



60th Annual General Meeting

Dato' Mohd Rashid Mohamad
Group Managing Director and
Group Chief Executive Officer

6th May 2026



**PROGRESS
WITH
PURPOSE**



**PROGRESS
WITH
PURPOSE**

01

At A Glance

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Key Highlights

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Delivering Shareholder Value

04

Driving Impactful Progress



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At A Glance



Robust 2025 Results

- ◆ **RM8.8 billion** in Total Income; a respectable annual growth of 5%*
 - ◆ Net fund based income ↑ 4%
 - ◆ Non-fund based income ↑ 6%*
- ◆ Asset Quality Improving
 - ◆ Gross impaired loans at 1.41%; ↓ 6 basis points (bps)
 - ◆ Credit cost at 13 bps; ↓ 9 bps
- ◆ Record net profit of **RM3.4 billion**
 - ◆ Industry leading growth; ↑ 8%
 - ◆ Return on Equity 10.5%; ↑ 0.5%
- ◆ Preserving strong fundamentals with a **Group CET-1** high of **15.2%**

* Normalised for a one-off private equity revaluation



Delivering increased Shareholder returns

- ◆ Creating long-term shareholder value via capital gains and higher dividends
- ◆ **Highest** ever dividend payout at 65%
- ◆ At 6.5%; ranks amongst the **top dividend-yielding** stocks on the KLCI
- ◆ Dividend per share **increased** to 50 sen; higher by 7 sen
- ◆ Share price appreciated 19% in 2025; amongst the **top gainers** in Bursa
- ◆ Achieved 1-Year Total Shareholder Return of 26.7%, the **highest** amongst the Top 6 banks



Progressing our Strategic Agenda

- ◆ PROGRESS27 3-Year Strategy announced in March 2025
- ◆ Strategic clarity and execution via 8 distinctive and impactful programmes
- ◆ **Cost optimised** to the tune of **RM158 million** in 2025 via various initiatives
- ◆ **New and improved** Bancassurance Agreement finalised in August 2025
- ◆ Net Promoter Score improved to +28; placing RHB firmly in **2nd place**
- ◆ Fortified our digital footprint; awarded **Best e-Payments Bank** by Paynet

Progress27



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Delivering Shareholder Value

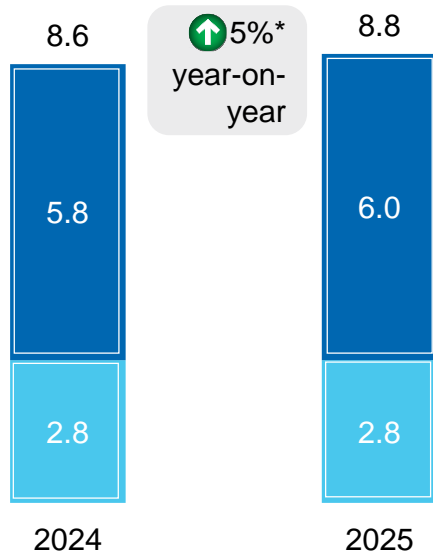
04

Driving Impactful Progress

Total income closing in on a landmark RM9 billion

TOTAL INCOME growth of 5%*

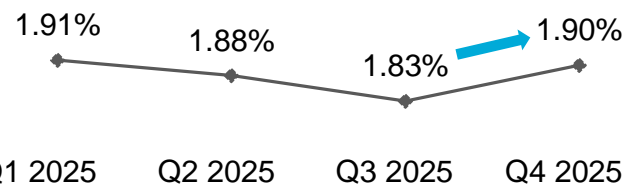
RM billion



- Net fund based income
- Non-fund based income

* Normalised for a one-off private equity revaluation

NET INTEREST MARGIN (NIM)[^] rebounded sharply in Q4 2025



Initial impact to NIM due to

- Overnight policy rate cut of 25 bps
- Steep decline in Singapore Overnight Rate Average

