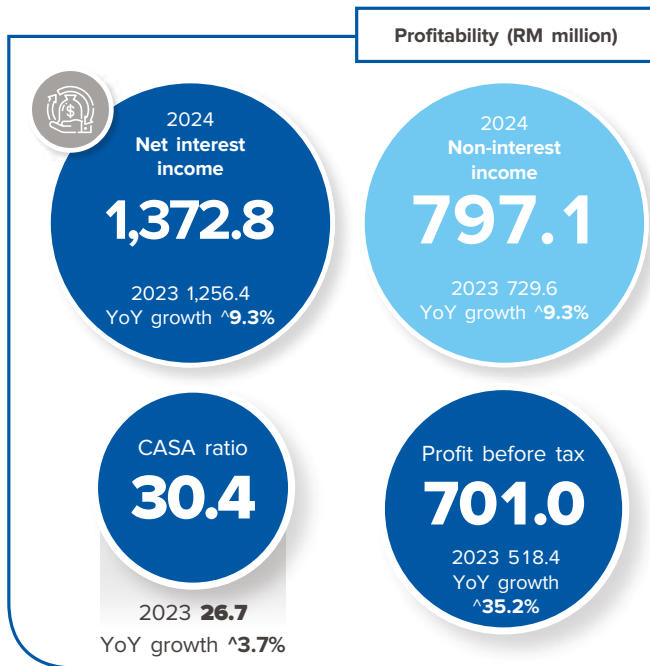
CASA ratio improved to

30.4%

Strengthening our position further, in December 2024, we welcomed the Sarawak state government's acquisition of a 31.25% stake in AFFIN BANK through SG Assetfin Holdings Sdn Bhd, making them our single largest shareholder. Their support along with our existing stakeholders will be instrumental as we continue to realise our growth potential and enhance our financial standing.

DIVERSIFICATION DRIVES STABLE GROWTH

In 2024 we made great strides in our non interest income, including a 58.3% increase in net brokerage income, a 93.8% increase in advisory income and a 58.0% rise in net gains on financial instruments. Community Banking loans portfolio, now accounts for 65% of our total portfolio, up from 56% in 2020. This diversification of revenue and balance sheet enhances the overall stability, laying the groundwork for long-term resilience.



STRONGER NET INTEREST INCOME DESPITE A HIGHLY COMPETITIVE LIQUIDITY ENVIRONMENT

NII increased by 9.3% year-on-year (YoY) to RM1,372.8 million, driven by a growing loan base and strong demand for financing from the retail segment. While industry-wide Net Interest Margin (“NIM”) compression persisted due to price competition, our proactive balance sheet management ensured growth at an adjusted NIM of 1.45% in 2024, up from 1.42% in 2023.

FOCUS ON NON-INTEREST INCOME CONTRIBUTES TO IMPROVED OVERALL PERFORMANCE

In 2024, we intensified our efforts to build strong fee income pipelines, resulting in a 9.3% YoY increase in NOI to RM797.1 million. Our stockbroking business gained traction, recording a 58% increase in net broking income alongside treasury asset gains. Additionally, our Investment Banking advisory business posted a 93.8% YoY increase, reflecting the early success of our efforts to transform this segment of our business.

CALIBRATING OUR BALANCE SHEET FOR GROWTH AND STABILITY

A well-diversified balance sheet remains central to our strategy for sustainable growth. In the last 5 years, total assets have grown by 12.9% CAGR to where it is now at RM111.8 billion in 2024. This growth was contributed largely by the Community Banking segment which is now a comfortable 65% of the total loan/financing book, thereby diversifying the overall credit risk. Loans, advances, and financing expanded to RM70.9 billion, up 8.7% YoY, driven by strategic growth in targeted lending segments. This was further supported by a 17.9% YoY growth in CASA, bringing total CASA to RM22,398 million from RM19,019 million in 2023. These gains marked a significant milestone for the Bank’s CASA Ratio bringing it up to 30.4% in 2024 from 22.22% in 2023.

GROUP CHIEF FINANCIAL OFFICER’S STATEMENT

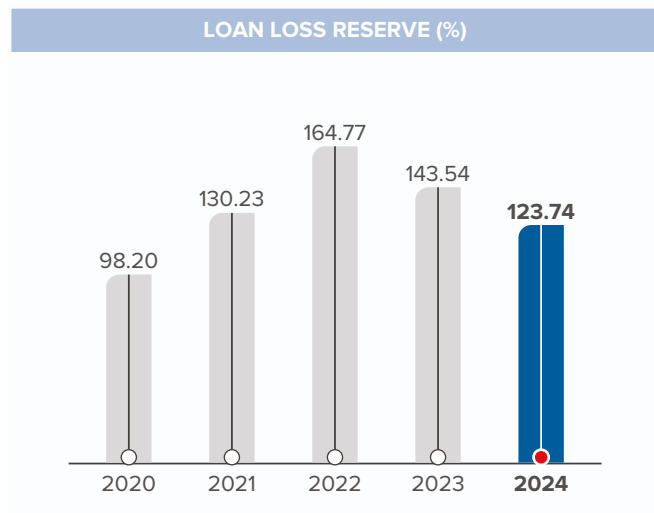
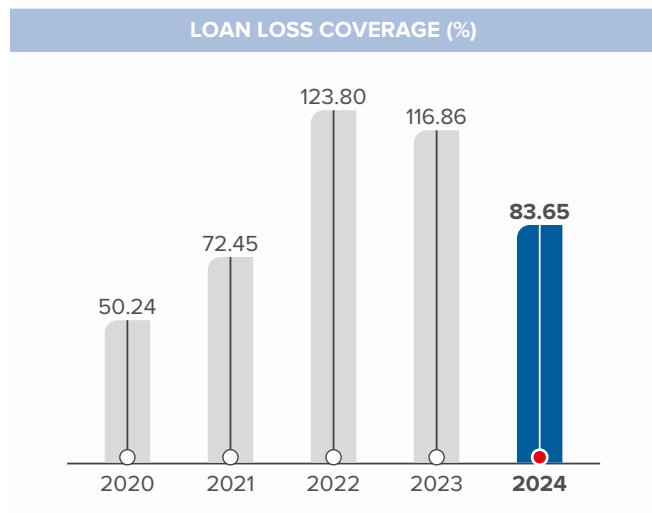
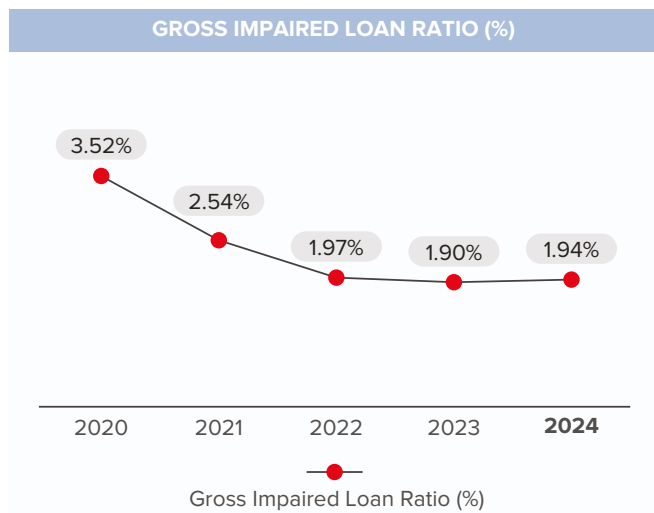
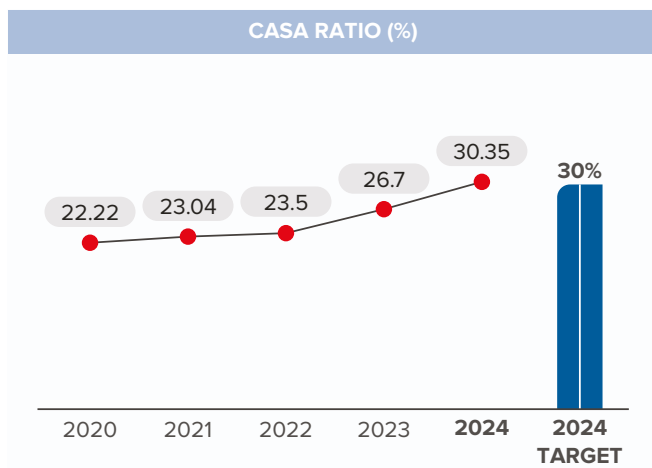
MAINTAINING ASSET QUALITY THROUGH CLOSE MONITORING

Since launching the AIM22 Transformation Plan in 2020, we have made substantial progress in improving asset quality and Loan Loss Coverage (“LLC”). We are encouraged by the progress we have made since, with GIL levels falling to below 2% and LLC strengthening to align with industry standards.

In 2024, we sustained this momentum, keeping our GIL ratio at 1.94% and LLC at 83.65%. Moving forward, we remain vigilant in managing asset quality by continuously analysing our loan portfolio to identify any underwriting or recovery process weaknesses. We have established a robust internal review system that assesses all high-risk accounts at both portfolio and individual levels, leveraging data-driven insights to detect potential risks alongside forward-looking assessments.

CAPITAL AND LIQUIDITY MANAGEMENT

Our Common Equity Tier 1 (“CET1”) ratio (excluding transitional arrangements) stood at 13.2% as of end-2024 (2023: 13.8%), remaining well above the 7.0% regulatory minimum. Liquidity remains strong, with a Liquidity Coverage Ratio (“LCR”) of 165.2% (2023: 174.1%).



TRANSFORMATION EFFORTS DELIVER IMPROVED RESULTS ACROSS BUSINESS SEGMENTS

➤ AFFIN ISLAMIC BANK BERHAD (AIBB)

AIBB had a strong year, delivering total revenue of RM684.8 million in 2024, representing a 15.6% year-on-year increase. This growth was driven by a 14.8% rise in financing, alongside improved fee income. Our Islamic financing portfolio now constitutes 46% of the Bank's total loan and financing book, and we anticipate further expansion as we continue to enhance our Islamic banking solutions and services for our customers.

➤ GROUP COMMUNITY BANKING

Group Community Banking remains the largest contributor to the Bank's loan growth, driven by strong demand for higher-yielding assets, particularly Personal Finance and Credit Cards, which grew by 20.3% and 25.0% year-on-year, respectively. This aligns with our strategy to expand high-yielding assets to support overall NIM growth.

We also see good momentum in the growth of lower-cost deposits, with the division's CASA balance rising to RM9.8 billion in 2024, reflecting a 5.4% year-on-year increase. Moving forward, the division will continue to implement strategies to further enhance CASA growth through its digital and physical channels.

➤ GROUP CORPORATE BANKING

Group Corporate Banking has consistently been a strong contributor to the Group's overall PBT, and 2024 was no exception. Revenue increased by 14%, driven by higher fee income and NII.

At the same time, intensive recovery efforts led to improved overall collections, enabling expected credit loss ("ECL") writebacks. As a result, the division's PBT increased to RM589.7 million, almost doubling its profit of RM298.8 million in 2023.

➤ AFFIN HWANG INVESTMENT BANK BERHAD (AHIBB)

AHIBB's performance improved significantly in 2024, with revenue increasing by 28.4% and Profit Before Tax (PBT) growing by 62%. This was driven by a renewed focus on the stockbroking and advisory business. The expansion of the share margin business, which now accounts for RM1,964 million of the total loan base – up from RM605 million in 2020 – alongside a 74% year-on-year increase in net brokerage fees has been instrumental in strengthening the overall performance of the investment bank.

➤ GROUP ENTERPRISE BANKING

2024 was a year of recalibration for Group Enterprise Banking as the division reprioritised its strategies and strengthened its underwriting and asset quality processes. Under new leadership, the division achieved an improved revenue of RM329.1 million, marking a 4.1% increase compared to 2023.

Loan growth slowed to 3% year-on-year as the SME market softened, prompting the adoption of a more cautious approach on onboarding new credit. However, with our newly enhanced credit scoring system providing more up-to-date data, we are well-positioned to continue advancing our growth agenda for Enterprise Banking.

At the same time, the division's CASA ratio improved significantly, rising to 53% in 2024 from 46.5% in 2023.

➤ GROUP TREASURY

Despite a challenging market in 2024, Group Treasury achieved strong results, with revenue increasing by 43% year-on-year, driven by growth in derivatives and foreign exchange ("FX") income.

As we continue to enhance our FX solutions, we are already seeing early signs of improved FX sales revenue. At the same time, new revenue streams are being developed through the introduction of structured products designed to meet evolving customer demands.

TOWARDS AX28: DRIVING DIGITAL TRANSFORMATION AND EFFICIENCY

In 2024, we began moving forward with our AX28 transformation plan. Spanning five years from 2024 to 2028, AX28 marks the next stage of our transformation journey as we set new targets and aspirations for the Bank, including RM1.8 billion in revenue, a CASA ratio of 35%, a Return on Equity ("ROE") of 12%, a Cost-to-Income Ratio ("CIR") below 53%, and a GIL ratio of 1.5%.

We have made strategic capital expenditure investments over the past years in digital transformation initiatives, with the aim of enhancing operational efficiency and the customer experience. This is in line with our key strategic of AX28. Key initiatives include:

- Enhancing our AffinAlways and AFFINMAX digital platforms, which have played a pivotal role in improving our CASA and NIM ratios.
- Automating key banking operations to streamline processes and reduce turnaround times.
- Implementing a robust HR system and internal productivity tools to track productivity and establish more precise KPIs.
- Strengthening cybersecurity and data governance frameworks to ensure strict compliance with regulatory requirements and safeguard customer trust.

These strategic investments are made to future-proof the Bank while positioning us for long-term sustainable growth.

GROUP CHIEF FINANCIAL OFFICER'S STATEMENT

RESPONSIBLE BANKING WITH IMPACT

At AFFIN, we take our responsibilities as a corporate citizen seriously and are committed to ensuring that all our initiatives and strategies create a positive impact on our stakeholders and the environment. In 2024, we made the following progress on our ESG journey:

- Our ESG financing portfolio expanded to 10.56% of our total portfolio, surpassing our 10% target. We provided funding to a wide range of green initiatives, including renewable energy and sustainable infrastructure projects.
- We have invested in installing solar panels across our owned branches, resulting in annual energy savings of 268,430 kWh, equivalent to RM136,630.80.

- We collaborated with *The Ocean Cleanup* initiative, deploying the Interceptor in partnership with MBI Inc. Since the project's inception, the Interceptor 002 has successfully removed 2,600 metric tonnes of waste from the Klang River, improving water quality and enhancing biodiversity.
- Menara AFFIN BANK at TRX has earned multiple certifications, including a Gold rating from the Green Building Index (GBI) with 79 points, a Gold certification from Leadership in Energy and Environmental Design (LEED), a QClassic score of 86%, and an Industrialised Building System (IBS) score of 70 points.

Meanwhile, our dedication to transparent sustainability reporting was recognised with our admission as a new entrant to the FTSE4Good Bursa Malaysia Index, earmarking AFFIN as a leading choice for responsible investors.

REWARDING OUR SHAREHOLDERS WITH BONUS SHARES

As we close the chapter on 2024, we reflect on the unwavering support provided by our shareholders throughout our transformation journey. On this note, we are pleased to note that those who have been with us since the beginning have achieved a 114% return on their shareholding, driven by sustained improvement in our share price over the past few years.

In recognition of our shareholders' continued trust, the Board has approved a 1:18 bonus share issue for 2024. This issuance represents 72% of our 2024 PAT, with valuations equating to an implied dividend yield of 5.26%.

We deeply appreciate our shareholders' continued trust and support and look forward to creating more value for them as we drive future growth and transformation.



AFFIN BANK Share Price: 1-Year Chart (2024)

OUTLOOK AND STRATEGIC PRIORITIES FOR 2025

Our strategic priorities for 2025 include:

- Strengthening deposit growth by increasing our CASA ratio to 35% and enhancing NIM through strategic investments in customer acquisition channels and margin optimisation.
- Pursuing further growth by focusing on high-margin financing segments, including personal financing, credit cards, share margin financing, and SME financing.
- Strengthening financial stability by diversifying revenue streams and scaling up low-capital-intensive businesses such as wealth management, bancassurance, advisory, and securities services.
- Driving growth by leveraging synergy across our banking ecosystem to create cross-selling opportunities, particularly with high-net-worth (HNW) customers.
- Establishing strategic partnerships to reinforce financial stability and ensure sustainable long-term growth.
- Strengthening ESG initiatives by expanding our green financing portfolio and supporting more social development projects.

As we step into 2025, we remain committed to executing these strategic priorities with discipline and innovation, ensuring sustained growth, enhanced financial resilience, and greater value creation for all stakeholders.

CORPORATE INFORMATION

BOARD OF DIRECTORS

CHAIRMAN

Dato' Agil Natt

Chairman/Independent Non-Executive Director

DIRECTORS

Dato' Abdul Aziz Bin Abu Bakar

Independent Non-Executive Director

Dato' Mohd Hata Bin Robani

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

Gregory Jerome Gerald Fernandes

Independent Non-Executive Director

Chan Wai Yu

Independent Non-Executive Director

Mohammad Ashraf Bin Md Radzi

Non-Independent Non-Executive Director

Emeliana Dallan Rice-Oxley

Independent Non-Executive Director

COMPANY SECRETARY

Nimma Safira Khalid

LS0009015

(SSM PC No. 201908001266)

Tel : 603-2302 1000

E-mail : nimma@affingroup.com

REGISTERED OFFICE

Level 19, Menara AFFIN

Lingkar TRX

Tun Razak Exchange

55188 Kuala Lumpur

Malaysia

Tel : 603-2302 1000

HEAD OFFICE

Menara AFFIN

Lingkar TRX

Tun Razak Exchange

55188 Kuala Lumpur

Malaysia

Tel : 603-2302 1000

SHARE REGISTRAR

Tricor Investor & Issuing House Services
Sdn. Bhd.

