

**RHB BANK BERHAD**  
**Registration No. 196501000373 (6171-M)**

Minutes of the 57<sup>th</sup> Annual General Meeting (“AGM”) of RHB Bank Berhad (“RHB Bank” or “the Company” or “the Bank”) held virtually at Meeting Room 3, Level 16, Tower Three, RHB Centre, Jalan Tun Razak, 50400 Kuala Lumpur (“Broadcast Venue”) and via the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com/> on Wednesday, 10 May 2023 at 10.00 a.m.

- Present** : YBhg Tan Sri Ahmad Badri Mohd Zahir – Chairman  
YBhg Tan Sri Dr Rebecca Fatima Sta Maria – Senior Independent Non-Executive Director (*vide video conferencing*)  
YBhg Tan Sri Ong Leong Huat @ Wong Joo Hwa  
Ms Ong Ai Lin  
Mr Lim Cheng Teck (*vide video conferencing*)  
Puan Sharifatu Laila Syed Ali  
YBhg Dato' Mohamad Nasir Ab Latif  
Mr Donald Joshua Jaganathan  
YBhg Datuk Iain John Lo  
Encik Mohd Rashid Mohamad – Group Managing Director
- In Attendance** : Encik Azman Shah Md Yaman  
- Head of Group Legal, Secretariat & Governance/  
Group Company Secretary
- External Auditors: Messrs PricewaterhouseCoopers PLT
- Share Registrar/Poll Administrator: Boardroom Share Registrars Sdn Bhd
- Scrutineers: Messrs KPMG Management & Risk Consulting Sdn Bhd (“KPMG MRC”).
- Advocates & Solicitors: Messrs Kadir Andri & Partners (*vide video conferencing*)
- By Invitation** : As per Attendance List
- Shareholders, Proxies and Corporate Representatives** : A total of 1,348 Members (comprising shareholders, proxies and corporate representatives) for a total of 2,677,005,844 shares representing approximately 63.03% of the total shareholdings have registered for the Company’s 57<sup>th</sup> AGM (“and/or the Meeting”) through the Remote Participation and Electronic Voting (“RPEV”) facilities per the Attendance Record.  
(collectively be referred to as “Members” hereinafter)
- Chairman** : YBhg Tan Sri Ahmad Badri Mohd Zahir took his seat as the Chairman of the Meeting.

- Quorum** : The requisite quorum was present pursuant to Clause 56 of the Company's Constitution. The Meeting was duly convened.
- Notice of Meeting** : The Notice of Meeting dated 11 April 2023 as included in the Integrated Report having been served to all Members was taken as read.

### **Preliminary**

The Meeting was called to order and the Chairman welcomed the Members to the 57<sup>th</sup> AGM of the Company.

The Chairman informed the Members that this was the Company's 4<sup>th</sup> virtual AGM held live from the Broadcast Venue. The Meeting was convened in a virtual manner to safeguard the wellbeing of Members, directors and employees of the Company due to the COVID-19 pandemic.

The Chairman further informed the Members that the convening of the Meeting is in compliance with Section 327 of the Companies Act 2016 which stipulate that the Chairman shall be at the main venue of the AGM, and also in accordance with Clause 50 of the Company's Constitution which allowed the AGM to be held at more than one venue using any instantaneous telecommunication device that allows Members to participate in the meeting. The Meeting was also convened in accordance with the Securities Commission Malaysia's Guidance and Frequently Asked Questions on the Conduct of General Meetings for Listed Issuers.

The Chairman then introduced the members of the Board of Directors ("the Board") (2 of whom participated remotely), the Group Company Secretary as well as the representative(s) from the external auditors, share registrar/poll administrator and scrutineers of the Company who were present at the Broadcast Venue.

Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of Meeting were to be voted by poll.

In this regard, the Chairman put the Meeting on notice of the exercise of his right as the Chairman of the Meeting to demand for a poll in accordance with Clause 60 of the Company's Constitution, in respect of all resolutions which were to be put to vote at the Meeting.

The Members were informed that Boardroom Share Registrars Sdn Bhd was appointed as the Poll Administrator to conduct the poll by way of electronic polling, and KPMG MRC were appointed as independent Scrutineers to validate the poll results.

A short video presentation by Boardroom Share Registrars Sdn Bhd was screened to demonstrate to the Members who were present at the Meeting on the process for online voting via the Boardroom Smart Investor Portal.