Subsequent mitigants

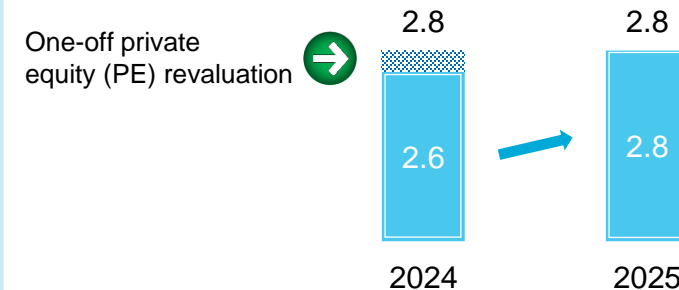
- RM1.3 billion bancassurance **zero cost funds**
- Continuous **deposit repricing** in Q3 and Q4 2025
- Statutory Reserve Requirement **lowered to 1%**

Net fund based income **up 4%** year-on-year

[^] Group NIM including liability management initiative

NON-FUND BASED INCOME up 6%* mix exceeds 30%

RM billion



Fee income **up 8%**

- Growth from Investment Bank and bancassurance
- Partly offset by industry-wide brokerage decline

Normalised treasury income **up 9%**

- Excluding the one-off PE revaluation gain of RM168 million in 2024; loss of RM50 million in 2025



Outlook

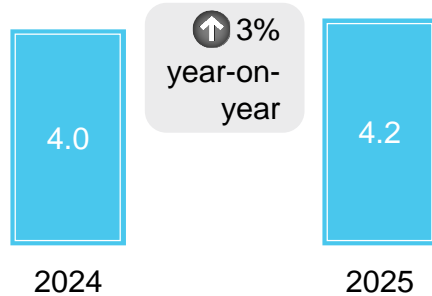
“Better overall income growth driven by **bancassurance** and **wealth** sales; building **transaction banking**; asset growth in **high yielding segments**”

Cost growth contained; disciplined spending to drive scalable growth



COST growth of only 3% (vs 9% last year)

RM billion



Cost Composition	2024	2025	%
Personnel Expenses	2.42	2.47	↑ 2%
Establishment Expenses	0.98	0.99	↑ 2%
of which: IT Expenses	0.36	0.39	↑ 11%
Marketing Expenses	0.28	0.33	↑ 18%
Administration & General Expenses	0.34	0.37	↑ 7%
Total	4.02	4.15	↑ 3%

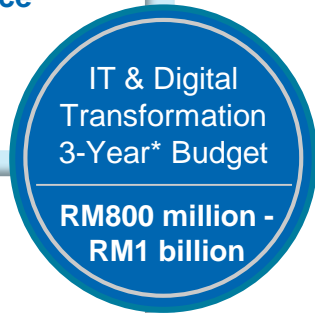
STRATEGICALLY INVESTING for growth



Enhance Service Excellence



Advance AI & Automation



Improve System Resiliency & Operational Efficiency



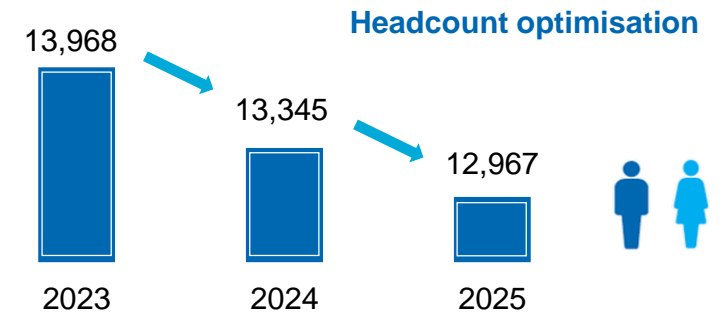
Strengthen Cybersecurity Resilience

* 3-year from 2025 to 2027

COST OPTIMISATION PROGRAMME delivering tangible outcomes

Optimised **RM158 million** of cost in 2025 via

- ◆ Strategic workforce planning to improve productivity
- ◆ Process re-engineering of key banking processes
- ◆ Implementation of new procurement strategies