Unit 32-01, Level 32

Tower A, Vertical Business Suite

Avenue 3, Bangsar South

No. 8, Jalan Kerinchi

59200 Kuala Lumpur

Malaysia

Tel : 603-2783 9299

Fax : 603-2783 9222

Email : is.enquiry@vistra.com

Website : www.tricorglobal.com

Dropbox located at:

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Vertical Podium Avenue 3

Bangsar South

No. 8, Jalan Kerinchi

59200 Kuala Lumpur

Malaysia

EXTERNAL AUDITORS

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LLP0014401-LCA & AF1146

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Jalan Rakyat

Kuala Lumpur Sentral

50706 Kuala Lumpur

Malaysia

WEBSITE

www.affingroup.com

SOCIAL MEDIA CHANNEL



<https://www.facebook.com/AffinMy>



<https://www.instagram.com/affinmy>



<https://x.com/AffinMy>



<https://www.youtube.com/c/affin>

INVESTOR RELATIONS

Tel : 603-2302 1030 (ext : 921030)

Email : ir@affingroup.com

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

FINANCIAL YEAR END

31 December 2024

BOARD OF DIRECTORS AFFIN BANK BERHAD



1

DATO' AGIL NATT
Chairman/Independent
Non-Executive Director



2

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



3

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



4

**CHAN TZE CHING,
IGNATIUS**
Non-Independent
Non-Executive Director



5

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



6
**YUEN WAI HUNG,
PETER**
Non-Independent
Non-Executive Director



7
**MARZIDA BINTI
MOHD NOOR**
Independent
Non-Executive Director



8
**GREGORY JEROME
GERALD FERNANDES**
Independent
Non-Executive Director



9
CHAN WAI YU
Independent
Non-Executive Director



10
**MOHAMMAD ASHRAF
BIN MD RADZI**
Non-Independent
Non-Executive Director



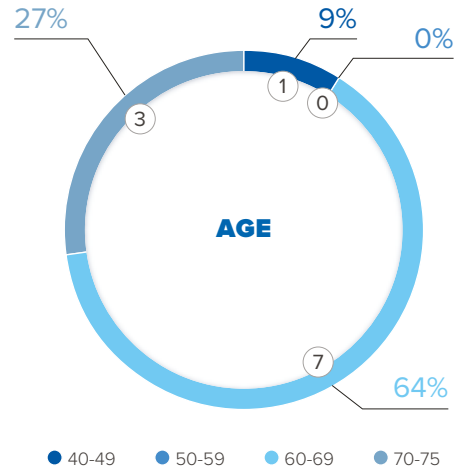
11
**EMELIANA DALLAN
RICE-OXLEY**
Independent
Non-Executive Director

BOARD COMPOSITION

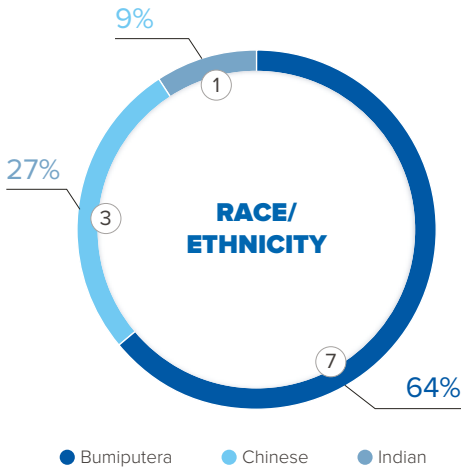
COMPOSITION (% AND TOTAL)

Independent Non-Executive Directors

Non-Independent Non-Executive Directors



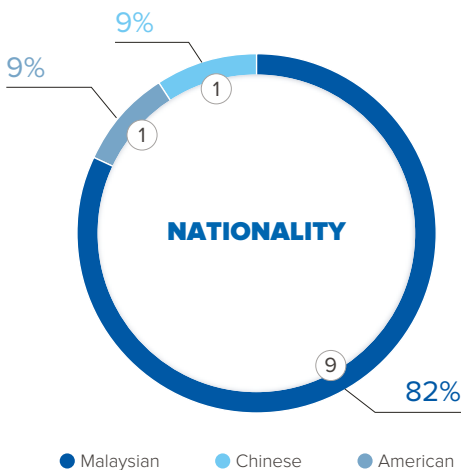
RACE/ETHNICITY



GENDER



NATIONALITY



BOARD SKILLS AND EXPERIENCE



PROFILE OF BOARD OF DIRECTORS AFFIN BANK BERHAD

1. DATO' AGIL NATT

Chairman/Independent

Non-Executive Director

Age 73

Male

Malaysian

Appointment Date

8 November 2019

B

E

F

- Regional Chief Representative, Kleinwort Benson Ltd (Investment Bank), Malaysia & UK (January 1990 to February 1995)
- Senior GM, Finance, Island & Peninsular Bhd (April 1982 to December 1989)
- Manager, Corporate Finance, Bumiputra Merchant Bankers Berhad (September 1977 to March 1982)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- NIL

Membership of Board Committees

- Chairman of AFFIN Group Chairmen Committee
- Member, Group Board Credit Review and Recovery Committee
- Member, Group Board Information Technology Committee

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Attendance in 2024
(100%)



Academic/Professional Qualification

- Advanced Management Program (AMP163), Harvard Business School, USA
- Master of Science in Finance, Bayes Business School, City, University of London, United Kingdom
- Bachelor of Science in Economics (Hons), Brunel University, United Kingdom

Working Experience and Occupation

- Investment Panel member of Employees Provident Fund Board (June 2017 to May 2021)
- President & CEO, International Centre for Education in Islamic Finance (INCEIF) (July 2006 to July 2011)
- Executive Director & Deputy President, Maybank (September 2004 to June 2006)
- MD/CEO, Aseambankers Bhd (now known as Maybank Investment Bank) (November 2000 to August 2004)
- Senior GM, Corporate Banking, Maybank (March 1995 to October 2000)

2. DATO' MOHD HATA BIN ROBANI

Independent

Non-Executive Director

Age 72

Male

Malaysian

Appointment Date

17 October 2017

B

R

Directorship(s) in Other Public Companies

- Director, Affin Holdings Berhad

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- Member of Finance and Investment Committee of Perbadanan Wakaf Selangor

Membership of Board Committees

- Chairman, Group Board Credit Review and Recovery Committee
- Member, Group Board Audit Committee

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Attendance in 2024
(100%)



Academic/Professional Qualification

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

Working Experience and Occupation

- Advisor, Agenda Harmoni Sdn Bhd (2009 to 2019)
- Executive Chairman, Excellent Tank Treatment Services Sdn Bhd (2009 to 2015)
- Managing Director, Malaysian Electronic Payment System Sdn Bhd (MEPS) (2000 to 2008)
- Executive Director, BSN Commercial Bank Berhad (1998 to 1999)
- General Manager of the Financial Services Division, Amanah Capital Partners Group (1994 to 1997)
- Group Chief Operating Officer, Amanah Capital Partners Group (1994 to 1997)
- Head of Banking Department, Bank Negara Malaysia (1993 to 1994)
- Head of Technology Department, Bank Negara Malaysia (1989 to 1992)
- Senior Officer of Bank Inspection Department, Bank Negara Malaysia (1975 to 1989)

PROFILE OF BOARD OF DIRECTORS AFFIN BANK BERHAD

3. DATO' ABDUL AZIZ BIN ABU BAKAR

Independent
Non-Executive Director

Age 71 Male Malaysian

Appointment Date
17 October 2017



- Fleet Planning Coordinator/Fleet Planning Department, Malaysian Airlines System (MAS) (1977 to 1978)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- Fellow of Institute of Corporate Directors Malaysia (ICDM)
- Member of the Nomination and Remuneration Committee of Razak School of Government (RSOG)

Membership of Board Committees

- Chairman, Group Board Nomination and Remuneration Committee

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Academic/Professional Qualification

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

Relevant Experiences

- CEO/ED, Malaysian Directors Academy (MINDA) (2010 to 2017)
- Chief Human Capital Officer, Telekom Malaysia Berhad (TM) (2005 to 2009)
- Executive VP, Human Resources, RHB Bank Berhad (2002 to 2004)
- General Manager/Human Resources, Shell Malaysia Trading Sdn Bhd (SMTSB) (1998 to 2001)
- Managing Director, INTRIA Berhad (currently known as UEM Builders) (1996 to 1997)
- Shareholders' representative for China and Hong Kong, SHELL Group (1991 to 1993)
- Area GM/East Coast, SMTSB (1988 to 1990)
- Manager/Marketing Economics, SMTSB (1984 to 1987)
- Executive/Internal Audit, SMTSB (1979 to 1983)

Attendance in 2024
(100%)



4. CHAN TZE CHING, IGNATIUS

Non-Independent
Non-Executive Director

Age 68 Male Chinese

Appointment Date
1 December 2017



Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- Director of Mongolian Mining Corporation (MMC)
- Director of China State Construction International Holdings Limited

External Professional Commitments

- Senior Advisor, The Bank of East Asia, Limited (BEA)

Other Appointment(s)

- NIL

Membership of Board Committees

- NIL

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Chan Tze Ching, Ignatius is a nominee of BEA, a substantial shareholder of Affin Bank Berhad.

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

Working Experience and Occupation

- Senior Advisor, CVC Capital Partners (2010 to 2021)
- Deputy Chief Executive, Bank of China (Hong Kong) (2008 to 2008)
- Head of Corporate and Investment Banking Business, Citibank, Greater China (2005 to 2007)
- Chief Operating Officer, Citibank Greater China (2004 to 2005)
- Country Officer, Citibank Taiwan (2003 to 2005)
- Country Officer, Citibank Hong Kong (1999 to 2003)
- Head, Corporate Banking Business, Citibank Hong Kong (1997 to 1999)
- Country Treasurer and Head Sales and Trading, Citibank Hong Kong (1994 to 1997)
- Vice President, Citibank Japan (1986 to 1994)
- Management Associate, Citibank, Hong Kong and Japan (1980 to 1986)

Attendance in 2024
(95%)



5. DATO' ROZALILA BINTI ABDUL RAHMAN

Independent
Non-Executive Director

Age 63 Female Malaysian

Appointment Date
4 February 2019



Academic/Professional Qualification

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

Relevant Experiences

- Chief Executive Officer, Astro GS Shop Sdn Bhd (2014 to 2016)
- Adjunct Professor, Faculty of Economics and Management, Universiti Putra Malaysia (2013 to 2014)
- Chief Marketing Officer, Telekom Malaysia Berhad (TM) (2010 to 2014)
- General Manager, Maxis Berhad (2006 to 2010)
- Sales & Marketing Director, Bank Simpanan Nasional (2003 to 2005)
- Marketing Manager, Reckitt Benckiser, Malaysia & Singapore (2002 to 2003)
- Marketing Manager, Kellogg Asia Inc., South East Asia (1999 to 2002)
- Senior Brand Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore (1997 to 1999)
- Brand Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore (1995 to 1997)

- Quality Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore (1994 to 1995)
- Lab/Quality Control Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore (1992 to 1994)
- Product Development Manager, Unilever (M) Holdings Sdn Bhd, Malaysia & Singapore (1990 to 1992)
- Management Trainee, Unilever (M) Holdings Sdn Bhd, Malaysia (1989)
- Cold Room Supervisor, Perwira Niaga Malaysia, PERNAMA (1988)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- Independent Non-Executive Director and Chairman of AGX Group Berhad

External Professional Commitments

- NIL

Membership of Board Committees

- Chairperson, Group Board Compliance Committee
- Member, Group Board Sustainability Committee

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Attendance in 2024
(100%)



6. YUEN WAI HUNG, PETER

Non-Independent
Non-Executive Director

Age 62 Male American

Appointment Date
1 November 2019



Academic/Professional Qualification

- Stanford Executives Program, Stanford Graduates School of Business, USA
- Master of Business Administration, University of Houston, USA
- Bachelor of Business Administration (Major in Finance), University of Hawaii, USA

Working Experience and Occupation

- General Manager & Head of Strategic Partnerships Group, The Bank of East Asia, Limited (BEA) (2020 to 2022)
- General Manager & Head of Strategic Partnerships/Financial Institutions, BEA (2017 to 2019)
- General Manager/Head of Financial Institutions Department, BEA (2009 to 2017)
- Head/Financial Institutions Department, BEA (1996 to 2008)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- NIL

Membership of Board Committees

- NIL

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Yuan Wai Hung, Peter is a nominee of BEA, a substantial shareholder of Affin Bank Berhad.

Attendance in 2024
(95%)



PROFILE OF BOARD OF DIRECTORS AFFIN BANK BERHAD

7. MARZIDA BINTI MOHD NOOR

Independent
Non-Executive Director

Age 61 Female Malaysian

Appointment Date
1 March 2020



- Business Information Controller, Corporate Planning Department, Malaysia Airlines Air Transportation (1992 to 1998)
- IT Management Consultant, KPMG Peat Marwick Management Consulting (1989 to 1992)
- IT Executive, Head of Department, Intradagang Merchant Bank Banking (1988 to 1989)

Directorship(s) in Other Public Companies
• NIL

Directorship(s) in Public Listed Companies
• NIL

External Professional Commitments
• A volunteer member of 30% Club Malaysia, a platform which is set up to improve gender diversity on the board of public listed companies
• Member of Advisory Panel, Precious Amber International Berhad

Other Appointment(s)
• NIL

Membership of Board Committees
• Chairperson, Group Board Information Technology Committee
• Member, Group Board Risk Management Committee (w.e.f. 1 July 2024)
• Member, Group Board Nomination and Remuneration Committee (up to 1 July 2024)

Conflict of Interest (COI) or potential COI with AFFIN
• NIL

Attendance in 2024
(90%)



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

Relevant Experiences

- Manager, HRIT Competency Centre, Shell Business Operations Oil & Gas (2012 to 2017)
- Programme Manager, SAP Business Objects Software License Management, Shell Business Operations Oil & Gas (2011 to 2012)
- Programme Manager, Global Retail Site Systems Support Services, Shell Business Operations Oil & Gas (2009 to 2011)
- Planning and Programme Manager & Downstream IT Global Strategy, Shell Business Operations Oil & Gas (2007 to 2009)
- Chief Information Officer, Malaysia Airlines Air Transportation (2001 to 2007)
- Senior General Manager, Programme Management Office, Malaysia Airlines Air Transportation (2005 to 2006)
- Programme Manager, Support Services Business Improvement Programme, Malaysia Airlines Air Transportation (2004 to 2005)
- Vice President, IT Planning & Development, Malaysia Airlines Air Transportation (1998 to 2001)
- Programme Director, Y2K Corporate, Malaysia Airlines Air Transportation (1998 to 1999)

8. GREGORY JEROME GERALD FERNANDES

Independent
Non-Executive Director

Age 69 Male Malaysian

Appointment Date
1 April 2020



Directorship(s) in Other Public Companies
• NIL

Directorship(s) in Public Listed Companies
• NIL

External Professional Commitments
• NIL

Membership of Board Committees
• Chairman, Group Board Audit Committee
• Member, Group Board Compliance Committee

Conflict of Interest (COI) or potential COI with AFFIN
• NIL

Attendance in 2024
(95%)



Academic/Professional Qualification

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

Working Experience and Occupation

- Corporate Advisor/CEO Office, Offshore Works Sdn Bhd (2011 to 2016)
- Consultant/Finance, Platinum Energy Sdn Bhd (2010 to 2011)
- Senior Vice President (Global Marketing), Scomi Engineering Berhad (2008 to 2010)
- Chief Financial Officer, Scomi Engineering Berhad (2006 to 2008)
- Associate Director, Innovation Associates (2003 to 2005)
- Director/Corporate Finance, Nikkei Pacific Corporate Advisors Sdn Bhd (2000 to 2002)
- Principal/Assurance, AJ Shah & Associates (EY Technical Associate Firm), Seychelles (1999 to 2000)
- Manager-Principal/Assurance, Ernst & Young (1983 to 1999)
- Trainee Supervisor/Assurance, Ernst & Young (1976 to 1983)

9. CHAN WAI YU

Independent
Non-Executive Director

Age 66 Female Malaysian

Appointment Date
1 April 2021



Academic/Professional Qualification

- BEcons (Analytical Economics), 2nd Class Upper Hons, University of Malaya

Working Experience and Occupation

- Vice President, Chairman/CEO Secretariat, OCBC Bank (Malaysia) Berhad (2016)
- Director, Head, Operational Risk Management, Bank of Singapore (2013 to 2015)
- Vice President, Head, Operational Risk Management, OCBC Bank (Malaysia) Berhad (2012)
- Head, Risk Portfolio Management, OCBC Bank (Malaysia) Berhad (2010 to 2012)
- Head, Credit Risk Management, Maybank (2009)
- Head, Operational Risk Management, Maybank (2007 to 2008)
- Project Director, Basel II Project Management Office, Maybank (2004 to 2006)
- Project Manager, Integrated Risk Management Project, Maybank (2002 to 2004)
- Head, Credit Risk Analytics, Maybank (2000 to 2006)
- Head, Credit Policy, Maybank (1993 to 2000)
- Officer, Credit Processing & Loans Supervision, Maybank (1983 to 1993)
- Officer, Branch Operations, Maybank (1981 to 1982)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- NIL

Other Appointment(s)

- NIL

Membership of Board Committees

- Chairperson, Group Board Risk Management Committee
- Member, Group Board Nomination and Remuneration Committee (w.e.f. 1 July 2024)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Attendance in 2024
(100%)



10. MOHAMMAD ASHRAF BIN MD RADZI

Non-Independent
Non-Executive Director

Age 47 Male Malaysian

Appointment Date
3 October 2022



Academic/Professional Qualification

- Capital Markets Services Representative License Modules 12 & 19, Security Commission
- Chartered Accountant, Malaysian Institute of Accountants
- Member of Association of Chartered Certified Accountants, United Kingdom
- Bachelor of Accountancy (Hons), Universiti Tenaga Nasional
- A-Levels, MARA Institute of Technology

Working Experience and Occupation

- Chief Executive, Lembaga Tabung Angkatan Tentera (2024 – Present)
- Chief Financial Officer, Lembaga Tabung Angkatan Tentera (2020 – 2024)
- Chief Financial Officer, Ahmad Zaki Resources (2017 to 2020)
- General Manager, Corporate Finance, Ahmad Zaki Resources (2016 to 2017)
- Associate Director, Corporate Advisory and Structuring, MIDF Amanah Investment Bank (2015 to 2016)
- General Manager, Finance Special Projects, Johawaki Holdings Sdn Bhd (2013 to 2015)

- Associate Director, Capital Market, Prokhas Sdn Bhd (2009 to 2013)
- Regulatory Reporting Analyst, UBS Investment Bank, London (2007 to 2009)

Directorship(s) in Public Listed Companies

- Non-Independent Non-Executive Director, Pharmaniaga Berhad

Directorship(s) in Public Companies

- Non-Independent Non-Executive Director, Boustead Holdings Berhad
- Non-Independent Non-Executive Director, Boustead Plantations Berhad

External Professional Commitments

- Chief Executive, Lembaga Tabung Angkatan Tentera (LTAT)

Membership of Board Committees

- Member of Group Board Risk Management Committee (up to 7 May 2024)

Conflict of Interest (COI) or potential COI with AFFIN

- Nil

Encik Mohammad Ashraf Md Radzi is a nominee of LTAT, a substantial shareholder of Affin Bank Berhad.

Attendance in 2024
(100%)



PROFILE OF BOARD OF DIRECTORS AFFIN BANK BERHAD

11. EMELIANA DALLAN RICE-OXLEY

Independent
Non-Executive Director

Age 61 Female Malaysian

Appointment Date
1 October 2023



Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- Director, Hibiscus Petroleum Berhad
- Director, TGS ASA (merged with PGS ASA), Norway

External Professional Commitments

- NIL

Membership of Board Committees

- Chairperson of Group Board Sustainability Committee

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Academic/Professional Qualification

- Advanced Management Program from Harvard Business School, USA
- Professional Certification in Decision Quality and Risk Management from Stanford University, USA
- Bachelor of Science, Geology from University of South Carolina, USA

Relevant Experiences

- VP, Exploration Upstream, Petronas (2016 to 2022)
- VP, Exploration Malaysia, Petronas (2014 to 2016)
- Senior General Manager, Exploration Malaysia, Petronas (2012 to 2014)
- Hydrocarbon Maturation Manager, Onshore US and Latin America, SHELL (2010 to 2012)
- Brazil Exploration Team Leader, SHELL (2006 to 2009)
- Manager, Exploration Portfolio & Planning Asia Pacific, SHELL (2001 to 2006)
- Various Technical and team leaders role, SHELL (1985 to 2001)

Attendance in 2024
(95%)



Main skillsets:

- B** Banking/General Insurance
- E** Economics
- F** Finance
- R** Risk Management
- H** Human Capital
- BA** Business Administration
- eC** e-Commerce & TV Home Shopping
- T** Telecommunication
- FC** Fast Moving Consumer Goods
R&D, Quality Assurance & Operations
- IT** Information Technology
- O** Operations
- AC** Accountancy/Audit
- CA** Corporate Advisory/Corporate Finance
- M** Global Marketing
- I** Investments

Attendance in 2024:

- 10** Scheduled meetings
- 7** Special meetings
- 2** Joint Board meetings

- EE** Energy/ESG
- G** Board Governance
- D** Diversity, Equity and Inclusion

Declaration:

Save as disclosed above, none of the Directors have:

- Any family relationship with any Director and/or major shareholders of AFFIN
- Any conflict of interest (COI) or potential COI with AFFIN
- Any conviction for offences within the past 5 years
- Any public sanction or penalty imposed by the relevant regulatory bodies during the financial year 2024.