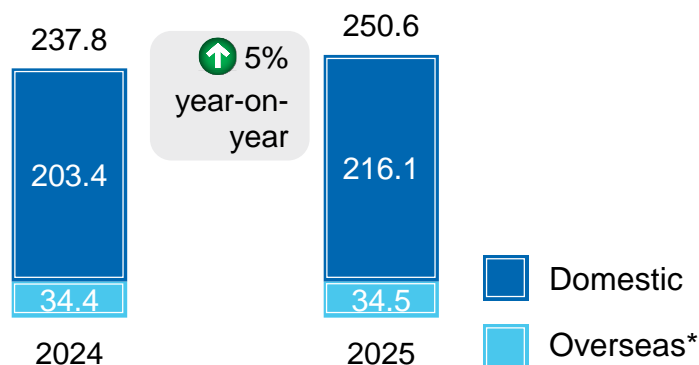
Outlook

“Cost optimisation target raised to **RM800 million** by 2027 (from *RM500 million* earlier)”

Encouraging loans growth; effectively funded by CASA

Broad-based loans growth across ALL business groups

RM billion



Strategic Business Group	2024	2025	%
Group Community Banking	122.0	130.4	↑ 7%
Group Corporate & Business Banking	79.3	83.2	↑ 5%
Group Wholesale Banking	2.3	2.6	↑ 13%
Group International Business*	34.2	34.4	↑ 1%
Total Group	237.8	250.6	↑ 5%

* Group International Business does not include RHB Securities Indonesia which is subsumed under wholesale banking

Achieved above industry loans growth

Loans Growth	RHB	Industry
Domestic [^]	↑ 6%	↑ 5%
Retail Banking	↑ 7%	↑ 5%
Mortgage	↑ 8%	↑ 6%
Auto Financing	↑ 10%	↑ 7%

- ◆ Excluding the FX impact on Ringgit strengthening, **Group's loans growth was 6%**
- ◆ Overall SME loans growth was flattish, albeit our preferred **Middle Market segment grew 7%**
- ◆ Singapore grew a **respectable 4%** compensating for the contraction in other regional markets

[^] Including Labuan

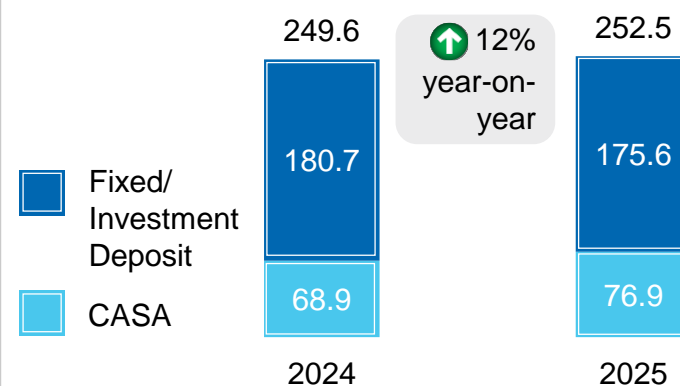


Outlook

"Prioritise growth in high yielding segments (Commercial and SME) complemented by sustained momentum in core retail segments"

CASA growth of 12% improved CASA mix to >30%

RM billion



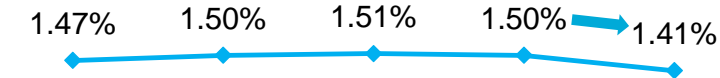
- ◆ Loan to deposit ratio (LDR) inched up to 99%; reflecting better asset liability matching
- ◆ Liquidity coverage ratio (LCR) at 137% remains sufficiently above the regulatory minimum threshold

"Accelerate domestic CASA growth via thematic initiatives such as MySiswa, MM2H*, multi currency account & transaction banking"

* Malaysia My Second Home Programme

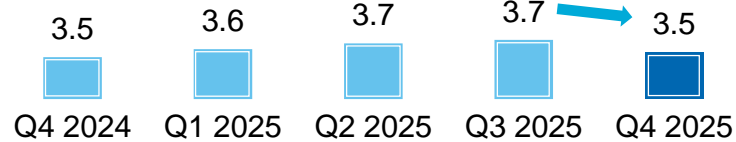
Consistently improving asset quality

Steep reduction in the Group's Gross Impaired Loans (GIL) Ratio in Q4 2025



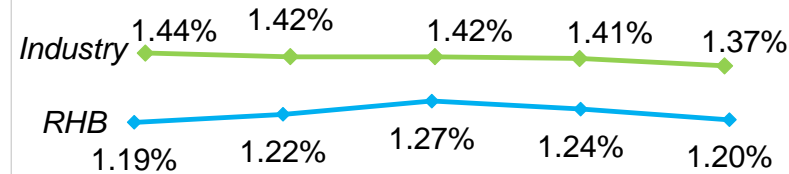
Group GIL Ratio

Group GIL (RM billion)

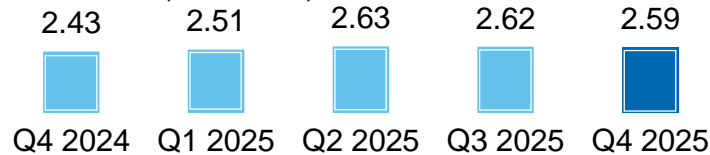


- ◆ GIL ratio reduced **6 bps year-on-year** and **9 bps quarter-on-quarter**
- ◆ Absolute reduction of gross impaired loans quarter-on-quarter was close to **RM150 million**; equivalent to a **4% reduction**
- ◆ Broad-based improvement in regional markets observed from **Singapore, Thailand** and **Cambodia**

Ensuring domestic asset quality remains better than the industry



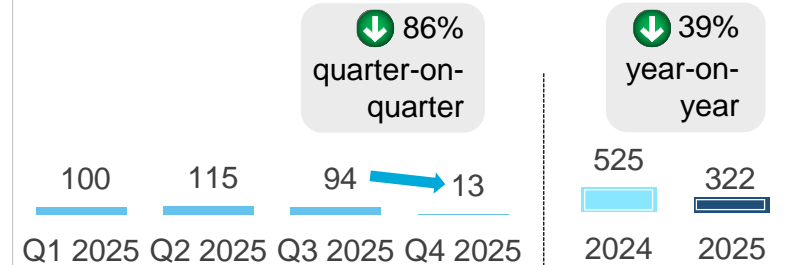
Domestic GIL (RM billion)



- ◆ Domestic GIL ratio was **17 bps lower** than the industry average, reflecting sound asset quality
- ◆ Consistent improvement in RHB domestic GIL since Q3 2025 mainly contributed by the **Corporate Segment**

Significantly lower Loans Expected Credit Loss (ECL)

RM million



Credit Cost (bps)



- ◆ ECL reduction year-on-year was 39%, with Q4 2025 quarter-on quarter **reducing 86%**
- ◆ 2025 credit cost of 13 bps was **lower by 9 bps** with asset quality improvement across the board on both the domestic and international front



Outlook

“Target a GIL ratio of between **1.35% - 1.40%** and credit cost to stay within the 13 – 14 bps range as **regional asset quality continues to improve**”