GROUP MANAGEMENT COMMITTEE

ACADEMIC/PROFESSIONAL QUALIFICATION

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



**DATUK WAN RAZLY
ABDULLAH**

*President & Group
Chief Executive Officer
Affin Bank Berhad*



Date of Appointment
2 April 2020



53 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Joint Honours Degree in Computer Science and Accounting (B.Sc. Honours) from the University of Manchester, United Kingdom
- Master of Science Degree (MSc) in International Banking from the University of Manchester Institute of Science and Technology (UMIST), United Kingdom
- Diploma in Islamic Finance, Chartered Institute of Management Accountants
- Chartered Financial Analyst (CFA)
- Chartered Professional In Islamic Finance (CPIF)
- Chartered Banker (CB)

PAST WORKING EXPERIENCES

- CEO of Principal Islamic Asset Management
- Head of International and Institutional Business, CIMB-Principal Asset Management
- Managing Director, Investment Banking, CIMB Investment Bank Berhad
- Manager, Corporate Finance Dept, Commerce International Merchant Bankers Berhad

OTHER APPOINTMENTS

- Council Member – Association of Islamic Banking and Financial Institutions Malaysia (AIBIM)



**DATO' PADUKA SYED
MASHAFUDDIN SYED
BADARUDIN JAMALULLAIL**

*Chief Executive Officer
Affin Islamic Bank Berhad*



Date of Appointment
8 November 2022



51 years old



Malaysian

GROUP MANAGEMENT COMMITTEE

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor's Degree in Finance from Syracuse University, New York

PAST WORKING EXPERIENCES

- Has over 30 years in banking and securities business, of which 27 years were in two leading global banks namely JP Morgan and Citi
- Headed the Global Corporate Bank at J.P. Morgan Chase Bank Berhad as an Executive Director for 10 years prior to joining Affin Hwang Investment Bank
- Held a succession of roles over 17 years at Citibank, starting from the bank's Commercial Bank Division in 1996, various roles in Corporate Banking and subsequently appointed as Head of Public Sector overseeing predominantly the GLC portfolio up to 2013
- His banking experience includes the extensive exposure to various client segments ranging from the government & public sector entities, family-owned local corporates/conglomerates, FIs (banks), SMEs and multinationals, while also being made responsible for the delivery of a wide product-range from transactional banking, treasury solutions, securities services & custody, structured/project financing, debt/equity-capital markets and M&A
- Started his career in the brokerage industry as an Equity Analyst at Maybank Securities and subsequently at Arab Malaysian Securities, from 1994 until 1996

OTHER APPOINTMENTS

- Has served as an Independent Board Member of Perbadanan Usahawan Nasional Bhd (PUNB) between 2018 to 2023, a position appointed by the Prime Minister's Office & Yayasan Pelaburan Bumiputra (YPB)



NURJESMI BIN MOHD NASHIR

*Chief Executive Officer
Affin Hwang Investment
Bank Berhad*

Date of Appointment
1 June 2023



53 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Master of Science (MSc) in Technologies for Broadband Communication from University College London, United Kingdom
- Bachelor of Science (BSc) in Electrical Engineering from Pennsylvania State University, United States of America
- Chartered Professional in Islamic Finance (CPIF)

PAST WORKING EXPERIENCES

- About 20 years of experience across multiple industries, including Banking, Property Development, and Consulting
- In his recent tenure at Bank Muamalat, he played a crucial role in establishing and led the Transaction Banking business with a focus on deposit growth across all segment of customers
- Held the position of Head of Strategy for Community Financial Services (retail banking) for Maybank, where he focused on expanding the retail loan and deposit portfolio through the extensive sales distribution network
- Has served as the Chief Strategy Officer in various organisations and companies

OTHER APPOINTMENTS

- Has served as an Independent Board member for Perbadanan Nasional Berhad (PERNAS) between 2019 up to 2023, a position appointed by Ministry of Finance (MOF)
- Has represented Bank Muamalat as the Co-Chairman of the Sustainability Working Group for the Council of Islamic Banks and Financial Institutions (CIBAFI), an organisation with over 130 members spanning more than 30 jurisdictions worldwide

MOHAMMAD FAIRUZ
BIN MOHD RADI

*Executive Director
Group Community Banking*

Date of Appointment
1 December 2023



47 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Science in Finance, Iowa State University, United States of America
- Certificate of Islamic Law, International Islamic University Malaysia

PAST WORKING EXPERIENCES

- Over 22 years of experience in banking and finance, primarily in Corporate Banking
- Head, Public Sector, Affin Bank Berhad
- Senior Vice President & Head, GLC, Wholesale Banking Coverage, AmBank Group
- Head, Corporate Amanah, HSBC Amanah

OTHER APPOINTMENTS

- Nil



HANIF MOHD YUSOF

*Executive Director
Group Corporate Banking*



Joined Date
29 September 2017

Date of Appointment
1 June 2022



52 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATIONS

- Master of Business Administration, Curtin University Western Australia, Australia
- Bachelor of Construction Economics (Quantity Surveying), Royal Melbourne Institute of Technology Melbourne, Australia

PAST WORKING EXPERIENCES

- More than 30 years of banking experience with international and regional financial institutions. Prior to Affin Bank Berhad, he was CEO of Sathapana Bank Plc, Cambodia for 3 years and Head of SME Division/Deputy CEO of VPBank Vietnam for more than 7 years. He was also Executive Vice President, Head of Commercial Banking at Alliance Bank Malaysia Berhad and General Manager, SME Banking at Standard Chartered Bank Malaysia Berhad.

OTHER APPOINTMENTS

- Nil



FUNG KAI JIN

*Executive Director
Group Enterprise Banking*



Date of Appointment
15 July 2024



60 years old



Malaysian

GROUP MANAGEMENT COMMITTEE

ACADEMIC/PROFESSIONAL QUALIFICATION

- Professional Certificate in Islamic Finance from INCEIF
- Bachelor's degree in Science, majoring in Economics & Management from the University of London, London School of Economics
- Chartered Member of Chartered Institute of Islamic Finance Professionals (CPIF)

PAST WORKING EXPERIENCES

- More than 20 years of working experience in the banking industry, particularly in Treasury
- He has assumed various roles as Regional Head of Islamic Treasury and Director Fixed Income in a renowned Bank in Malaysia

OTHER APPOINTMENTS

- Chairman of Treasury & Markets Committee for AIBIM
- Member of Financial Markets Committee (BNM)
- Member of Financial Markets Association Malaysia (PPKM)
- Member of Islamic Financial Markets Committee
- Board Member of Generali Malaysia Holding Berhad



HANIF GHULAM MOHAMMED

*Executive Director
Group Treasury*



Date of Appointment
1 December 2021



45 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- BSc. Economics and Accounting, University of Bristol, United Kingdom
- Global Master of Business Administration, Manchester Business School, University of Manchester
- Fellow Chartered Accountant (FCA) of The Institute of Chartered Accountants in England and Wales (ICAEW)

PAST WORKING EXPERIENCES

- More than 20 years of working experience in the financial services industry with various senior roles, such as Chief Financial Officer (Wholesale Banking), Regional Head, Strategy & Business Analytics of Commercial Banking and Chief Internal Auditor

OTHER APPOINTMENTS

- Non-Independent Non-Executive Director, Generali Insurance Malaysia Berhad
- Director of ABB Nominee (Asing) Sdn Bhd
- Director of ABB Nominee (Tempatan) Sdn Bhd
- Director of Affin Business Services Sdn Bhd



JOANNE RODRIGUES

Group Chief Financial Officer



Date of Appointment
1 June 2020



50 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Master of Business Administration, International Islamic University Malaysia (IIUM)
- B. Eng (Honours) Mechanical Engineering, University of Manchester Institute of Science & Technology (UMIST), UK
- Executive Education from Harvard Business School, INSEAD and Cranfield School of Management

PAST WORKING EXPERIENCES

- Specialising in Corporate Strategy, M&A, Transformation, and Sustainability with 27 years of Multi-Sectors (Banking, Telco, and Real-Estate) and Cross-Border experience
- Previously the Chief Strategy & Transformation Officer (CSTO) of UEM Sunrise Berhad

OTHER APPOINTMENTS

- Non-Independent Non-Executive Director of Generali Life Insurance Malaysia Berhad
- Director of Affin Business Services Sdn Bhd



IRWIN MOHD EUSOFF

Group Chief Corporate Strategy and Sustainability Officer



Date of Appointment
2 September 2024



50 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Science in Electrical/Electronics Engineering, California State University, Chico

PAST WORKING EXPERIENCES

- Chief Technology Officer, MBSB Bank
- Head of Information Technology/Chief Information Officer, Maybank Indonesia
- Chief Information Officer, Maybank International

OTHER APPOINTMENTS

- Director of Affin Business Services Sdn Bhd



RISHAM AKASHAH KAMARUZAMAN

Group Chief Operating Officer



Date of Appointment
1 December 2020



53 years old



Malaysian

GROUP MANAGEMENT COMMITTEE

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Arts (Hons) in Business Studies majoring in Accounting and Statistics, Leeds Metropolitan University, United Kingdom
- Certified Credit Professional, Asian Institute of Chartered Bankers
- Leadership Certificate in Islamic Banking and Finance, Cambridge IFA, UK

PAST WORKING EXPERIENCES

- Diverse experience across the Banking industry with major disciplines in Credit Risk, Risk Management, Credit Artificial Intelligence and Business development

OTHER APPOINTMENTS

- Director of Affin Moneybrokers Sdn Bhd



NORHAZLIZAWATI MOHD RAZALI

Group Chief Credit Officer



Date of Appointment
1 August 2015



57 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Doctor of Business Administration, Asia e University
- Master of Business Administration, Universiti Kebangsaan Malaysia
- Bachelor of Human Sciences, International Islamic University Malaysia
- Chartered Professional in Islamic Finance (CPIF)

PAST WORKING EXPERIENCES

- With over 28 years of extensive experience in human resources, spanning diverse industries including financial services, telecommunications, aerospace, engineering, and insurance. Proven track record of working with a Fortune 500 multinational corporation, driving strategic workforce initiatives and organisational transformation. Actively engaged in shaping human resource policies and strategies at national, regional, and international levels, collaborating with esteemed organisations such as the International Labour Organization (ILO) and the International Organisation of Employers (IOE).

OTHER APPOINTMENTS

- Board Member of Human Resource Development Corporation (HRDCORP) – Representing Employers
- Vice President and Council Members of the Malaysian Employers Federation (MEF)
- Member for National Labor Advisory Council (NLAC)
- EXCO Members of Malayan Commercial Bank's Association (MCBA)



DR. MOHD SYUKRI AHMAD SUDARI, CPIF

Group Chief People Officer



Date of Appointment
20 October 2020



53 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Laws (Hons), International Islamic University, Malaysia
- Bachelor of Laws (Shariah) (Hons), International Islamic University, Malaysia
- ICA Professional Postgraduate Diploma in Governance, Risk and Compliance, International Compliance Association, UK
- Certificate of Mediation by The Accord Group, Australia
- Advanced Mediation, San Francisco, USA (2018)
- Advanced Mediation, United Kingdom/Scotland (2024)
- Leadership Certificate in Islamic Banking and Finance, Cambridge IFA, UK

PAST WORKING EXPERIENCES

- More than 25 years of experience in the banking industry as in-house counsel and Company Secretary for commercial and Islamic bank
- Advocate and Solicitor of the High Court of Malaya

OTHER APPOINTMENTS

- Director of ABB Nominee (Tempatan) Sdn Bhd
- Director of ABB Nominee (Asing) Sdn Bhd
- Director of PAB Properties Sdn Bhd



NIMMA SAFIRA KHALID

Group Chief Legal Officer and Company Secretary



Joined Date
1 January 2001

Date of Appointment
1 January 2012



55 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Master of Business Administration from University of South Australia
- Association of Chartered Certified Accountants (ACCA)
- Chartered Financial Analyst (CFA)
- Financial Risk Manager (FRM)
- Chartered Banker (CB)
- Member of Malaysian Institute of Accountants (MIA)

PAST WORKING EXPERIENCES

- Ricky possesses more than 25 years of experience spanning across risk management, regulatory supervision and financial audit
- He was attached to various organisations including Bank Negara Malaysia, Ernst & Young and financial institutions such as Maybank Investment Bank, HSBC Bank and Alliance Bank. Prior to joining Affin Bank Berhad, he was the Chief Risk Officer at Cagamas Berhad

OTHER APPOINTMENTS

- Nil



RICKY DANG CHEONG MIN

Group Chief Risk Officer



Date of Appointment
28 April 2022



52 years old



Malaysian

GROUP MANAGEMENT COMMITTEE

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Science in Business Administration, Bryant University in Rhode Island, USA
- Certificate in Associate Qualification in Islamic Finance, Islamic Banking and Finance Institute Malaysia
- Certificate in Islamic Law, International Islamic University Malaysia

PAST WORKING EXPERIENCES

- More than 20 years experience in the financial services industry, primarily in managing and leading the compliance unit at both local and foreign banks such as MUFG Bank, MBSB Bank and Standard Chartered Bank

OTHER APPOINTMENTS

- Director of Affin Moneybrokers Sdn Bhd

**ADZAMIMAH ADZMI***Group Chief Compliance Officer***Date of Appointment**
17 July 2018

47 years old



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Business in Accountancy, Queensland University of Technology, Australia
- Master of Science in Quantitative Finance, University of Westminster, London
- Chartered Banker, Chartered Banker Institute & Asian Institute of Chartered Bankers
- Malaysian Financial Markets Certificate, Financial Markets Association Malaysia
- Certificate of Islamic Law, International Islamic University Malaysia

PAST WORKING EXPERIENCES

- More than 25 years of working experience in the financial services industry, serving both the banking industry, as well as the market operator & frontline market regulator, Bursa Malaysia
- Head of Global Market Compliance & Treasury Operations and Senior Director (Wholesale Banking) of Group Audit at a major financial institution

OTHER APPOINTMENTS

- Member of the Financial Markets Association Malaysia
- Chartered Banker

**WAHDANIA MOHD KHIR***Group Chief Internal Auditor***Date of Appointment**
1 May 2020

54 years old



Malaysian

BOARD OF DIRECTORS AFFIN ISLAMIC BANK BERHAD

MUSA BIN ABDUL MALEK



CHAIRMAN/INDEPENDENT NON-EXECUTIVE DIRECTOR



Appointment Date

22 June 2022 (as Chairman)
1 August 2019 (as INED)



69 years old



Male



Malaysian

Academic/Professional Qualification

- Bachelor of Business Administration (Honours), University of Ohio, USA/Mara Institute of Technology, Malaysia
- Diploma in Tourism Administration (Dean's List), Mara Institute of Technology, Malaysia

Working Experience and Occupation

- Group Head, Islamic Banking, Consumer Banking, CIMB Islamic Bank Berhad (2015-2016)
- Adjunct Professor, International Islamic University Malaysia (IIUM) – Institute of

- Islamic Banking and Finance (IIBAF) (2014)
- Part Time Lecturer, IIUM Graduate School (2013-2014)
- Deputy Chief Executive Officer, Bank Muamalat Malaysia Berhad (2010-2013)
- Deputy Managing Director, HSBC Amanah of HSBC Bank Malaysia Berhad (2007-2008)
- Deputy Head, HSBC Amanah of HSBC Bank Malaysia Berhad (2005-2007)
- Manager, HSBC Amanah, Product Development & Management of HSBC Bank Malaysia Berhad (2004-2005)
- Manager, Amanah Finance, Business Development of HSBC Bank Malaysia Berhad (2003-2004)
- Manager, Islamic Banking and Bumiputra Unit of HSBC Bank Malaysia Berhad (2000-2003)
- Manager, Business Development, Corporate & Institutional Banking of HSBC Bank Malaysia Berhad (1998-2000)
- Attachment with Debt Origination team in Debt Capital Market, HSBC Hong Kong (1997-1998)
- Manager, Corporate Relationship, HSBC Bank Malaysia Berhad, Petaling Jaya Branch (1994-1997)
- Branch Manager, HSBC Bank Malaysia Berhad, Kota Bharu Branch (1992-1994)
- Credit Manager, HSBC Bank Malaysia Berhad, Ipoh Rd Branch, Kuala Lumpur (1990-1992)
- Branch Manager, HSBC Bank Malaysia Berhad, Cameron Highlands Branch (1988-1990)
- Assistant Manager Credit, HSBC Bank Malaysia Berhad, Ipoh Branch (1986-1988)

- Relief Manager, HSBC Bank Malaysia Berhad, Penang Branch (1986)
- Remittances, Current Account, Trade Services & Credit Loan Officer HSBC Bank Malaysia Berhad, Kuala Lumpur Main Office (1980-1986)
- Executive Trainee, HSBC Bank Malaysia & HSBC Hong Kong (1979-1980)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

NIL

Membership of Board Committees

- Member of Group Board Credit Review and Recovery Committee
- Member of Group Board Sustainability Committee

Attendance in 2024 (100%)

- Scheduled meetings (10/10)
- Special meetings (2/2 with 2 abstained meetings)
- Joint Board meetings (1/1)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillset

- Finance
- Operations
- Sales/Marketing
- General Management
- Strategy

SUFFIAN BIN BAHARUDDIN



INDEPENDENT NON-EXECUTIVE DIRECTOR



Appointment Date

1 July 2020



55 years old



Male



Malaysian

Academic/Professional Qualification

- Bachelor of Science (Hons) in Accounting, University of East Anglia
- Chartered Accountant (Member), Malaysian

- Institute of Accountants (MIA)
- Chartered Certified Accountant (Fellow), The Association of Chartered Certified Accountants (ACCA)

Working Experience and Occupation

- Director of Special Projects, Office of Chairman, Johor Port Berhad (2012 to 2016)
- Deputy Chief Executive Officer, Senai Airport Terminal Services Sdn Bhd (2011 to 2012)
- Senior General Manager (Corporate Division), Pelabuhan Tanjung Pelepas Sdn Bhd (2010 to 2011)
- Managing Director/Chief Executive Officer, Rangkaian Pengangkutan Integrasi Deras Sdn Bhd (2008 to 2009)
- General Manager, Corporate Planning, Indah Water Konsortium Berhad (2006 to 2008)
- General Manager, Finance Division Malaysia Airports Holdings Berhad (1999 to 2006)
- Senior Manager, Finance Division, Renong Berhad (1996 to 1999)
- Assistant Manager, Corporate Finance, Arab-Malaysian Merchant Bank Berhad (1994 to 1996)

External Professional Commitments

- NIL

Membership of Board Committees

- Member of Group Board Risk Management Committee
- Member of Group Board Audit Committee

Attendance in 2024 (100%)

- Scheduled meetings (11/11)
- Special meetings (4/4)
- Joint Board meetings (1/1)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillset

- Finance
- Operations
- General Management
- Strategy
- Audit

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

BOARD OF DIRECTORS AFFIN ISLAMIC BANK BERHAD

DATUK MOHD FARID BIN MOHD ADNAN



**INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Appointment Date
1 March 2021



62 years old



Male



Malaysian

Academic/Professional Qualification

- Master of International Business Studies

- (MIBS), University of South Carolina, Columbia, USA
- Bachelor of Science Chemical Engineering, University of Tennessee, Knoxville, USA