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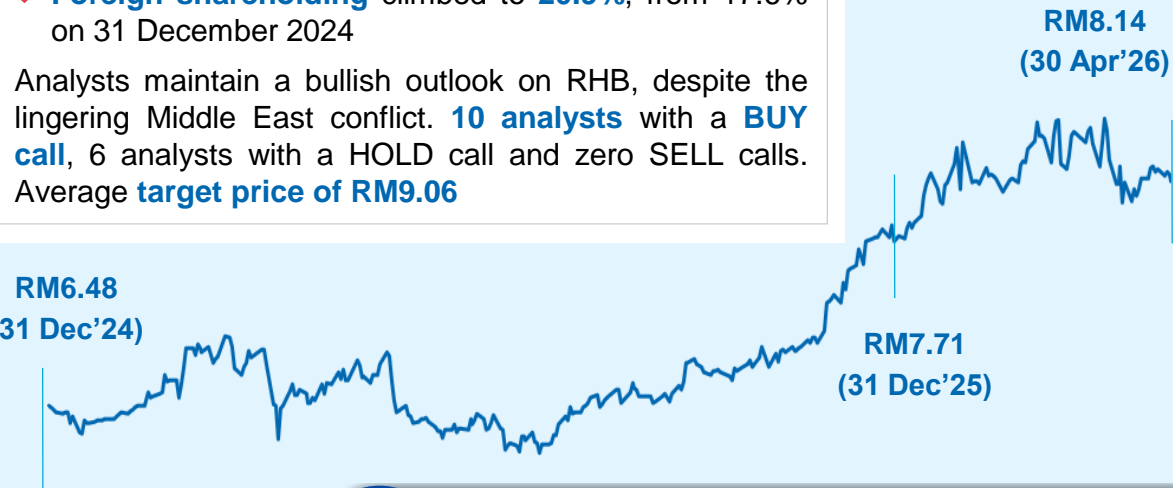
Rewarding our shareholders with higher dividends

Share price appreciation of 19%, placing RHB amongst the Top gainers in Bursa Malaysia

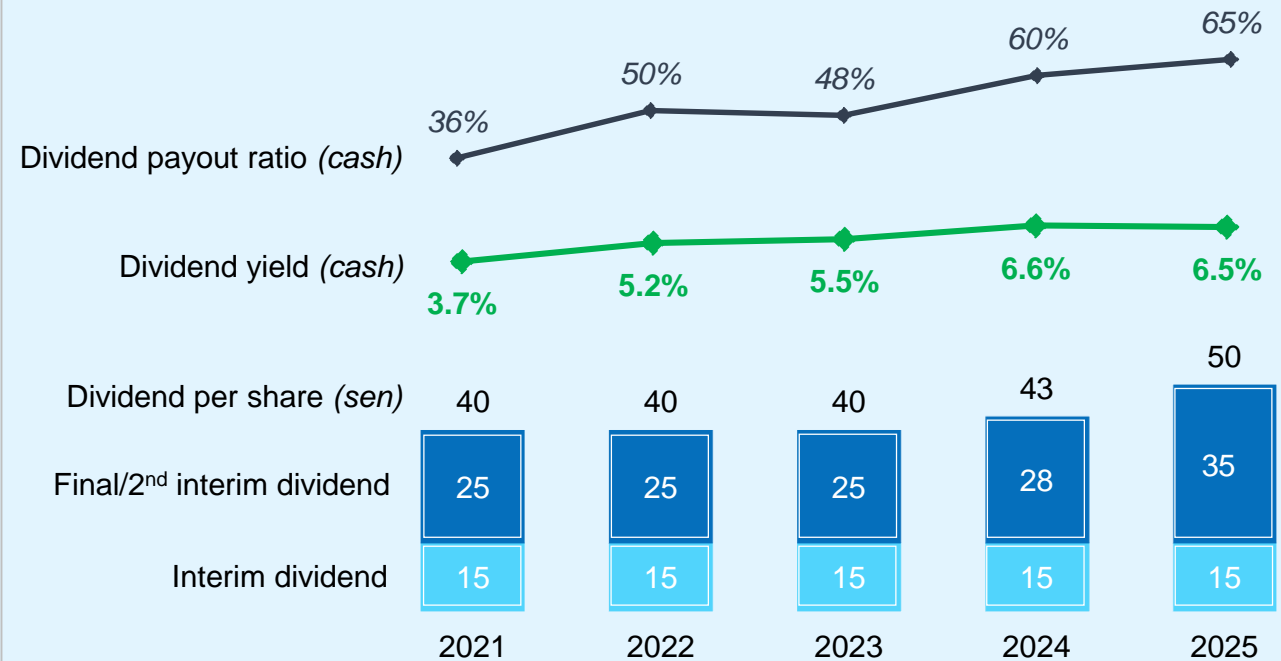
As at 31 December 2025

- ◆ Achieved 1-Year **Total Shareholder Return of 26.7%**, the highest amongst the Top 6 Malaysian banks
- ◆ Recorded **Price-to-Book value of 1.0x** indicating a fair stock valuation
- ◆ **Foreign shareholding** climbed to **20.9%**, from 17.6% on 31 December 2024

Analysts maintain a bullish outlook on RHB, despite the lingering Middle East conflict. **10 analysts** with a **BUY call**, 6 analysts with a **HOLD call** and zero **SELL calls**. Average **target price of RM9.06**



A historical record dividend payout of 65%



Outlook

“A **new dividend payout ratio guidance of 50% - 60%**, an enhancement from the previous 30%. Potential for a payout ratio exceeding 60% contingent on the Group’s financial performance ”



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Progress 27

2025 Highlights

Strategic Objectives



Best in Service



High Profitability



Responsible & Purposeful

#2 NPS Rank
(NPS: Net Promoter Score)

75% CSAT Score for Mobile Banking
(CSAT: Customer Satisfaction)

4 Product Applications Fully STP^{N1}
(STP: Straight-Through Processing)

30.6% Domestic CASA Ratio

6.2% Domestic Loans Growth

31.4% Non-Fund Based Income to Total Income Ratio

1.88% NIM with Liability Management

13 bps Credit Cost Ratio

RM158 million in Cost Optimisation

RM60 billion in Sustainable Financial Services

achieved 67% of RM90 billion target by 2027

>1.5 million Individuals and Businesses Empowered

cumulative from July 2021 to Dec 2025

13.6% growth in Mass Affluent & Affluent Customer Base

2025 Actual

10.5% Return on Equity (ROE)
2024: 10.0%
PROGRESS27: $\geq 12\%$

47.3% Cost-to-Income Ratio (CIR)
2024: 46.7%
PROGRESS27: $\leq 44.8\%$

1.41% Gross Impaired Loans Ratio (GIL)
2024: 1.47%
PROGRESS27: $\leq 1.3\%$

Enhancing customer experience across products & services

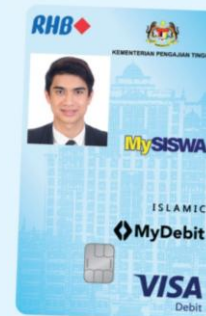


Progressing our Multi Currency Account (MCA)



- ◆ Transact up to **34 currencies** in real time currency conversion with no conversion fee and easy overseas withdrawal
- ◆ **MCA balances grew 5.4%** from RM8.7 billion in 2024, to RM9.2 billion in 2025
- ◆ **Total number of users doubling** from 91,000 in 2023, to 189,000 in 2025

Advancing Financial Inclusion



- ◆ Onboarded **25 universities/institutions** and **86 vocational colleges**
- ◆ **>936,000 students** empowered across Malaysia.
- ◆ **CASA from the MySiswa ecosystem grew 25.1%** to RM545 million. Total deposits from the ecosystem amounted to RM3.8 billion

Enhancing Customer Experience



- ◆ From **1st January 2026**, the Group* extended its operating hours: **9.15am to 5.00pm** (from 4.15pm)
- ◆ Giving customers more **time and flexibility** to manage their banking needs
- ◆ Aligns with our objective to be the **Best in Service** bank

Recognised as Best e-Payments Bank



- ◆ Recognised as **Best e-Payments Bank** at PayNet's Malaysian e-Payments Excellence Awards 2025
- ◆ The award was given as RHB facilitated **faster, simpler**, and more **secure** digital transactions