Academic/Professional Qualification

- Managing Director/CEO, Engen Limited South Africa (2015 to 2017)
- Vice President Oil Business, Petronas (2010 to 2015)
- Senior General Manager, Petronas Dagangan Berhad (PDB) (2009 to 2010)
- Managing Director/CEO, Petronas Trading Corporation (PETCO) (2008 to 2009)
- Senior General Manager, Commercial MLNG and CEO Asean LNG Trading Corporation, Petronas LNG Business (2006 to 2007)
- General Manager, Malaysia International Trading Corporation (MITCO) (2003 to 2006)
- General Manager, Strategic Alliances, Engen Limited, South Africa (1999 to 2003)
- Manager, Business Evaluation Unit, Corporate Planning of Petronas (1997 to 1999)
- Oil Trader, Petronas Trading Corporation (PETCO) (1992 to 1995)
- Operations Analyst, International Marketing Division of Petronas (1985 to 1991)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- Independent Non-Executive Director, Ancom Logistics Berhad

External Professional Commitments

- NIL

Membership of Board Committees

- Member of Group Board Nomination and Remuneration Committee
- Member of Group Board Compliance Committee

Attendance in 2024 (100%)

- Scheduled meetings (11/11)
- Special meetings (4/4)
- Joint Board meetings (1/1)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillset

- Operations
- Sales and Marketing
- General Management
- Strategy
- Human Resource
- Compliance

TAN LER CHIN, CINDY



**INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Appointment Date
1 October 2021



64 years old



Female



Malaysian

Academic/Professional Qualification

- Honours Degree in Economics (Majoring in Statistics), Universiti Kebangsaan Malaysia (1984)

- Certified Diploma in Investment Analysis, Malaysian Association of Productivity (1988)
- Diploma in Accounting and Finance, Chartered Association of Certified Accountants (1991)

Working Experience and Occupation

- Head, Enterprise Risk, Employees Provident Fund (EPF) (2019 to 2021)
- Head, Investment Compliance, Employees Provident Fund (EPF) (2009 to 2019)
- Senior Investment Manager, Employees Provident Fund (EPF) (1996 to 2009)
- Investment Manager, Employees Provident Fund (EPF) (1984 to 1995)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- Independent Non-Executive Director, Sunway Construction Group Berhad
- Independent Non-Executive Director, Bursa Malaysia Berhad

External Professional Commitments

- NIL

Membership of Board Committees

- Member of Group Board Risk Management Committee
- Member of Group Board Information Technology Committee

Attendance in 2024 (100%)

- Scheduled meetings (11/11)
- Special meetings (4/4)
- Joint Board meetings (1/1)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillsets

- Finance
- Operations
- General management
- Strategy

ENCIK DALI KUMAR @ DALI BIN SARDAR



**INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Appointment Date
16 June 2023



65 years old



Male



Malaysian

Academic/Professional Qualification

- Master of Business Administration, American Graduate School of International

Management (Thunderbird), Glendale, Arizona, USA (have since merged with Arizona State University, Phoenix, Arizona) (1982)

- Bachelor of Economics, Knox College, Galesburg, Illinois, USA (1981)

Working Experience and Occupation

- Regional Advisor, The Lorry.com (2017 to 2018)
- Advisor, Rage Coffee (2017 to 2018)
- Advisor, Tillata Concept (2017 to 2018)
- Advisor, Socar (2017 to 2019)
- Advisor, Beam (2017 to 2019)
- Regional Advisor, Uber BV (2015 to 2017) – South East Asian
- Executive Director, Malaysian General Investment Corporation Berhad (2000 to 2003)
- CEO, Utama Merchant Bank Berhad (1996 to 1996)
- Managing Director, Citicorp Capital Sdn Bhd (1994 to 1996)
- Executive Director, Citicorp Capital Sdn Bhd (1991 to 1993)
- VP, Citicorp Venture Capital New York/Citibank New York (1989 to 1991)
- Senior Relationship Manager, Citicorp/Citibank (1986 to 1988)

- Account & Relationship Manager, Citicorp/Citibank (1982 to 1986)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- NIL

Membership of Board Committees

- Member of Group Board Credit Review and Recovery Committee
- Member of Group Board Audit Committee

Attendance in 2024 (100%)

- Scheduled meetings (11/11)
- Special meetings (4/4)
- Joint Board meetings (1/1)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillsets

- Finance/ Restructuring
- Operations
- Sales/Marketing
- Strategy

DR. SHARBANOM BINTI ABU BAKAR



**INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Appointment Date
6 October 2023



56 years old



Female



Malaysian

Academic/Professional Qualification

- PhD in Engineering, University of Warwick, United Kingdom (2018)
- MSc in Electronic Business Management (Distinction) WMG, University of Warwick, United Kingdom (2005)
- Bachelor of Commerce and Administration, Victoria University of Wellington, New Zealand (1991)

Working Experience and Occupation

- Non-Executive Director, Radikale Konzept (June 2023 to current)
- Lead Consultant, United Nations Development Programme (UNDP) (2022 to 2023)
- Assistant Professor, University of Warwick, United Kingdom (2020 to 2021)
- Project Researcher (UKCITE), University of Warwick, United Kingdom (2018 to 2019)
- Senior Specialist, United Nations Industrial Development Organisation (UNIDO) Austria (2017 to 2018)
- Doctoral Researcher, University of Warwick, UK (2015 to 2018)
- Director, Delivery Management Office of Ministry of International Trade and Industry (MITI) (2013 to 2014)
- Director, Government Programs, IBM (2009 to 2014)
- Senior General Manager, Group Business Development, Sapura Secured Technologies (2008 to 2009)
- General Manager Marketing & Sales, Domestic Wholesale, Telekom Malaysia Bhd (2001 to 2007)
- VP Financial Services (and board member of GMPC Konsortium), EPNCR (1998 to 2000)
- Project Executive, Andersen Consulting (July 1991 to December 1997)

Directorship(s) in Other Public Companies

- NIL

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- NIL

Membership of Board Committees

- Member of Group Board Sustainability Committee
- Member of Group Board Information Technology Committee

Attendance in 2024 (100%)

- Scheduled meetings (11/11)
- Special meetings (4/4)
- Joint Board meetings (1/1)

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillsets

- Technology/Digital
- ESG
- Strategy
- Programme Management
- Sales/Marketing

BOARD OF DIRECTORS AFFIN ISLAMIC BANK BERHAD

ENCIK HAIZAD RIZAL BIN A AZIZ



**NON-INDEPENDENT
NON-EXECUTIVE DIRECTOR**

Appointment Date
15 February 2025



46 years old



Male



Malaysian

Academic/Professional Qualification

- Fellow Chartered Accountant (FCA), Institute of Chartered Accounts (ICAI), Ireland (2018)
- Advanced Management and Leadership Programme (OAMLP), Said Business School, University of Oxford, United Kingdom (2017)
- Associate Chartered Accountant (ACA), ICAI, Ireland (2006)
- BA (Hons), Accounting & Finance, Dublin Business School, Ireland (2000)
- Professional Diploma in Accounting, Accountancy and Business College (YPM), Malaysia (1999)

- National Certificate in Accounting, YPM, Malaysia (1997)
- Military Certificate, The Royal Military College, Malaysia (1995)
- Sijil Pelajaran Malaysia (SPM), The Royal Military College, Malaysia (1995)

Working Experience and Occupation

- Chief Financial Officer, Lembaga Tabung Angkatan Tentera (LTAT) (15 August 2024 to present)
- Chief Financial Officer, Kumpulan Wang Persaraan (Diperbadankan) (3 October 2022 to 14 August 2024)
- Chief Financial Officer, Sime Darby Oils (1 November 2021 to 1 February 2022)
- Group Chief Financial Officer, Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank Group) (1 April 2016 to 1 October 2021)
- Group Chief Financial Officer, Johawaki Group of Companies (1 January 2013 to 1 March 2016)
- Director (Managing Director until July 2014), Halagel (M) Sdn Bhd (a subsidiary of Johawaki Group of Companies) (1 October 2013 to 1 December 2015)
- Vice President, RHB Investment Bank Berhad (1 June 2011 to 1 December 2012)
- Head, Finance – Division, RHB Islamic Bank Berhad (1 June 2010 to 1 June 2011)
- Head, Group Statutory & Management Reporting – Department, RHB Bank Berhad (1 October 2009 to 1 June 2010)
- Audit Senior, KPMG, Finance Services, Dublin, Ireland (1 January 2007 to 1 April 2009)
- Senior Consultant (secondment at CIT Leasing between March 2008 – November 2008), KPMG, Business Advisory Services,

Dublin, Ireland (1 March 2008 to 1 November 2008)

- Fund Accountant, Daiwa Securities Trust and Banking (Europe), Plc, Dublin, Ireland (1 December 2004 to 1 July 2006)
- Audit Senior, Bluett Conran & Co., Dublin, Ireland (1 November 2002 to 1 December 2004)
- Trainee Chartered Accountant, BDO Simpson Xavier, Business Assurance & Advisory Department (1 October 2001 to 1 July 2002)

Directorship(s) in Other Public Companies

- Boustead Properties Berhad
- Boustead Holdings Berhad (Alternate Director)

Directorship(s) in Public Listed Companies

- NIL

External Professional Commitments

- Chief Financial Officer, LTAT

Conflict of Interest (COI) or potential COI with AFFIN

- NIL

Main skillsets

- Corporate Finance
- Strategic Planning
- Financial Management

Encik Haizad Rizal Aziz is a nominee of LTAT, a substantial shareholder of Affin Bank Berhad

Declaration:

Save as disclosed above, none of the Directors have:

- Any family relationship with any Director and/or major shareholders of AFFIN
- Any conflict of interest (COI) or potential COI with AFFIN
- Any conviction for offences within the past 5 years
- Any public sanction or penalty imposed by the relevant regulatory bodies during the financial year 2024.

SHARIAH COMMITTEE



**ASSOCIATE PROFESSOR
DR. KAMARUZAMAN BIN NOORDIN**
Chairman, Shariah Committee

Malaysian

Age 49

13/13

Number of
Meetings Attended

Appointment Date: 1st August 2023

QUALIFICATION(S)

- Bachelor Degree in Shariah (Hons), Universiti Malaya (UM)
- Master in Business Administration, Universiti Malaya (UM)
- Doctoral Degree (PhD) in Islamic Studies, University of Wales, UK
- Certified Shariah Advisor, Association of Shariah Advisors in Islamic Finance (ASAS)

PRESENT OCCUPATION(S):

- **Other Companies/Bodies:**
- Deputy Dean (Development), Academy of Islamic Studies, Universiti Malaya
- Associate Professor in the Department of Shariah Management, Academy of Islamic Studies, Universiti Malaya
- Independent Non-Executive Director, Bank Simpanan Nasional
- Deputy Chairman, Shariah Committee of Bank Simpanan Nasional
- Member, Shariah Advisory Committee of Employees Provident Fund (EPF)
- Member, Shariah Committee of TEKUN Nasional
- Member, Shariah Committee of PruBSN Takaful
- Member, Shariah Committee of Lembaga Zakat Selangor
- Registered Shariah Adviser, Securities Commission Malaysia

RELEVANT WORKING EXPERIENCE(S):

- Former Chairman, Shariah Advisory Committee of Kenanga Investment Bank Berhad
- Former Chairman, Shariah Advisory Committee of Swiss Reinsurance Company Ltd.
- Former Member, Shariah Committee of RHB Islamic Bank Berhad
- Former Deputy Dean (Value Creation and Enterprise), Academy of Islamic Studies, Universiti Malaya
- Former Deputy Director, International Institute of Public Policy and Management University of Malaya (INPUMA)
- Former Head, Department of Shariah and Management Academy of Islamic Studies, Universiti Malaya



**PROFESSOR DR. ASMAK
BINTI AB RAHMAN**

Member, Shariah Committee

Malaysian

Age 51

11/13

Number of
Meetings Attended

Appointment Date: 1st July 2022

QUALIFICATION(S)

- Bachelor Degree in Shariah (Hons), Universiti Malaya (UM)
- Master in Shariah, Universiti Malaya (UM)
- Doctoral Degree (PhD) in Islamic Economics, Universiti Malaya (UM)

PRESENT OCCUPATION(S):

- **Other Companies/Bodies:**
- Professor in the Department of Shariah and Economics, Academy of Islamic Studies, Universiti Malaya
- Member, Shariah Advisory Committee of Lembaga Tabung Haji
- Member, Shariah Committee of FWD Takaful Berhad
- Member, Shariah Committee of Perbadanan Usahawan Nasional Berhad (PUNB)
- Chartered Member, Chartered Institute of Islamic Finance Professionals
- Registered Shariah Adviser, Securities Commission Malaysia
- Member, Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- Member of Qualitative Research Association of Malaysia (GRAM)

RELEVANT WORKING EXPERIENCE(S):

- Former Member, Shariah Committee of SME Bank
- Former Member, Shariah Committee of Hong Leong MSIG Takaful
- Former Member, Shariah Committee of Ambank Islamic Bank Berhad
- Former Shariah Panel of BIMB Investment Management Berhad
- Former Member, Syariah Supervisory Council of Bank Islam Malaysia Berhad
- Former Member, Shariah Committee of AIA AFG Takaful
- Former Exco, International Council of Islamic Finance Educators (ICIFE)



**ENCIK LOKMANULHAKIM
BIN HUSSAIN**

Member, Shariah Committee

Malaysian

Age 46

13/13

Number of
Meetings Attended

Appointment Date : 3rd January 2023

QUALIFICATION(S)

- Bachelor in Syariah (Hons), Islamic University of Madinah, Kingdom of Saudi Arabia
- Masters in Syariah (Fiqh), Islamic University of Madinah, Kingdom of Saudi Arabia

PRESENT OCCUPATION(S):

- **Other Companies/Bodies:**
- Member, Shariah Committee of FWD Takaful Berhad
- Member, Shariah Committee of Bank Pembangunan Malaysia Berhad
- Member, Shariah Advisory Committee of BIMB Securities Sdn Bhd
- Member, Shariah Committee of Co-opbank Pertama Malaysia Berhad
- Member, Shariah Advisory Committee of Association of Islamic Banking and Financial Institutions Malaysia (AIBIM)
- Member, Committee of Fatwa Research and Management, JAKIM
- Registered Shariah Adviser, Securities Commission Malaysia

RELEVANT WORKING EXPERIENCE(S):

- Former Member, Shariah Committee of Al Rajhi Bank Malaysia
- Former Member, Shariah Committee of Deutsche Bank (Malaysia) Berhad
- Former Member, Shariah Committee of TEKUN Nasional
- Former Researcher, International Shari'ah Research Academy for Islamic Finance (ISRA)
- Former Fellow for the Fatwa Committee of the National Council for Islamic Religious Affairs Malaysia
- Former Fatwa Think-tank Panel, the Department of Islamic Development Malaysia (JAKIM)

SHARIAH COMMITTEE


ASSOCIATE PROFESSOR DR. NOR FAHIMAH BINTI MOHD RAZIF

Member, Shariah Committee

Malaysian

Age 39

13/13

Number of Meetings Attended

Appointment Date: 1st February 2016

QUALIFICATION(S)

- Bachelor Degree in Fiqh and Usul (Hons), Universiti Malaya (UM)
- Doctoral Degree (PhD) in Fiqh Al-Muamalat, Universiti Malaya (UM)
- Certified Shariah Advisor, Association of Shariah Advisors in Islamic Finance (ASAS)

PRESENT OCCUPATION(S):
– Other Companies/Bodies:

- Associate Professor at Department of Fiqh and Usul, University of Malaya
- Independent Shariah Advisor at Masryef Sdn Bhd
- Shariah Advisor Committee Member at Dana Peladang Kebangsaan, Pertubuhan Peladang Kebangsaan
- Member, Association of Shariah Advisor in Islamic Finance Malaysia (ASAS)

RELEVANT WORKING EXPERIENCE(S):

- Writer of articles, books and journals in the field of Islamic banking, Islamic wealth management, Islamic finance, sukuk, debt, Islamic franchise and derivatives products
- Presenter for international and local conferences in Islamic banking, finance and capital market
- Former Executive of Islamic Capital Market, Securities Commission Malaysia
- Former Research Assistant, International Shari'ah Research Academy for Islamic Finance (ISRA)


ENCIK MOHAMAD SALIHIN BIN DERIS

Member, Shariah Committee

Malaysian

Age 49

13/13

Number of Meetings Attended

Appointment Date: 1st April 2021

QUALIFICATION(S)

- Bachelor Degree of Laws LLB (Hons) from the International Islamic University Malaysia
- Bachelor Degree of Laws (Shariah) (Hons) from the International Islamic University Malaysia
- Certified Shariah Advisor (CSA), Association of Shariah Advisors in Islamic Finance (ASAS)
- Intermediate Qualification in Islamic Finance (IQIF) from the Islamic Banking and Finance Institute Malaysia (IBFIM)

PRESENT OCCUPATION(S):
– Other Companies/Bodies:

- Chairman, Shariah Committee of AmMetLife Takaful Berhad
- Subject Matter Expert (Shariah Consultancy), Islamic Banking and Finance Institute Malaysia (IBFIM)
- Registered Shariah Adviser, Securities Commission Malaysia
- Fellow Member & EXCO, Association of Shariah Advisors in Islamic Finance (ASAS)
- Ordinary Member, Institute of Corporate Directors Malaysia
- Affiliate Member, Asian Institute of Chartered Bankers

RELEVANT WORKING EXPERIENCE(S):

- Former Senior Executive of Islamic Banking and Takaful Department, Central Bank of Malaysia
- Former Senior Manager of Shariah Advisory & Research, CIMB Group
- Former Head of Shariah Review, Hong Leong Islamic Bank Berhad
- Former Director, Association of Islamic Banking & Financial Institutions Malaysia (AIBIM)
- Former Group Head of Shariah Management, Bank Pembangunan Malaysia Berhad
- Former Director of Shariah Business Advisory, Islamic Banking and Finance Institute Malaysia (IBFIM)


ENCIK AHMAD HUSNI BIN DATO' ABD RAHMAN

Member, Shariah Committee

Malaysian

Age 46

12/13

Number of Meetings Attended

Appointment Date: 1st April 2021

QUALIFICATION(S)

- Bachelor Degree (B.A) in Shariah Islamiyyah, Islamic University of Madinah Munawwarah, Kingdom of Saudi Arabia
- Candidate of Postgraduate Studies (M.A), Halal Science, Universiti Teknologi Malaysia, Skudai, Malaysia
- Candidate of Certified Shariah Advisor by Association of Shariah Advisor in Islamic Finance (ASAS)

PRESENT OCCUPATION(S):
– Other Companies/Bodies:

- Senior Manager, Shariah & International Relation Unit of Pusat Pungutan Zakat - MAIWP
- Member, Shariah Committee of SME Bank Berhad
- Member of Wakalah Zakat Distribution Committee, Perbadanan Tabung Pendidikan Tinggi Nasional (PTPTN)
- Member of Wakalah Zakat Distribution Committee, Malaysia External Trade Development Corporation (MATRADE)
- Member of Jawatankuasa Penyelidikan Korporat dan Syariah Pusat Pungutan Zakat (PPZ)
- Chairman of Shariah Advisors for AWARIS (Amanah Warisan Berhad)
- Member, Association of Shariah Advisors in Islamic Finance (ASAS)
- Member of International Union for Muslim Scholars (Ittihad al-'Alami li 'Ulama' al-Muslimin), Qatar

RELEVANT WORKING EXPERIENCE(S):

- General Secretary of Pertubuhan Multaqa Asatizah & Du'at (MURSHID)
- Columnist of SOLUSI, GenQ and alUstaz Magazine
- Panelist for television and radio talk show

BOARD OF DIRECTORS

AFFIN HWANG INVESTMENT BANK BERHAD



**TUNKU AFWIDA BINTI
TUNKU A. MALEK**

Chairman/Independent
Non-Executive Director



Appointment Date
9 May 2022



59 years old



Female



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Science (Honours) in Economics and Accounting, City University, London, United Kingdom
- Chartered Accountant, Institute of Chartered Accountants in England and Wales (ICAEW)
- Member of Malaysian Institute of Accountants (MIA)

WORKING EXPERIENCE AND OCCUPATION

- Chief Executive Officer and Executive Director, Kenanga Investment Bank Berhad (formerly known as K & N Kenanga Berhad) (2006 to 2008)
- Chief Executive Officer & Executive Director, MIMB Investment Bank Berhad (currently known as Hong Leong Investment Bank Berhad) (2003 to 2006)
- Executive Director/Chief Investment Officer, Commerce Asset Fund Managers Sdn Bhd (currently known as Principal Asset Management Bhd) (1995 to 2003)
- Equities Analyst/Manager, UOB Asset Management, Singapore (1994 to 1995)
- Fund Manager/Analyst, Rashid Hussain Asset Management (1993 to 1994)
- Unit Trust Fund Accountant, Henderson Administration Ltd, London, United Kingdom (1992 to 1993)
- Auditor/Chartered Accountant, Touche Ross & Co, London, United Kingdom (1988 to 1991)

DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES

- Nil

DIRECTORSHIP(S) IN PUBLIC LISTED COMPANIES

- DXN Holdings Berhad
- ENRA Group Berhad
- Sam Engineering & Equipment (M) Berhad

EXTERNAL PROFESSIONAL COMMITMENTS

- Member, Investment Advisory Panel of Lembaga Pembangunan Langkawi (LADA)
- Member, Investment Panel of Kumpulan Wang Persaraan (Diperbadankan) (KWAP)

MEMBERSHIP OF BOARD COMMITTEES

- Member, Strategic Investment Committee (w.e.f. 29 January 2024)
- Member, Group Board Information Technology Committee

ATTENDANCE FOR BOARD MEETING IN 2024 (100%)

- Scheduled meetings (12/12)
- Special meetings (8/8)

CONFLICT OF INTEREST (COI) OR POTENTIAL COI WITH AFFIN

- Nil

MAIN SKILLSETS

- Audit
- Accounting
- Investment Banking
- Investment Management
- Risk Management



**MR. EUGENE
HON KAH WENG**

Independent
Non-Executive Director



Appointment Date
1 March 2021



66 years old



Male



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Chartered Accountant
- Member of Malaysian Institute of Accountants (MIA)
- Member of Malaysian Institute of Certified Public Accountants (MICPA)

WORKING EXPERIENCE AND OCCUPATION

- Finance Director, Bank Negara Malaysia (2011 to 2018)
- Group Chief Financial Officer, SKS Corporation Sdn Bhd (2007 to 2011)
- Head of Group Risk Management, MIDF Berhad/Amanah Capital Group (2002 to 2007)
- Chief Executive Officer, Amanah Property Trust Management Sdn Bhd (2000 to 2002)
- Head of Operations (Finance, Treasury Operations, Information Technology & Administration), Amanah Merchant Bank Berhad (1998 to 2000)
- Group Financial Controller, Amanah Capital Malaysia Berhad (restructured as Amanah Capital Partners Berhad) (1991 to 1998)
- Consultant Manager, KPMG (1990 to 1991)
- Manager, Azman Wong Salleh & Co/Salleh Leong Azlan & Co (1982 to 1990)
- Audit Assistant, Yuen Tang & Co (1978 to 1982)

DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES

- Nil

DIRECTORSHIP(S) IN PUBLIC LISTED COMPANIES

- Kawan Food Berhad

EXTERNAL PROFESSIONAL COMMITMENTS

- Nil

MEMBERSHIP OF BOARD COMMITTEES

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

ATTENDANCE FOR BOARD MEETING IN 2024 (100%)

- Scheduled meetings (12/12)
- Special meetings (8/8)

CONFLICT OF INTEREST (COI) OR POTENTIAL COI WITH AFFIN

- Nil

MAIN SKILLSETS

- Audit
- Accounting
- Banking
- Risk Management

BOARD OF DIRECTORS AFFIN HWANG INVESTMENT BANK BERHAD



**ENCIK HASLI BIN
HASHIM**

*Independent
Non-Executive Director*

Appointment Date
1 April 2021

63 years old

Male

Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor Degree in Science (Finance/Economics), Indiana State University, USA
- Alumnus, Royal Military College, Sungai Besi, Kuala Lumpur

WORKING EXPERIENCE AND OCCUPATION

- Senior Banker, Head of Real Estate Ventures/Acting Head of Financial Institutions, Malayan Banking Berhad (2019 to 2020)
- Managing Director, Head of Client Coverage, Maybank Investment Bank Berhad (2015 to 2019)
- Managing Director, Head of Corporate Banking, Malayan Banking Berhad (2012 to 2015)
- Managing Director, Head of Client Coverage, Maybank Investment Bank Berhad (2010 to 2012)
- Head of Corporate Investment Banking, Malayan Banking Berhad (2007 to 2010)
- Head, Public & Institutional Banking, Head of Financial Institutions, OCBC Bank Berhad (Head Office) (2000 to 2007)
- Branch Manager, Perai Branch, Pacific Bank Berhad (1994 to 2000)
- Branch Manager, Teluk Intan Branch, United Malayan Banking Corp. Bhd (UMBC) (1992 to 1994)
- Deputy Branch Manager, Tasek Branch and poll Marina Branch, UMBC (1989 to 1992)
- Officer, Head Office/KL Main Branch, UMBC (1985 to 1989)

DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES

- Nil

DIRECTORSHIP(S) IN PUBLIC LISTED COMPANIES

- Nil

EXTERNAL PROFESSIONAL COMMITMENTS

- Member, Corporate Debt Restructuring Committee - Bank Negara Malaysia

MEMBERSHIP OF BOARD COMMITTEES

- Member, Board Audit Committee
- Member, Board Risk Management Committee
- Chairman, Strategic Investment Committee (*w.e.f.* 29 January 2024)
- Member, Group Board Credit Review and Recovery Committee

ATTENDANCE FOR BOARD MEETING IN 2024 (95%)

- Scheduled meetings (12/12)
- Special meetings (7/8)

CONFLICT OF INTEREST (COI) OR POTENTIAL COI WITH AFFIN

- Nil

MAIN SKILLSETS

- Audit
- Accounting
- Banking
- Credit
- Risk Management



**DATO' ABDUL WAHAB
BIN ABU BAKAR**

*Independent
Non-Executive Director*

Appointment Date
22 November 2021

71 years old

Male

Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor in Economics (Hons) (Applied Economics), Universiti Malaya
- Alumni of International Management Development, Lausanne, Switzerland and London Business School

WORKING EXPERIENCE AND OCCUPATION

- Executive Director Human Resources, Nestle Malaysia Bhd & Nestle Singapore (2004 to 2010)
- Human Resource Director, Nestle Malaysia Bhd & Nestle Singapore (1998 to 2003)
- Group Human Resource Manager, Nestle Malaysia Bhd (1997)
- Human Resources Advisor, Nestle Australia (1996 to 1997)
- Group Human Resource Manager, Nestle Malaysia Bhd (1990 to 1996)
- Vice President Human Resources, Citibank Bhd (1990)
- Human Resource Planning Manager, Nestle Malaysia Bhd (1988 to 1989)
- Employee Relations Manager, Nestle Products Sdn Bhd (1985 to 1987)
- Personnel Manager, Nestle Products Sdn Bhd (1984 to 1985)
- Staff Personnel Officer, Esso Production Malaysia Inc. (1982 to 1984)
- Personnel Relations Manager, Malaysia Mining Corporations (1982)
- Senior Personnel Officer, Esso Malaysia Bhd (1981)
- Personnel Officer, Esso Malaysia Bhd (1979 to 1980)
- Industrial Relations Administrator prior to Industrial Relations Administrator: Management Trainee, Malaysia Airline System (MAS) (1976 to 1979)

DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES

- Nil

DIRECTORSHIP(S) IN PUBLIC LISTED COMPANIES

- Nil

EXTERNAL PROFESSIONAL COMMITMENTS

- Non-Executive Director, Perbadanan Wakaf Selangor

MEMBERSHIP OF BOARD COMMITTEES

- Member, Board Audit Committee
- Member, Group Board Nomination and Remuneration Committee
- Member, Group Board Sustainability Committee

ATTENDANCE FOR BOARD MEETING IN 2024 (100%)

- Scheduled meetings (12/12)
- Special meetings (8/8)

CONFLICT OF INTEREST (COI) OR POTENTIAL COI WITH AFFIN

- Nil

MAIN SKILLSETS

- Economics
- Human Resource
- General Management
- Audit



KONG YUEN LING

Non-Independent
Non-Executive Director



Appointment Date
27 December 2021



51 years old



Female



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Business (Management), Monash University (Caulfield Campus), Australia

WORKING EXPERIENCE AND OCCUPATION

- Country Manager & Chief Representative, Malaysia, The Bank of East Asia, Limited (2017 to present)
- Senior Vice President of Multinational Client Coverage (MNC), Global Banking and Markets, HSBC Bank Berhad (2017)
- Director, Head of MNC, The Royal Bank of Scotland Berhad (formerly known as ABN Amro Bank, Malaysia) (2008 to 2016)
- Vice President, Credit Portfolio Management and Relationship Management, The Royal Bank of Scotland Berhad (2005 to 2007)
- Assistant Vice President, Credit Portfolio Management, The Royal Bank of Scotland Berhad (2002 to 2004)
- Risk Management Division, Pengurusan Danaharta Nasional Berhad (Danaharta) (1999 to 2002)
- Assistant Manager, ALCO Support/Risk Management, Southern Bank Berhad (1997 to 1999)
- Assistant Manager, Corporate Banking Department, Southern Bank Berhad (1996 to 1997)
- Account Officer, Corporate Banking Department, Southern Bank Berhad (1995 to 1996)

DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES

- Nil

DIRECTORSHIP(S) IN PUBLIC LISTED COMPANIES

- Nil

EXTERNAL PROFESSIONAL COMMITMENTS

- Nil

MEMBERSHIP OF BOARD COMMITTEES

- Member, Board Risk Management Committee
- Member, Group Board Compliance Committee

ATTENDANCE IN BOARD MEETING FOR 2024 (95%)

- Scheduled meetings (11/12)
- Special meetings (8/8)

CONFLICT OF INTEREST (COI) OR POTENTIAL COI WITH AFFIN

- Nil

MAIN SKILLSETS

- Accounting
- Banking
- Risk Management
- Credit
- Business Administration



TRACY ONG GUAT KEE

Independent
Non-Executive Director



Appointment Date
18 May 2023



63 years old



Female



Malaysian

ACADEMIC/PROFESSIONAL QUALIFICATION

- Master of Business Administration, University of Strathclyde, United Kingdom
- Bachelor of Economics (Hons), Universiti Malaya

WORKING EXPERIENCE AND OCCUPATION

- Chief Representative of Australia and New Zealand (ANZ) Malaysia Representative Office & Principal Officer of ANZ Labuan Branch, ANZ Banking Group Limited (2014 to 2022)
- Chief Executive Officer and Managing Director of Corporate Banking, Bank of America Malaysia Berhad (2011 to 2014)
- Deputy Chief Executive Officer, Danajamin Nasional Berhad (2010 to 2011)
- Senior Executive Vice President and Head of Corporate Banking, Malayan Banking Berhad (2008 to 2010)
- Chief Commercial Officer and Head of Debt Markets, Maybank Investment Bank Berhad (2004 to 2008)
- Assistant General Manager and Head of Business Group, Maybank Banking Berhad (1999 to 2004) from Trainee Officer to Head of Corporate Banking, Aseambankers Malaysia Berhad (currently known as Maybank Investment Bank Berhad) (1985 to 1999)
- Finance Executive, Metroplex Berhad (1984 to 1985)

DIRECTORSHIP(S) IN OTHER PUBLIC COMPANIES

- Nil

DIRECTORSHIP(S) IN PUBLIC LISTED COMPANIES

- Nil

EXTERNAL PROFESSIONAL COMMITMENTS

- Nil

MEMBERSHIP OF BOARD COMMITTEES

- Chairman, Board Risk Management Committee
- Member, Group Board Risk Management Committee
- Member, Group Board Credit Review and Recovery Committee

ATTENDANCE FOR BOARD MEETING IN 2024 (100%)

- Scheduled meetings (12/12)
- Special meetings (8/8)

CONFLICT OF INTEREST (COI) OR POTENTIAL COI WITH AFFIN

- Nil

MAIN SKILLSETS

- Economics
- Business Administration
- Banking
- Investment Banking
- Credit
- Debt Capital Market
- Risk Management

CEO OF SUBSIDIARIES



1

**DATO' PADUKA SYED
MASHAFUDDIN SYED
BADARUDIN JAMALULLAIL**

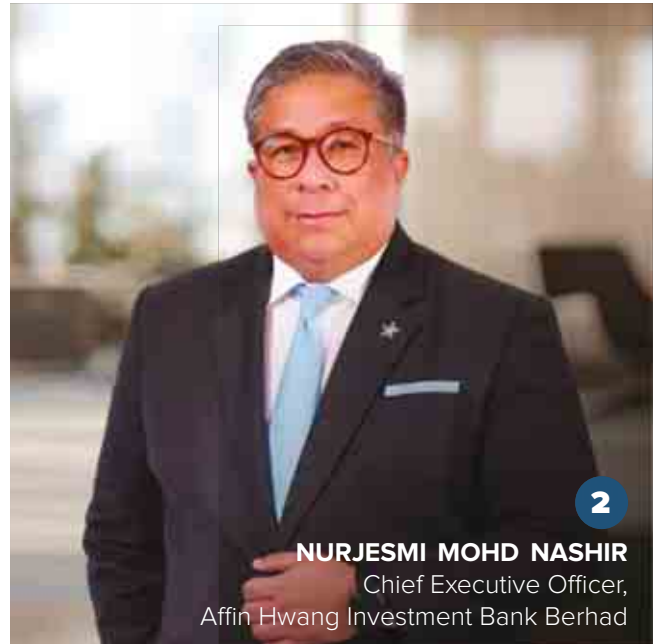
Chief Executive Officer,
Affin Islamic Bank Berhad

Malaysian

Age 51

Date of Appointment
8 November 2022

- Refer to Group Management Committee profile



2

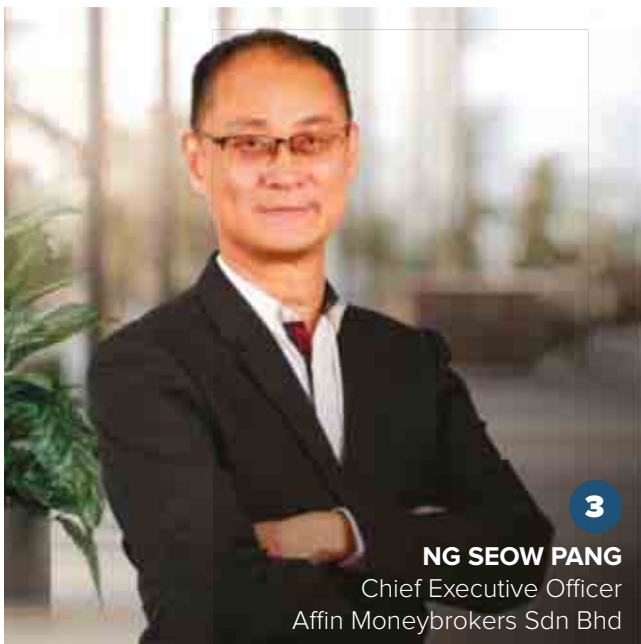
NURJESMI MOHD NASHIR
Chief Executive Officer,
Affin Hwang Investment Bank Berhad

Malaysian

Age 53

Date of Appointment
1 June 2023

- Refer to Group Management Committee profile



3

NG SEOW PANG
Chief Executive Officer
Affin Moneybrokers Sdn Bhd

Malaysian

Age 59

Date of Appointment
15 April 2021

ACADEMIC/PROFESSIONAL QUALIFICATION

- Bachelor of Science, Computer Science and Management Science, Keele University, United Kingdom
- Master of Science, Management Science, Imperial College, United Kingdom

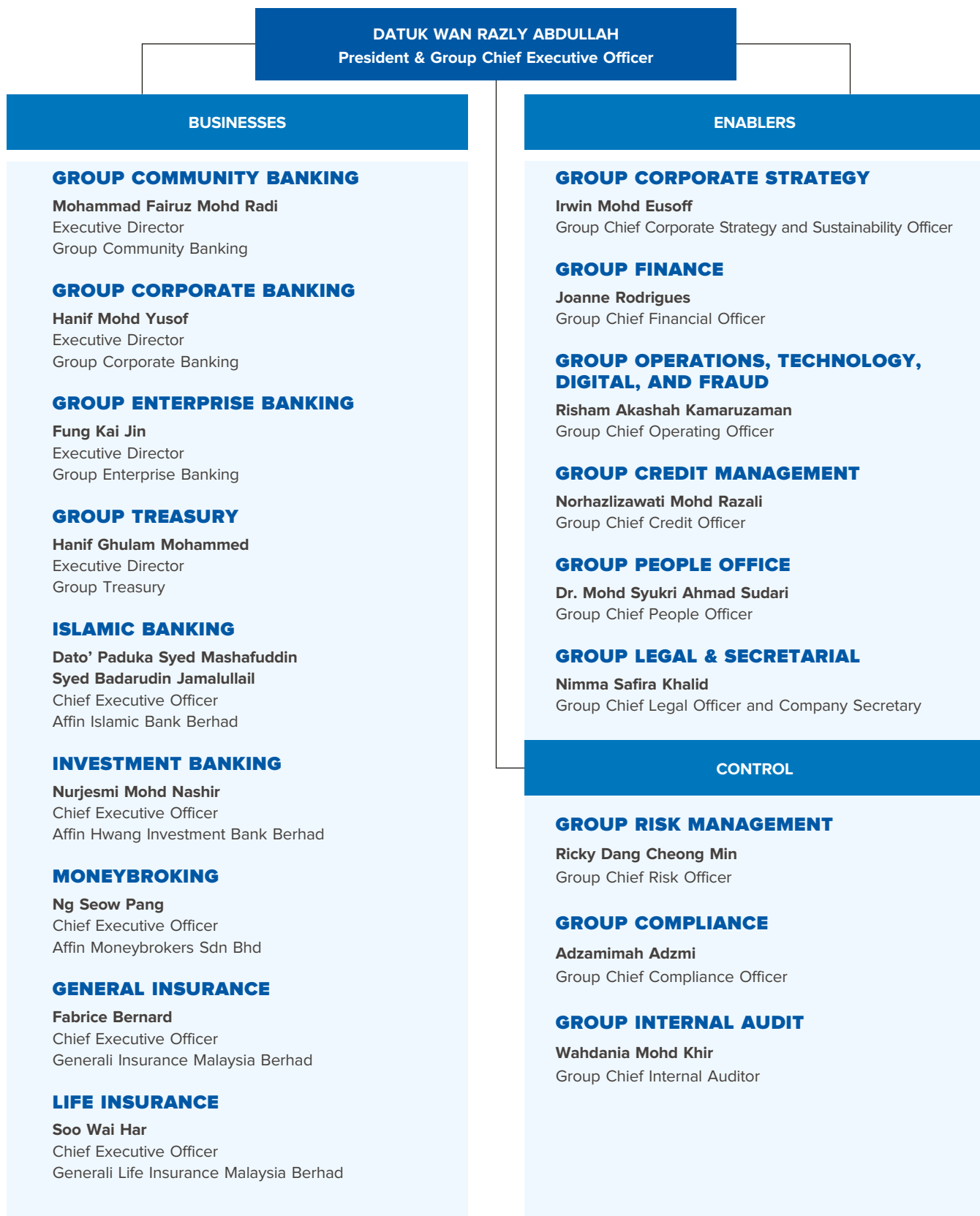
PAST WORKING EXPERIENCES

- More than 28 years of banking experience particularly in treasury and money market broking in various financial institutions which include OCBC Bank Berhad (Malaysia), Standard Chartered Bank (Philippines, Singapore and Malaysia), Malaysia French Bank Berhad (Malaysia)
- Prior to join Affin Moneybrokers, he was attached with Pronex Management for 5 years

SKILLS AND EXPERIENCE

- Nil

GROUP ORGANISATION STRUCTURE



OUR APPROACH TO VALUE CREATION

1 ASSESS

ASSESS AND EVALUATE OPERATING CONTEXT

Dedicated on developing and delivering responsible financial solutions that generate significant value while adhering with highest standards of integrity and strategic foresight. We diligently monitor and assess our operating model to ensure it remains adaptive, efficient, and aligned with prevailing financial standards. By keeping abreast with both global and local trends, we are equipped to navigate market changes with agility and precision. We prioritise cost optimisation and operational efficiency as key drivers of sustainable growth, ensuring the long-term success and resilience of our organisation.