* Extended operating hours for RHB branches in Malaysia

Embedding sustainability within RHB



Mobilise RM90 billion in Sustainable Financial Services (SFS) by 2027

- ◆ Cumulatively mobilised RM60 billion in SFS (hit 67% of target)
 - ◆ Green Activities (57%)
 - ◆ Social Activities (18%)
 - ◆ ESG-linked Activities (25%)
- ◆ Achieved 63% of the RM1 billion target in Sustainable Trade Finance Programme by 2027



Achieve Carbon Neutral by 2030 | Net Zero by 2050

- ◆ Reduction of financed emissions in 5 high-impact sectors within our business
- ◆ Driving growth in Green Financial Services (GFS) & Supporting Companies Committed to Carbon Neutrality
- ◆ Achieved ~50% reduction in Operational Greenhouse Gas emissions from the baseline year 2016



Empowering 2.5 million targeted individuals and businesses across ASEAN by 2027

- ◆ Empowered >1.5 million individuals and businesses
- ◆ Key programmes
 - ◆ MySiswa
 - ◆ Empowering Youth
 - ◆ FinLit
 - ◆ Digital Inclusion
 - ◆ SME e-Solutions
 - ◆ JomBiz
 - ◆ SME Empower



Diversity, Equity & Inclusion

- ◆ Achieved close to 40% women's representation in top and senior management
- ◆ Launched Woman Impact Network to reinforce a leadership pipeline that is both inclusive and future-ready
- ◆ Recognised by HR Online – Employee Experience Award for Best Woman Leadership Program - Silver

Embracing Digital and Technology Transformation



Redefining how our customers bank with us

- ◆ Online banking customers up to **3.5 million (+17%)**
- ◆ Improved digital user penetration rate of **99.8% (2024: 90.7%)**
- ◆ Improved digital channel transaction of **94.5% (2024: 92.2%)**



New Mobile Banking App, featuring Malaysia's first banking widget

Exclusive Features

- ◆ Biometric login, SecurePlus protection, malicious app detection
- ◆ Malaysia's 1st banking widget, enabling quick transfers/payments without opening the app
- ◆ Integrated Multi-Currency Account (MCA) for in-app FX buying/selling
- ◆ In-app rewards redemption and consolidated financial overview

Providing simplified solutions and seamless support to our customers



Enhanced digital onboarding for select retail products application delivering real-time Approval-in-Principle (AIP) notifications and contributing 26% of total digital sales



Introduced an advanced Voice AI solution that elevates our interactive chatbot capabilities, enabling natural two-way conversations in local languages and strengthening productivity



Analytics & AI Investments - strengthened insight capabilities, earlier detection of emerging risks, more personalised and competitive customer offerings, and improved forecasting of customer behaviour



Fraud Prevention & Secure Onboarding - RHB enhanced secure online application onboarding processes, reinforcing our firm commitment to combating security risks and protecting our customers

2026 Market Outlook

- ◆ Malaysia's economic growth in 2026 is expected to remain resilient amid global uncertainties, underpinned by resilient domestic demand and continued strength in electrical and electronics exports; **GDP forecast at 4.7%**
- ◆ Market sentiment remains to be a function of geopolitical developments and oil supply risks. However, Malaysia stands out as one of the least affected economies in ASEAN, supported by its diversified economic structure and contained inflationary spillovers
- ◆ Inflation is expected to **remain benign at 1.8%** as fuel subsidies help mitigate the pass-through from higher global oil prices. Still, potential cost-push pressures from sustained elevated energy prices warrant close monitoring
- ◆ OPR is likely to remain at 2.75%, with monetary policy remaining data-dependent on developments in economic growth prospects and evolving inflation dynamics
- ◆ For banks, the outlook points to **steady demand** across retail lending, SME financing and corporate banking, with activity remaining firm in the E&E sector and consumer related services
- ◆ Nevertheless, we remain cautious and vigilant over potential asset quality risk should the impact of higher oil prices intensify with spillover effect on the overall economy
- ◆ The Malaysian Ringgit is expected to **remain supportive** in 2026, underpinned by **solid domestic fundamentals** and a broadly USD-negative external environment, as investors continue to diversify away from the US dollar



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