STRENGTHEN STAKEHOLDER ENGAGEMENTS

We elevate stakeholder engagement by cultivating profound, strategic partnerships that foster unwavering trust, seamless collaboration, and dynamic synergy across all parties. By embedding groundbreaking, responsible, and eco-conscious practices into the very heart of our business strategy, we drive enduring sustainable value that fuels transformative growth, benefiting Affin and advancing the broader global community. Our stakeholder communications are unparalleled transparent, swift, and compelling dialogues that keep all stakeholders profoundly informed, passionately engaged, and impeccably aligned with our visionary pursuit of unmatched success.

Our key Stakeholders are:

- CU** Customers
- VD** Vendors
- EM** Employees
- NG** Communities and Non-Governmental Organisations (NGOs)
- BP** Business Partners
- AR** Analysts/Rating Agencies
- GR** Government and Regulators
- ME** Media
- IV** Shareholders and Investors
- ALL** All Nine Stakeholders

BALANCED RISK AND RETURN MANAGEMENT

We offer a holistic risk management strategy that identifies and mitigates crucial risks encompassing market, funding, liquidity, operational, business continuity, technology, cybersecurity, and sustainability domains. Our approach ensures a harmonious balance between risk and return, paving the way for sustainable growth across the industry. Through our unwavering commitment, we safeguard the future while fostering resilience and innovation.

Our key risk identified are:

- CR** Credit Risk
- IRR** Information Technology (IT) Risk
- MR** Market Risk
- CoR** Compliance Risk
- FLR** Funding & Liquidity Risk
- BCR** Business Continuity Risk
- FR** Financial Risk
- SuR** Sustainability Risk
- NFR** Non-Financial Risk
- ALL** All Ten Principal Risks
- OR** Operational Risk

2 IDENTIFY

IDENTIFY AND PRIORITISE OUR MATERIAL ISSUES

We identify and prioritise our material issues by focusing on the pivotal factors that shape both Affin trajectory and societal impact. These include ground-breaking digital innovation, robust data privacy and security, unwavering ethics and integrity, an uncompromising client/customer focus, responsible marketing, accountable financial services, sustainable procurement practices, equitable employment standards, transformative talent development, proactive environmental management, and community-driven development. In tackling these critical matters, we engage in dynamic collaboration with diverse stakeholders to craft pioneering, impactful solutions, ensuring that we align our strategies with both business objectives and the broader.

Our prioritised material matters are:

- SP** Sustainable Procurement Practices
- CC** Customer Centricity
- RM** Systemic Risk Management
- TM** Talent Management
- FI** Financial Inclusion
- EI** Ethics & Integrity
- DI** Digital Innovation
- EM** Environmental Management
- FE** Fair Employment Practices
- DE** Diversity, Equity and Inclusion
- FS** Responsible Financial Services
- DS** Data Privacy & Security
- CH** Climate Change
- CE** Community Empowerment

3 FORMULATE

FORMULATE BUSINESS STRATEGY

Our business strategy is meticulously crafted by thoroughly considering material matters, alongside a comprehensive analysis of both current and forward-looking risks and opportunities, to ensure a robust, future proof approach. Through the strategic integration of the six key capital pillars financial, manufactured, intellectual, human, social, and natural, we adopt a value driven framework that aligns with our overarching objectives and long-term ambitions. This sophisticated approach enables us to optimise financial performance, enhance operational excellence, drive innovation, invest in human potential, cultivate enduring social impact, and champion environmental stewardship, thereby ensuring the creation of sustainable value for all stakeholders while fortifying our resilience and securing enduring success in an ever-evolving landscape.

ALIGNING WITH AX28 PLAN

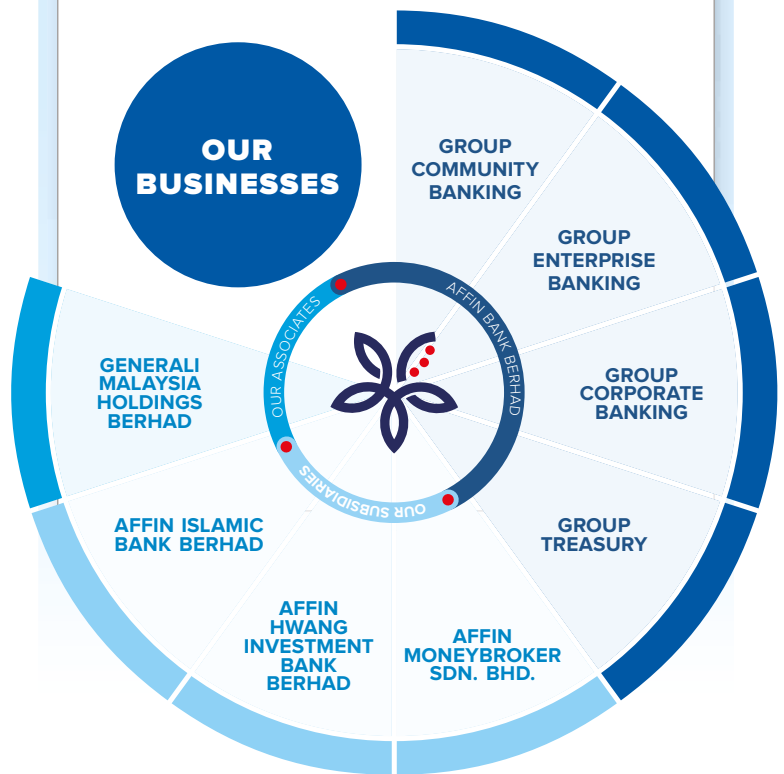
In alignment with the ambitious AX28 Plan, Affin are steadfast in the pursuit of becoming a Universal Bank by 2028, driven by three strategic objectives that will underpin our transformative journey. By emphasising strategic prioritisation and elevating our business operations, we are poised to unlock unprecedented growth and operational excellence. Our forward-looking approach includes penetrating new markets and untapped segments, allowing us to expand our reach, diversify our portfolio, and solidify our position as a Malaysian financial powerhouse. This bold trajectory is designed to elevate Affin capabilities and redefine the industry standards, setting the stage for a future of unparalleled success and market dominance.

4 DISCIPLINED CAPITAL ALLOCATION

With disciplined capital allocation, we strategically direct our resource capitals to generate both financial and non-financial value, cultivating a comprehensive approach to growth on sustainability. By expertly managing our key capitals financial, manufactured, intellectual, human, social and relationship, and natural capital, we create a dynamic foundation for long-term value creation, operational efficiency, and innovation. This calculated deployment strengthening our financial position and enriches our human resources, enhances vital social connections, drives environmental responsibility, ensuring a balanced and resilient future for all stakeholders.

5 CREATE VALUE

INTEGRATE INTO OUR BUSINESS MODEL



6 CREATING VALUE

CREATE VALUE AND DRIVE POSITIVE OUTCOMES

- 1**

A source of sustained growth in total returns for investors and funders
- 2**

An employer of choice for employees
- 3**

A preferred business partner for vendors and suppliers
- 4**

A responsible community partner

OUR CAPITALS

OUR KEY DIFFERENTIATORS

CAPITAL INPUTS

FC FINANCIAL CAPITAL

Funds available to AFFIN to sustain its operations and activities, and to invest in the growth of other key capitals.

Supported by:

- Shareholders' Equity of **RM11.6 billion (2023: RM11.1 billion)**
- Liquidity Coverage Ratio of **165.18% (2023: 174.11%)**
- CASA balances stood at **RM22.4 billion**, contributing to CASA ratio of **30.35% (2023: 26.70%)**
- Building our assets through **Sustainable Financing**

MC MANUFACTURED CAPITAL

The fixed assets and digital infrastructure that facilitates the provision of products and services to our customers.

Supported by:

- Convenient access to **130 branches** and **859 self-service terminals**.
- Seamless Mobile Banking Applications through **AffinAlways**.
- Concentrated effort to **enhance delivery of digital solutions and deployment of automated processes** through major investment in IT development and infrastructure, including cyber-security.
- **Effective Information and Technology infrastructure.**

HC HUMAN CAPITAL

Our employees' knowledge, skills, and experience, which drive our strategies and deliver long-term value.

Supported by:

- **High performance & innovative culture.**
- **Talented, agile & diverse workforce inspired** to achieve operational excellence.
- Future skill pipeline through **apprenticeships, internships & leaderships**.
- Provided **mental health support via Naluri** and maintaining a safe working environment for AFFIN employee.

IC INTELLECTUAL CAPITAL

Our intangible assets such as brand reputation, organisational systems, proprietary innovations, in-house capabilities and strategic partnerships.

- **Strong Brand and Presence in Key Markets** – a reputable and ethical brand.
- Enhanced value propositions through **growing strategic partnerships with key institutions, organisations and public agencies.**
- **The knowledge, processes, technologies and systems embedded in our operations nurture the capacity for innovation**, which is key to maintaining our competitive edge.
- **Efficient Business Processes and Robust Management Systems.**

SC SOCIAL & RELATIONSHIP

Supported by:

- **Embracing sustainable development** as well as **responsible ESG Practices.**
- Providing access to **financial inclusion solutions to vulnerable groups, microenterprises and SMEs.**
- Adoption of **sustainable practices** based on **realising the UN SDGs and ESG objectives.**

NC NATURAL CAPITAL

The natural resources used in our operations and the environmental

Supported by:

- **Optimised energy usage** by **transitioning to renewable energy sources for business premises.**
- Efforts to **protect and conserve natural environments.**
- Continued commitment to **sustainable Financing effort**, which focuses on financing within the **category of green, social and transition.**



GROUP VISION:

To be the most creative financial company in Malaysia

GROUP STRATEGIC OBJECTIVES:

1. Unrivalled Customer Service
2. Digital Leadership
3. Responsible Banking with Impact

GROUP STRATEGIC TRUSTS:

1. Sustainable ROE
2. Banking 4.0
3. Efficiency x5
4. Enhanced Brand Value
5. ESG Focus

SUPPORTED BY:

MATERIAL MATTERS

- | | |
|---|---|
| SP Sustainable Procurement Practices | EM Environmental Management |
| EI Ethics & Integrity | CH Climate Change |
| FS Responsible Financial Services | TM Talent Management |
| CC Customer Centricity | FE Fair Employment Practices |
| DI Digital Innovation | CE Community Empowerment |
| DS Data Privacy & Security | FI Financial Inclusion |
| RM Systemic Risk Management | DE Diversity, Equity and Inclusion |

PRINCIPAL RISK

- | | |
|-------------------------------------|---|
| CR Credit Risk | IRR Information Technology (IT) Risk |
| MR Market Risk | CoR Compliance Risk |
| FLR Funding & Liquidity Risk | BCR Business Continuity Risk |
| FR Financial Risk | SuR Sustainability Risk |
| NFR Non-Financial Risk | ALL All Ten Principal Risks |
| OR Operational Risk | |

MACROTREND

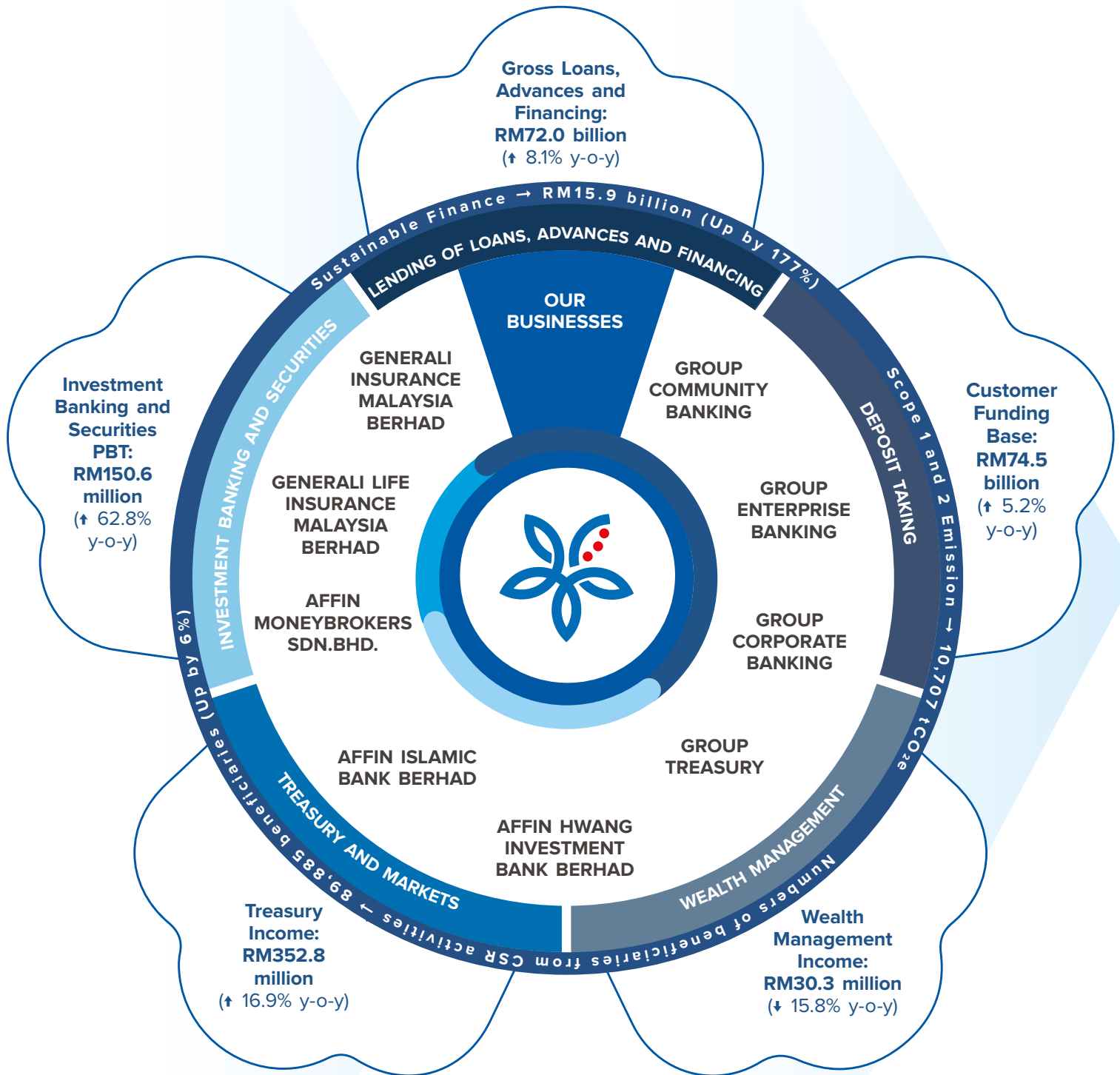
- | | |
|---|--|
| MT1 Economic Growth | MT4 Sustainability |
| MT2 Evolving customer preferences | MT5 People & Culture Transformation |
| MT3 Technology & Digital Advancement | |

SUSTAINABILITY FOCUS AREA

- | | | | |
|-----------------------|------------------------|------------------|-----------------------|
| Sustainable Financing | Sustainable Operations | People & Culture | Support the Community |
|-----------------------|------------------------|------------------|-----------------------|

Supported by a robust governance framework

OUR BUSINESS OUTCOMES



OUR VALUE CREATING BUSINESS MODEL



CREATE VALUE-ADDED OUTCOMES FOR OUR STAKEHOLDER

PERFORMANCE BY CAPITALS

ACTION TO ENHANCE OUTCOMES

FC FINANCIAL CAPITAL

- Earnings Per Share (EPS) up by **22.4%** y-o-y to **21.4 sen**
- Return on Equity (ROE) improved to **4.49%** from **3.70%**
- Total Assets increased by 6.3% y-o-y to **RM111.8 billion**
- Market capitalisation increased by **43.1%** to **RM7.0 billion (2023: RM4.9 billion)**
- The composition of Sustainable Financing increased to **10.56% (2023: 8.6%)**

- Regular engagement with investors and stakeholders to manage their expectations of our financial decisions.
- Adopt ways towards enhancing service culture and encouraging customer loyalty.

MC MANUFACTURED CAPITAL

- Net Promoter Score (NPS) = **+48**
- Customer Satisfaction Score (CSAT) = **81%**
- Improved customer 360-view, leads generation, time-to-market, internal collaboration, efficiency and cost optimisation

- Mystery shopping by appointed independent agency to improve the quality of AFFIN branches.
- Continue to automate and digitalise branch operations for operational efficiency.
- Installed solar panels at 12 branches to improve energy efficiency.

IC INTELLECTUAL CAPITAL

- Constituent of the **FTSE4Good Index**
- Constituent of the **Dow Jones Sustainability Index**
- Awards & recognition received:
 - ABM 50th Anniversary Celebration CSR Excellence Awards 2024 by The Association of Banks in Malaysia (ABM)
 - World Muslim Leadership Forum (WMLF) 2024 by Strategic Institute for Asia Pacific & Global One
 - Excellence Award 2024 by The Malaysian Construction Industry
 - Triple A Awards 2024 by The Asset
 - Best Islamic Retail Bank in Malaysia
 - Best Islamic Syndicated Loan – Renewable Energy in Malaysia
 - Best New Sukuk in Malaysia
 - Best Sustainability Sukuk – HEALTHCARE
 - The 100 Most Influential Young Entrepreneurs (MIYE) Awards by Entrepreneurs Insight
 - Asian Experience Awards 2024 by The Asian Business
 - Malaysia Brand Experience of The Year – Banking
 - Malaysia Product Experience of The Year – Banking
 - The Green Building Award, ESG Business Award
 - Best Client Services - Automated Safe Deposit Locker, ASEAN Awards 2023/2024 by Citywire Asia
 - Malaysian Top Achievers 2023 by The Leaders Online
 - Winner: Best Bank for SMEs in Malaysia
 - Mortgage and Home Loan Product of The Year 2023 – Malaysia by Asian Banking & Finance Retail Banking Awards
 - Best SME Financial Inclusion Initiative by The Digital Banker

- Expand our digital banking platforms to deliver more inclusive and cost-effective financial solutions.
- Invest in cybersecurity to continuously monitor fake platforms and phishing platforms.
- Optimisation of fraud rules to strengthen/amplify fraud detection capabilities.
- Provide educational programmes to raise customer awareness on financial fraud.

HC HUMAN CAPITAL

- Average **36%** representation of women on the Board
- High potential performers identified: **353 (2023: 303)**
- Average hour of training per employee: **53 hours (2023: 59 hours)**

- Transform our workforce for engaged and proficient employees.
- Implementation of DEI policies.
- Competitive benefits with a focus on employee's health and well-being.
- Talented, agile and diverse workforce to achieve operational excellence.
- Differentiated culture (client and people-centred, innovative and competitive).
- Health and safety programmes to protect employees.

SC SOCIAL & RELATIONSHIP

- Mobilised more than **RM7.6 billion** in sustainable financing
- Reached approximately **116,833 beneficiaries** benefited through community programmes and initiatives
- Increased allocation amount by **more than 100% for Asnafpreneurs programme**
- Provide long-term partnership for sustainable growth, our strategic partners:
- Member of United Nations Global Combat Malaysia and Brunei (UNGCMYB)
- Member of MyWakaf 2.0 on Solar-Dome Dryer initiative and MyZakat through Program Transformasi Usahawan Asnaf (PTUA)

- Regularly engage with stakeholders to understand their evolving expectations and needs.
- Allow payment deferment for selected loans to assist flood victims.
- Priorities local suppliers and offer development programmes for SME vendors.
- Deliver a seamless banking experience where turnaround times and processes are clear and transparent.
- Maintain interactive and open communication with stakeholders to increase their confidence in the bank.

NC NATURAL

- Installation of solar panels at **12 branches**, contributing to:
 - Generated **268,430 kWh** of renewable energy in 2024
 - Avoid **207.76 tCO₂e** of carbon emissions in 2024
- Subscribed of **Renewable Energy Certificates (REC)** reduced up to **5,172.32 tCO₂e** of operational emission against 2022 baseline

- Reducing our financed emissions and finance the transition to achieve Net zero Carbon by 2050.
- Increase the usage of solar panel as a source for renewable energy.
- Undertaking mangrove tree planting to support our decarbonisation plan.

STAKEHOLDERS	UNSDG	STRATEGIC TRADE-OFFS
<p>ALL</p> <p>CAPITAL OUTCOMES</p> <p>FC</p>		<p>Reinvesting our financial capital into the strategic expansion of Affin, while simultaneously cultivating and optimising other critical forms of capital, is at the heart of our vision. By maintaining a disciplined approach to our obligations and decision-making processes, we are poised to deliver exceptional, sustainable returns. This unwavering commitment to value creation will drive robust growth, ensuring that our shareholders and investors receive an attractive financial return for long-term financial gains.</p>
<p>ALL</p> <p>CAPITAL OUTCOMES</p> <p>FC MC SRC</p>		<p>In our pursuit of operational excellence, we are meticulously optimising the cost of Manufactured Capital through the strategic streamlining of physical touchpoints at our bank branches, Automatic Teller Machines (ATM), and SSTs. Making substantial investment in refining our digital assets on ensuring that it is seamlessly intuitive as well as customer centric. Expanding our network across Malaysia serves as a catalyst for enhanced convenience, broader accessibility, and deeper customer trust, all while reinforcing our Social and Relationship Capital.</p>
<p>ALL</p> <p>CAPITAL OUTCOMES</p> <p>FC IC HC</p>		<p>We continued to deliver new innovative products and solutions to our customers amidst recent challenges. Our strategic in building Intellectual Capital are focused on driving digital innovation, incurring changes to Human Capital and manufactured Capital. This requires the right digital and technology skill sets and infrastructure to support digital process. Moving forward, the benefits of strengthening Intellectual Capital outweigh the changes undergone by other capitals to facilitate the process.</p>
<p>ALL</p> <p>CAPITAL OUTCOMES</p> <p>IC MC HC</p>		<p>We invest in training programs to develop future-ready employees. Although these efforts impact our near-term Financial Capital, they help forge more productive and high-performing employees in the long run. The productivity gains obtained from upskilling and digital transformation benefit Human Capital and Intellectual capital. Investments in employee health and wellbeing create an engaged workforce that can maximise Financial capital.</p>
<p>ALL</p> <p>CAPITAL OUTCOMES</p> <p>FC SRC</p>		<p>Our investment in community initiatives and payment assistance programs aimed to ease the burden on our individual and SME customers. While these allocations had a short-term impact on our Financial Capital, the diverse financing facilities significantly mitigated the risk of default. Ultimately, these efforts bolster our Social and Relationship Capital over the long term.</p>
<p>ALL</p>		<p>To effectively manage our financed emissions and adhere to our overarching goal of achieving Net Zero Carbon by 2050, we must allocate Financial Capital. As a forward-thinking and sustainable financial institution, we are equally committed to strengthening our Social and Relationship Capital by embracing an active stewardship role.</p>

OUR VISION

To be the most creative and innovative financial company in Malaysia

- Creative in terms of innovation and technology
- Creative in terms of unrivalled customer service
- Create value for our shareholders, customers and our people

OUR MISSION

- Products & Services**
- To become an innovative organisation with unrivalled customer service
- People**
- Our commitment and passion touch the hearts and minds of everyone in our world
- Value**
- To always create value for our shareholders, customers and our people



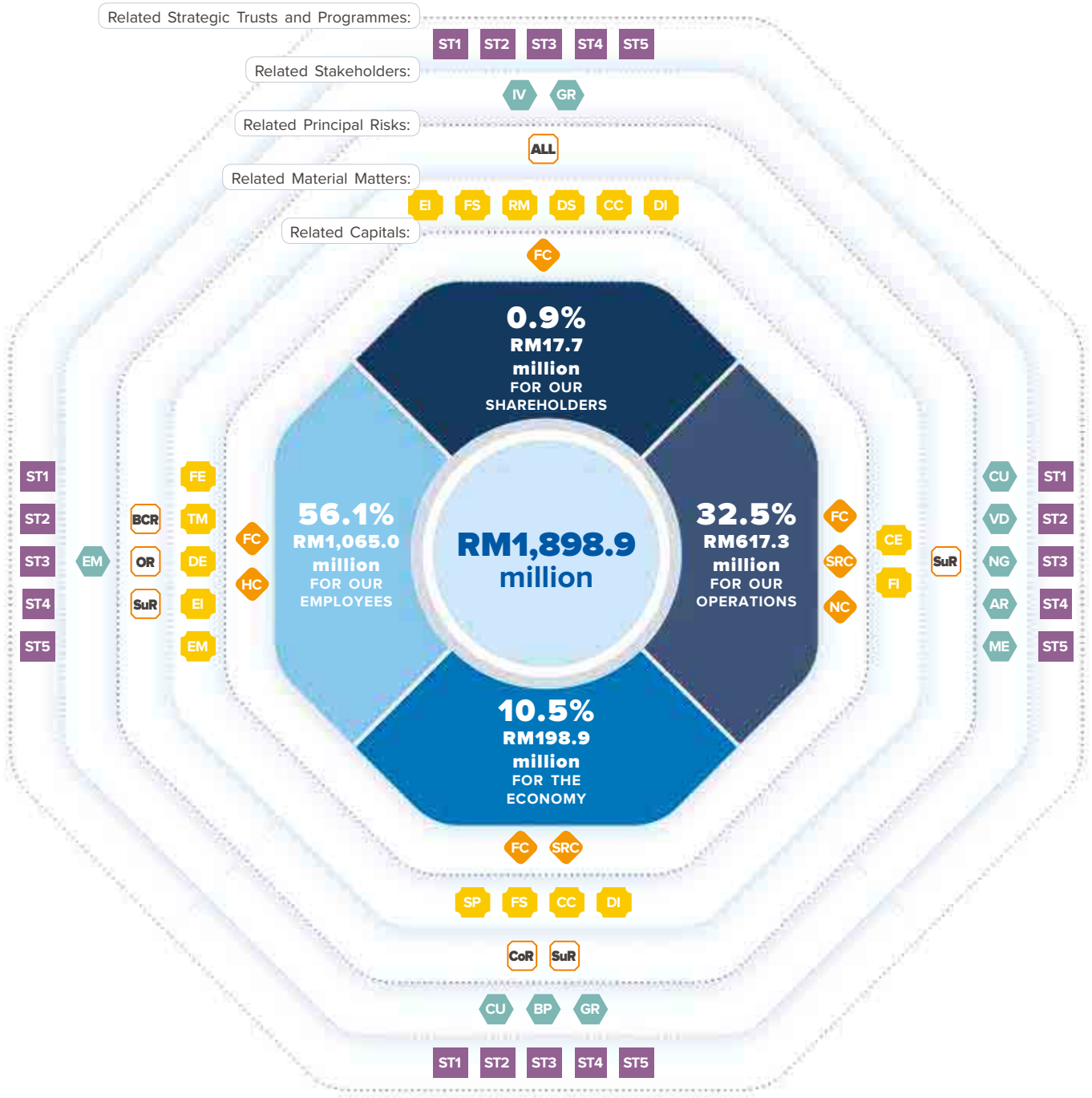
- A**lways innovating and adapting
- F**orever working as a team as we are one family
- F**air treatment, diversity and sustainability
- I**ntegrity is our foundation
- N**ever-ending customer centricity



HOW WE DISTRIBUTE VALUE CREATED

In alignment with our commitment to stakeholders, AFFIN delivers value in impactful and meaningful ways, extending beyond financial contributions for all stakeholders. Our stakeholders benefit from a range of intangible assets, including employee development programs and diverse community initiatives, all aimed at fostering a more sustainable future.

Value created in 2024 was distributed as follows:



OPERATING ENVIRONMENT: GLOBAL AND MALAYSIAN ECONOMIC REVIEW AND OUTLOOK

The Global Economy

The global economy performed resiliently in 2024, growing at a respectable rate of 3.2%, according to the International Monetary Fund (IMF), despite a raft of economic and geopolitical challenges.

A significant development in 2024 was the notable decline in global inflation rates, which fell to near pre-pandemic levels with minimal impact on economic growth. This trend allowed central banks, including the Federal Reserve and the European Central Bank, to begin easing their monetary policies by reducing interest rates, with the effect of driving borrowing and stimulating equity markets.

In 2024, we navigated multiple global challenges that influenced our operations, strategic planning and financial performance. Key challenges included:

Geopolitical Risks

Rising geopolitical tensions in the Middle East, the Russia-Ukraine conflict, China-Taiwan relations and South China Sea territorial disputes created uncertainties in the financial markets.

Commodity Price Volatility

Fluctuating commodity prices, particularly Brent crude oil ranging between US\$75 and US\$80 per barrel, impacted government revenues and economic performance, especially within the mining sector.

Trade Policy Disruptions

Protectionist trade policies from major economies, including tariff hikes and retaliatory measures, disrupted global supply chains and commodity prices.

Climate-Related Risks

Climate change remained a long-term threat, posing risks to agriculture, infrastructure and overall economic stability.

Looking ahead to 2025, the IMF projects a slight uptick in global growth to 3.3%, which nevertheless remains below the historical average of 3.7% observed between 2000 and 2019. However, this is predicated on the assumption of continued interest rate declines which will be affected by changes in the geopolitical and geoeconomic climate. Specifically, the policy shifts adopted by the new US administration has brought the potential impact of tariffs back to the table, raising the threat of renewed inflationary pressure and stunted global growth due to the mass imposition of trade barriers.

Sources

1. World Economic Outlook Update, January 2025: Global Growth: Divergent and Uncertain | IMF | January 2025
2. Department of Statistics (DOSM), 14 February 2025; Gross Domestic Product Fourth Quarter 2024
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The Malaysian Economy

The Malaysian economy recorded healthy growth of 5.1% in 2024, supported by strong investment activity and improving exports, with household spending remaining resilient due to positive labour market conditions and effective policy support.

Exports continued to expand during the year, benefiting from recovering global demand and the tech upcycle, while imports rose in tandem with higher demand for capital and intermediate goods, reflecting increased investment and trade activity. These positive trends were supported by manageable inflation, which averaged 1.8% throughout the year, reinforcing economic stability.

In summary, the economy's key growth drivers were:

Consumer Spending & Labour Market

Private consumption grew by **+5.1%** y-o-y in 2024 (2023: +4.7%) supported by stable unemployment rate at 3.2% for both 4Q and 3Q 2024 as well as steady growth in employment, private sector wages, increase tourism activities and supportive policy measures.

Trade & Exports

Malaysia's total trade increased **9.2%** y-o-y in 2024 at RM2.9 trillion as compared to RM2.6 trillion in 2023.

Export for 2024 increased by 5.7% y-o-y (2023 : -8.0%) driven by a strong growth in export goods particularly the electric and electronic ("E&E") products.

Investment & Infrastructure Development

Investment increased by **11.7%** valued at RM89.1 billion supported by higher private and public spending in construction and equipments on going infrastructure projects.

Manufacturing

The Manufacturing sector moderated to **4.4%** as compared to 5.6% in Q3 2024, sustained by strong export demand in E&E segment and resilient domestic consumption.

Overall for 2024, the Manufacturing sector grew much better by 4.2% as compared to 0.7% growth in 2023.

Construction

The Construction sector expanded further by **20.7%** y-o-y in 4Q 2024 (Q3 2024: 19.9%) fueled by strong momentum across all segments especially under the large-scale infrastructure projects under the government's agenda.

Looking ahead to 2025, Malaysia's economy is expected to maintain solid growth of between 4.5% and 5.5%, fuelled by strong domestic consumption, strong investment, and sustained external trade activity. The services, manufacturing and ICT sectors will be key drivers of this growth, with digital technology in particular set to be a hotbed for innovation.

At the household level, inflation will be outpaced by higher disposable incomes, a favourable labour market, and targeted government initiatives. Furthermore, the salary hike for government servant in December 2024 and the minimum wages increase from RM1,500 to RM1,700, which comes into effect in 1st February 2025, will help sustain household purchasing power.

Nevertheless, planned fiscal reforms, including the potential RON95 fuel subsidy restructuring and electricity tariff hike plan in 1st July 2025, might impact prices and increase the cost of living, creating knock-on impacts across the economy.

In summation, despite potential headwinds, Malaysia's strong economic fundamentals, proactive policy measures, and resilient domestic demand will provide a solid foundation for continued growth in 2025. Against this backdrop, we remain well-positioned to navigate evolving market conditions, leveraging strong risk management, strategic planning, and a focus on remaining agile and customer focused.

STRATEGIC REVIEW

OPERATING ENVIRONMENT:
BANKING SECTOR REVIEW AND OUTLOOK

Banking Sector Review & Outlook

The banking sector continued to exhibit steady growth in 2024, supported by resilient loan expansion, a healthy influx of loan applications and robust deposit growth. However, rising gross impaired loans (GIL) and liquidity challenges posed potential risks, underscoring the need for prudent risk management and sustainable financial strategies.

LOAN GROWTH

The increase in the total value of loans issued by banks over a specific period, reflecting credit demand and economic activity.

DEVELOPMENTS IN 2024

POSITIVE

- The banking industry's loan growth grew 5.5% y-o-y in 2024 as compared to 5.3% y-o-y-growth in 2023 driven by strong growth in retail loans and business loans.
- The retail loans grew by 6.0% y-o-y, supported by loans for purchasing residential and passenger cars while the business loan grew by 3.9% y-o-y, contributing by robust loan growth for construction and working capital.
- The government's initiatives under Ekonomi Madani framework such as the National Energy Transition Roadmap (NETR), the New Industrial Master Plan 2030 (NIMP), the 12th Malaysia Plan Mid-Term Review (12MP MTR) and Budget 2024 measures implemented have supported the landing activities particularly in sectors such as manufacturing, retail and construction.

NEGATIVE

- Weaker expansion in auto loans, slowing from 10.1% year-on-year (y-o-y) at end-July 2024 to 8.5% y-o-y at end-December 2024.
- Average Lending Rate (ALR) is being compressed. It has dropped -34bps from 5.45% by end-2023 to 5.11% by end-2024
- Residential mortgages and SME segments remain highly competitive.
- The banking sector faced heightened competition among local and foreign lenders, potentially limiting profitability and pressuring net interest margins.

OUTLOOK FOR 2025

- Banking sector loan growth for 2025 is expected to be 6%, assuming the Overnight Policy Rate (OPR) rate remains stable at 3.0%.
- Festive seasons such as Chinese New Year and Hari Raya in Q1 2025, the minimum wage increase effective 1st February 2025, the launch of new passenger vehicles models and property launches in Johor-Singapore Special Economic Zone (JS-SEZ) and Penang robust development are expected to boost household and business loan demand further.

LOAN APPLICATIONS

The total number or value of requests from individuals and businesses seeking credit from banks, indicative of borrowing trends and economic confidence.

DEVELOPMENTS IN 2024

POSITIVE

- The SME Sentiment Index showed rising confidence among micro, small and medium enterprises (MSMEs), signalling a positive outlook for business financing and economic activity.

NEGATIVE

- A noticeable decline in loan applications and approvals within the household segment, reflecting weaker credit demand.
- Loan application growth from Jan-Dec 2024 slowed by 3.0% y-o-y with loan approval rate stands at 1.2% y-o-y.
- Based on segment, the business loan application grew at 3.5% y-o-y with loan approval rate at 2.5% y-o-y while household loan application grew at 2.5% y-o-y with loan approval rate at -0.3% y-o-y.
- The potential rationalisation of RON 95 fuel subsidies and electricity tariff hike in 2H2025, minimum salary hike in 1st February 2025 and mandatory EPF contribution for foreign workers could further dampen consumer and business credit demand, adding pressure on low-income households and SMEs.

OUTLOOK FOR 2025

- **Business Loans:** Expected to be the main driver of loan growth, supported by ongoing infrastructure projects and increased investments in renewable energy (RE).
- **Consumer Loans:** While demand may soften slightly due to potential inflationary pressures from subsidy rationalisation, overall appetite remains strong, particularly for housing and automotive loans.

DEPOSITS GROWTH

The rise in banking total deposits over time, driven by consumer confidence, liquidity levels and economic stability.

DEVELOPMENTS IN 2024

POSITIVE

- Competition for deposits began to normalise, leading to lower costs for banks in attracting and retaining deposits.
- Current Accounts Saving Accounts (CASA) deposit growth at 4.7% y-o-y in 2024, outpaced Fixed deposit (FD) growth at 3.9% y-o-y.
- CASA ratio stands at 31.4% following FD decline rates across multiple tenor, as the banks continue to manage down funding cost to preserve Net Interest Margin (NIM).
- Malaysian banks experienced a recovery in NIM due to easing in deposit competition and improved management of funding costs.

NEGATIVE

- The deposit growth, grew slower at 3.0% y-o-y in December 2024 as compared with 5.6% y-o-y in December 2023, posing potential challenges for banks in maintaining illiquidity and funding loan portfolios.
- Uncertainties remain in the broader economic environment, particularly in global economic conditions and domestic investment activity, posing risks to banking performance and deposit growth.

OUTLOOK FOR 2025

- Malaysia's deposit growth outlook for 2025 appears positive, supported by improving economic conditions and rising consumer confidence.
- The banking sector is expected to maintain a steady deposit growth rate of 5% to 6% y-o-y.
- Stronger economic fundamentals and stable financial conditions will drive deposit accumulation.

STRATEGIC REVIEW

OPERATING ENVIRONMENT:

BANKING SECTOR REVIEW AND OUTLOOK

GROSS IMPAIRED LOANS (GIL)

The total non-performing loans in the banking sector, which indicates asset quality and credit risk exposure.

DEVELOPMENTS IN 2024

POSITIVE

- The GIL ratio for Malaysian banks remained low at 1.4% as of December 2024, improving from 1.65% in December 2023, driven by reduction on all segments especially personal use and construction. This the best performance since April 2021.
- Banks' loan loss coverage ratio (including regulatory reserves) remain prudent at 129.1% of impaired loans in end-December 2024 as compared to 128.0% in end-November 2024.
- The lower GIL was contributed by robust economic performance and stable labour market conditions.

NEGATIVE

- The banking sector may face challenges from subsidy rationalisation and policy shifts that could impact borrower repayment capabilities, while any adverse changes in the currently low 3.2% unemployment rate may further weaken loan performance.
- Although overall asset quality remained stable, loan disbursements in manufacturing and construction showed signs of slowing, posing risks if economic conditions deteriorated.
- Loan growth moderated towards the end of 2024, with credit to the private non-financial sector grew 5.2% y-o-y (November 2024: 5.4%), amid a moderation in growth for outstanding business loans and corporate bonds.
- The growth in business loans moderated, following slower loan growth among non-SMEs. Nevertheless, SME loan growth remained broadly sustained.

OUTLOOK FOR 2025

- The outlook for Malaysia's GIL in 2025 remains positive, with indicators suggesting continued improvement in asset quality and stable loan growth.
- As of December 2024, the GIL ratio improved to 1.44% y-o-y, down from 1.65% y-o-y in December 2023, driven by further GIL reduction under construction and personal use due stable employment and higher infrastructure activities.
- Malaysia's economy is forecasted to grow by 4.5% to 5.5% in 2025, supporting continued loan demand and lower impaired loans.
- The banking sector is expected to see 5-6% total loan growth in 2025, driven by strong demand for personal financing, mortgages and business loans, further strengthening overall asset quality.

LIQUIDITY

The ability of banks to meet short-term obligations and sustain lending activities while managing funding costs and deposit levels.

DEVELOPMENTS IN 2024

POSITIVE

- The banking system maintained strong liquidity buffers, with an aggregate Liquidity Coverage Ratio (LCR) of 161% in December 2024, up from 148% in November 2024.
- The loan to deposit ratio remained broadly stable at 87.8% in December 2024, compared to 85.8% in December 2023.

NEGATIVE

- Despite stable liquidity, Malaysian banks may face pressure on net interest margins due to intense competition.
- A slowdown in loan growth could impact liquidity, as banks depend on lending for revenue generation.
- FD rates for conventional had decreased for all maturities except 3-months tenure but FD rates for Islamic had increased for all maturities. Islamic banks operate on a profit-sharing basis rather than paying interest. Higher FD rates in the market may require Islamic banks to adjust their profit-sharing ratios to remain attractive to depositor.

OUTLOOK FOR 2025

- Malaysia's liquidity outlook for 2025 remains positive, underpinned by strong domestic demand, a stable banking sector and investment opportunities.
- However, external uncertainties, including high US Treasury yields and global trade policy concerns, could pose risks to liquidity conditions.

KEY MARKET TRENDS



The global economy demonstrated remarkable resilience, and it is projected that this resilience will continue, with global GDP increasing by 3.3% in 2025. However, this sustained overall performance masks significant differences across regions and countries and is surrounded by important downside risks and uncertainties. More specifically, there were increasing risks related to rising trade tensions and protectionism, a possible escalation of geopolitical conflicts, tariff wars and challenging fiscal policies in some countries.

RISKS & OPPORTUNITIES

Risks

- Disruptions in trade and supply chains, rising energy prices, increased financial market volatility and higher borrowing costs driving up inflation due to ongoing geopolitical conflicts and uncertainties.
- Reduced spending capabilities and limited credit generation restricting investment due to slowing economic growth, as many central banks raised interest rates to curb inflation, leading to higher borrowing costs.

Opportunities

- Develop proactive scenario planning to prepare for various potential economic conditions, enabling us to navigate global economic uncertainty more effectively.
- Prioritise regular risk assessments and implement strategies such as diversification of lending and investments, as well as hedging, to protect against financial volatility.

OUR RESPONSE

- Constantly assessed and monitored global events that could influence inflation, interest rates and ringgit movements.
- Progressively phased out all high fixed interest rate products to keep liquidity costs at a lower level, thereby ensuring profitability by maintaining our net interest margin at an adequate level.

OUTLOOK

While geopolitical tensions persist, there are signs that countries are beginning to navigate these challenges more effectively. However, new policies from the US, particularly under President Donald Trump, may introduce protectionist measures that could create short-term volatility while also encouraging domestic economic adjustments.

Key Alignments

Capitals **FC** **SC**

Risks **FLR** **MR** **CR** **FR** **OR** **CoR** **BCR**

Stakeholder Groups **CU** **IV** **EM** **GR**

Our Strategic Objectives **RB**

Material Matters **FS** **CC** **SP** **DI** **DS** **RM** **TM**

STRATEGIC REVIEW
KEY MARKET TRENDS



Malaysia’s digital investment surged to RM66.22 billion in the first half of 2024, surpassing 2023’s total, as the country continues driving digital transformation through key incentives like Malaysia Digital (MD) Tax Incentives, the streamlined Foreign Knowledge Worker (FKW) process and the National e-Invoicing (NEI) initiative. In the banking sector, two new digital banking licences were approved in December 2024 – KAF Digital Bank and Ryt Bank (under YTL Digital Banking) – bringing the total number of digital banks in Malaysia to five. Additionally, Japan’s Seven Bank entered the market under the brand name Reachful, planning to install 100 units of Cash Recycling Machines (CRM) at 100 selected 7-Eleven stores to enhance digital banking accessibility.

RISKS & OPPORTUNITIES

Risks

- Increased competition in the banking industry, particularly in deposits, personal loan financing, investment, insurance, remittances and payment solutions, as a result of the increasing presence of new players in the digital banking space.

Opportunities

- Leverage the current gap in digital loan products by learning and monitoring the benefits of digital banking while gradually enhancing our own digital capabilities without the urgency of an immediate upgrade.
- Upgrade our banking capabilities to serve more customers with enhanced and sophisticated products while improving banking efficiency.

OUR RESPONSE

- Promoted our digital products, such as SME Colony, AFFINMAX, mobile banking and internet banking, to help businesses enhance efficiency and improve customer experiences.
- Leveraged our partnership with ACI Worldwide, a Nasdaq-listed company that operates global payments software, to deliver integrated, value-driven payment solutions that cater to the diverse needs of today’s dynamic business landscape and customer demands.

OUTLOOK

Malaysia’s rapid digitisation is transforming the financial sector, with internet penetration exceeding 97% and mobile penetration reaching nearly 130%. The digital economy, which contributed 23% to GDP in 2022, is expected to surpass 25% by 2025. Digital banking adoption continues to rise, with 90% of Malaysians using digital services regularly, while e-wallets and financial technology play a crucial role in expanding financial inclusion, particularly for underbanked populations. Islamic fintech is also growing, driven by demand for Shariah-compliant services and Malaysia’s strong regulatory framework, positioning the country as a global Islamic finance hub. Additionally, SMEs, especially micro-SMEs, are increasingly adopting digital banking to enhance financial access and efficiency.

Key Alignments

Capitals **FC** **IC** **HC** **SRC**

Our Strategic Objectives **DL**

Risks **CR** **MR** **FR** **NFR** **BCR** **IRR** **OR** **CoR**

Our Strategic Trusts **ST2** **ST3** **ST4**

Stakeholder Groups

CU **IV** **EM** **NG** **BP** **VP** **GR**

Material Matters

FS **CC** **DI** **DS** **TM** **FI**



The banking industry faces ongoing workforce challenges driven by rapid technological advancements, changing market demands, shifting employee expectations, and evolving skill requirements. Digitalisation has profoundly transformed financial services, with automation, artificial intelligence (AI) and data-driven strategic decision-making becoming essential to operations. At the same time, changing customer expectations and evolving regulatory frameworks have intensified the demand for specialised expertise, further shaping the industry’s workforce dynamics.

RISKS & OPPORTUNITIES

Risks

- Reduced pace of digital transformation and innovation due to a significant skills gap in critical areas such as AI, data science and machine learning.
- Rising operational costs and complexity as a result of heightened regulatory scrutiny on compliance and cybersecurity.

Opportunities

- Redefine our workforce strategies to attract top digital talent while investing in reskilling initiatives for current staff to drive innovation and enhance customer-centric services.
- Strengthen our risk management and governance frameworks to ensure ongoing compliance, build customer trust and gain a competitive edge in secure digital banking.

OUR RESPONSE

- Structured the organisation and retrained staff to ensure they can adapt to new job roles, expectations and work environments.
- Assessed risk and compliance issues related to regulatory requirements and cybersecurity to maintain operational integrity.
- Equipped our staff with the necessary knowledge and skills to uphold trust and stability in the financial system.
- Provided better opportunities for existing staff to grow, develop new skills and maintain a healthy work-life balance.
- Offered incentives to attract new talent and strengthen our workforce.
- Took deliberate steps to attract and retain skilled professionals by extending counter offers to retain existing talent and enhancing benefits such as flexible work arrangements to meet employee expectations.

OUTLOOK

The presence of new digital banks in Malaysia will intensify talent competition, particularly in the financial sector. Demand for professionals in regulatory compliance is rising as financial institutions navigate evolving regulations in governance, data privacy and ESG requirements. Additionally, the transition towards sustainability in the banking sector is driving significant demand for candidates with expertise in green financing, impact assessment, risk management, sustainable financing and corporate responsibility. As a result, most companies are expected to offer pay increases between 20% to 25% for job movers, with increments reaching up to 30% for individuals possessing niche or in-demand skill sets.



STRATEGIC REVIEW
KEY MARKET TRENDS

**GROWING
CONSUMER
SOPHISTICATION**

As consumer sophistication grows in Malaysia’s banking sector, industry players face both challenges and opportunities to innovate, compete and expand their market share while adapting to changing customer expectations and enhancing digital offerings. In view of the development of blockchain and digital assets as key to digital transformation, as the market expands, financial institutions can explore blockchain-driven products while ensuring regulatory compliance.

RISKS & OPPORTUNITIES

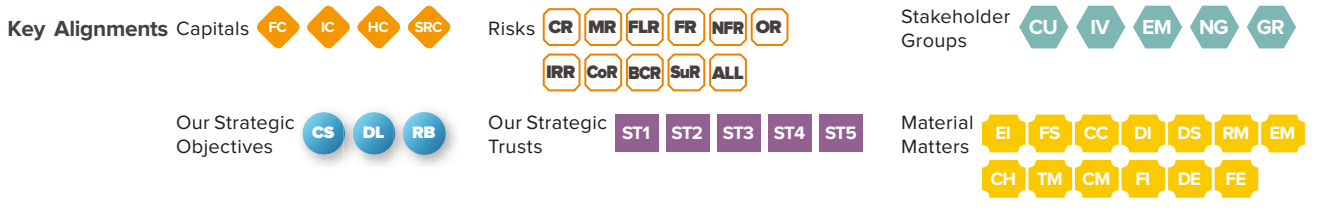
- Risks**
- Challenges in talent retention and rising operational costs as competition for fintech, cybersecurity and AI expertise intensifies.
 - Customer attrition and weaker market position due to insufficient investment in user-friendly, sustainability-focused digital banking solutions.
 - Cybersecurity vulnerabilities and regulatory pressures as increasing digital transactions expose us to higher risks of data breaches, fraud and stricter compliance requirements.
- Opportunities**
- Invest in advanced technologies to enhance customer experience, operational efficiency and competitive strength.
 - Collaborate with fintech firms and embrace ESG-driven strategies to attract investors and expand our market reach.
 - Improve our security frameworks to safeguard data, mitigate threats and reinforce customer trust.

OUR RESPONSE

- Allocated 80% of our RM400 million capital expenditure for digital initiatives, enabling us to develop advanced digital banking solutions to meet the evolving expectations of tech-savvy consumers.
- Continued executing an extensive growth strategy to transform into a forward-looking, tech-enabled and customer-centric organisation.

OUTLOOK

To meet evolving consumer expectations and remain competitive in the rapidly changing financial landscape, we must prioritise innovation, security and ethical practices. Embracing collaboration with fintech firms, investing in cutting-edge digital infrastructure, and aligning with global trends such as ESG, sustainability and open banking will be crucial for long-term success. As customer demands grow more sophisticated, the ability to integrate advanced technologies, ensure robust cybersecurity and uphold responsible banking practices will play a vital role in driving trust, enhancing user experience and sustaining market leadership.





Political events, international conflicts and economic policies that disrupt global financial systems directly impact banks by driving market volatility, currency fluctuations, trade restrictions and regulatory shifts. For example, trade tensions from tariffs imposed by the Trump administration have disrupted supply chains and global financial markets, while conflicts such as the war in Ukraine and tensions in the Middle East have led to rising energy costs, inflation and financial uncertainty.

RISKS & OPPORTUNITIES

Risks

- Increased credit risk as the US-China trade war reduces demand for key Malaysian exports, such as semiconductors, potentially impacting businesses reliant on these markets.
- Rising global inflation and borrower repayment challenges due to the ongoing Russia-Ukraine conflict, which continues to drive up global energy prices and increase the financial strain on businesses and consumers.

Opportunities

- Attract foreign investments to mitigate the direct impact from protectionism measures such as tariffs, where the domestic economy supported by stable political environment and friendly business policies.

OUR RESPONSE

- Enhanced risk assessment in our loan evaluations, investments and trade finance applications to mitigate potential financial risks.
- Reduced our exposure to sectors vulnerable to sanctions or supply chain disruptions to safeguard asset quality.
- Hedged against volatile exchange rates to protect trade financing and foreign currency-denominated assets.
- Maintained higher liquidity buffers to cushion against sudden capital outflows or credit crunches.
- Diversified our risks by focusing on less vulnerable sectors such as digital transformation, renewable energy (RE) and sustainable agriculture.

OUTLOOK

The new US administration could introduce tariffs that impact Malaysia's export-driven sectors. Approximately 5% of its total value-added is linked to US demand, making the economy vulnerable to shifts in trade policies. At the same time, escalating conflicts in the Middle East threaten global oil supplies, leading to volatile commodity prices that could affect Malaysia's energy security and economic stability. Geopolitical uncertainties, including US-China tensions and the Russia-Ukraine conflict, continue to disrupt global supply chains, creating challenges for Malaysia's manufacturing sector, particularly in semiconductors and other key industries. However, Malaysia's upcoming ASEAN chairmanship in 2025 presents opportunities to strengthen regional trade, infrastructure development and investment flows. Additionally, the country's commitment to energy transition through the National Energy Transition Roadmap (NETR) will drive cleaner technology adoption, reinforcing long-term economic resilience and sustainability.

Key Alignments

Capitals	FC	HC	SRC	Risks	ALL	Stakeholder Groups	CU	IV	EM	NG	GR	
Our Strategic Objectives	DL	RB	Our Strategic Trusts	ST1	ST2	ST3	Material Matters	FS	CC	RM	DI	FI

STRATEGIC REVIEW
KEY MARKET TRENDS



**TRANSITION
TO A
LOW-CARBON
ECONOMY**

The transition to a low-carbon economy remains a key global priority, with industries, governments and societies increasingly adopting sustainable practices to minimise greenhouse gas (GHG) emissions. The shift towards RE, enhanced energy efficiency and technological innovation continues to drive systemic changes across various sectors, aiming to reduce reliance on fossil fuels while maintaining economic growth. Policymakers and businesses are accelerating efforts to align with climate targets, integrating sustainability into governance frameworks and corporate strategies.

RISKS & OPPORTUNITIES

- Risks**
- Phasing out coal and gas require substantial investment, regulatory support and infrastructure development. Challenges in the transition process may impact on energy security and economic stability.
 - Slower transition to electric vehicles (EVs) resulting from inadequate EV infrastructure and limited growth in battery production, make it difficult to achieve the target of 80% EV sales by 2040.
- Opportunities**
- Improve waste management and promote a circular economy to reduce pollution and preserve resources while making steady progress towards the 40% landfill diversion target by 2025.
 - Expand energy management solutions and develop hydrogen hubs to boost efficiency, drive economic growth and position Malaysia as a leader in sustainable energy innovation.

OUR RESPONSE

- Established the Group Board Sustainability Committee in 2023 to oversee climate opportunities, ensuring alignment with national sustainability goals.
- Financed solar energy projects for commercial and industrial clients to support the transition to RE.
- Implemented paperless banking initiatives by enhancing digitalisation efforts, including e-statements and online banking platforms, to reduce paper usage.
- Converted 9.2% of branch offices to RE, primarily solar, to minimise our carbon footprint.
- Joined the Klang River Transformation Project as a corporate sponsor to contribute to environmental conservation and waterway rehabilitation through Interceptor 002.
- Established Sustainable Finance Framework to guide our business unit in identifying activities/projects that promote sustainable development and the the transition to low-carbon economy.
- Initiated measurement of our financed emission to understand and manage our environmental footprint associated with our value chain and subsequently seek to decrease our financed emission to facilitate a just transition to a low carbon economy.

OUTLOOK

Malaysia’s transition to a low-carbon economy is expected to accelerate over the next decade, driven by the government’s pledge to achieve carbon neutrality by 2050. The NETR and the Hydrogen Economy and Technology Roadmap outline key strategies for integrating RE and hydrogen-based solutions into the national energy mix. The Bursa Carbon Exchange and the planned carbon tax regime will further incentivise emissions reductions and attract green investments.

Domestically, the Net Energy Metering (NEM) scheme is offering financial incentives to businesses and households to promote solar rooftop adoption, further supporting the country’s transition to RE.

Additionally, Malaysia is strengthening regional cooperation through the ASEAN Power Grid, a cross-border RE initiative aimed at enhancing energy security and sustainability across member states.

<p>Key Alignments</p> <p>Capitals FC IC HC SRC NC</p> <p>Our Strategic Objectives CS RB</p>	<p>Risks ALL</p> <p>Our Strategic Trusts ST1 ST2 ST3 ST4 ST5</p>	<p>Stakeholder Groups CU IV EM NG GR</p> <p>Material Matters FS EM CH SP EI</p>
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KEY TRENDS AND EXPECTATIONS FOR MALAYSIAN BANKING BY 2030

Rise of Digital Banks

The increasing number of digital banks is set to disrupt traditional banking models. These digital banks are able to leverage technology to offer competitive products and services, at lower costs and with faster turnaround times. Digital platforms also allow banks to target underserved segments and improve financial inclusion. Increased competition may lead to consolidation among traditional banks as they adapt to the new landscape. However, traditional banking system will complement each other for broader reach and customer engagement.

Growth of Islamic Banking

By 2030, Malaysia's Islamic banking sector is projected to achieve parity with conventional banking, with 50% market share of total banking assets. This growth reflects rising consumer demand for ethical and Shariah-compliant financial products and the industry's strong response to providing high-quality Islamic finance.

Decline of Physical Branches

The number of physical bank branches is expected to continue decreasing significantly, with projections of nearly 600 closures by 2030. While branches will still exist, their role will change to other roles such as **branding awareness** to increase visibility and attract foot traffic, a **community engagement centre** especially in creating financial education awareness, advisory services and fraud deterrence, a problem solving centre which **provide special services to handle complex issues** which cannot on be handle online or via call centre.

Enhanced Digital Finance Adoption

The fintech sector is anticipated to grow substantially, with the market expected to grow substantially in double digit by 2030. The adoption of digital finance solutions such as e-wallets, peer-to-peer lending, and alternative financing will continue to rise, driven by regulatory support and changing consumer preferences.

Data-Driven Personalisation

Banks will increasingly utilise advance data analytics to offer personalised services tailored to individual customer needs. This approach will enhance customer engagement and loyalty while improving operational efficiency through targeted marketing strategies.

Integration of Advanced Technologies

Technologies such as artificial intelligence (AI), blockchain, and automation will play crucial roles in making banking operations more accurate and efficient. AI-driven insights will facilitate better decision-making, while blockchain technology could enhance transparency and security in transactions.

Workforce Transformation

The financial workforce will undergo significant changes, with an emphasis on developing skills relevant to digital banking and fintech innovations. Initiatives like the Future Skills Framework aim to equip workers with the necessary competencies for a rapidly evolving industry.

Increased Focus on Sustainability

Sustainability will become a priority for banks in response to consumer expectations of responsible banking practices. This includes integrating sustainability into their operations and business models, in addition to offering sustainable financing options to support sustainability efforts.

Open Banking Initiatives

The move towards open banking will allow third-party providers access to bank data (albeit with expressed customer consent), fostering innovation in financial services and creating new opportunities for collaboration between banks and fintech companies.