The Chairman further declared the voting session opened and informed the Members that they may start to register their votes electronically for all resolutions set out in the Notice of Meeting until the conclusion of such session which will then be announced.

## 1. Highlights of The Group's Financial Performance By The Group Managing Director ("GMD")

1.1 The Chairman invited the GMD to present the Group's financial performance highlights, as summarised below:

### (i) Key Highlights of Financial Year 2022 ("FY2022")

- (a) The Group achieved a net profit of RM2.71 billion, a 2.4% growth based Year-on-Year ("Y-o-Y") which enabled the Bank to create value for its stakeholders.
- (b) The Group's return on equity ("ROE") stood at 9.7%.
- (c) The Group maintained sound fundamentals with strong capital and liquidity levels.
- (d) FY2022 dividend amounts to 40 sen per share with payout ratio of 62.5%.
- (e) The Group continued to strengthen its Environmental, Social and Governance ("ESG") practices into the business and operations through:
  - Enhanced the risk management policies; and
  - Establishment of the Group Climate Action Programme to align to the Bank Negara Malaysia ("BNM") Climate Change and Principle-based Taxonomy Guidance Document.
- (f) The Group recorded Net Promoter Scores ("NPS") of +12 in 2023 and ranked third in the Malaysian banking industry.
- (g) The Group was also awarded with Silver Award in Banking, Investment and Insurance at the Putra Brand Awards 2022
- (h) The Group's credit rating also upgraded from AA2 to AA1 (RAM Ratings) and baa2 to baa1 for Baseline Credit Assessment by Moody's Investors Service.

### (ii) FY2022 Performance Review

- (a) The Group delivered a resilient FY2022 performance supported by higher net fund based income.
- (b) The Group's higher net fund based income was supported by OPR hikes and robust loans growth. Net Interest Margin ("NIM") strengthened by 4 basis points to 2.24% in FY2022.
- (c) The Group's overall non-fund based income dipped 10.6% due to lower fee income, insurance underwriting surplus and net trading as well as investment income. However, customers' fee related income grew 7.7%

Y-o-Y.

- (d) The Group continued to manage cost tightly and maintained positive JAWS ratio, as reflected through the improvement of Group's Cost to Income Ratio to 44.7%. The operating expenses grew 5.5% attributed to higher personnel and establishment costs.
- (e) The Group's loans grew 6.9% Y-o-Y led by mortgage, auto finance, small and medium sized enterprise ("SME"), Singapore and Cambodia. Portfolio rebalancing improved with higher Retail & SME composition (63% in FY2022 compared to 61% in FY2018).
- (f) The Group's total deposits grew by 3.9% Y-o-Y led by Fixed Deposit ("FD") and Current Account and Saving Account ("CASA") growth of 5.0% and 1.3% respectively. The CASA ratio remained healthy at 29.2% for FY2022.
- (g) The Group's credit cost improved to 15 basis points attributed to lower ECL on loans and higher bad debts recovered. The GIL strengthened further to 1.55% while Loan Loss Coverage ("LLC") ratio remained well above 100%.
- (i) The Group's fundamentals have improved steadily, albeit impact of persistently challenging operating environment on profitability.
- (j) The Board had declared a second interim dividend of 25 sen per share with 20 sen cash and 5 sen subject to proposed Dividend Reinvestment Plan ("DRP". Together with the first interim dividend paid, the Group declared a total dividend of 40 sen per share, representing 62.5% payout for FY2022.

(iii) Strategy Update

FY2022 results on ROE, Cost-to-Income Ratio ("CIR") and NPS are on track to meet TWP24 targets, summarised as follows:

- (a) ROE at 9.7% (compared to 9.6% in FY2021) whilst the TWP24 target is 11.5%
- (b) CIR at 44.7% (compared to 45.2%) whilst the TWP24 target is  $\leq 44.5\%$
- (c) NPS ranked as Top 3 (compared to #4 in FY2021) whilst the TWP24 target is to be Top 3.

(iv) Community Engagement Activities

- (d) Financial literacy programmes
- (e) Nurturing the future generations through various academic excellence programmes for the youth.
- (f) Other notable community enrichment programmes:

- RHB Money Ma\$ter Programme delivering financial literacy programmes to more than 33,000 secondary students to-date.
- RHB X-Cel Academic Excellence programme has benefited more than 6,000 underprivileged students from the B40 income segment across 40 schools since 2018.
- RHB X-Cel Star awarded 38 scholarships to underprivileged students since 2019 where RM4.2 million has been allocated thus far to support this programme.
- RHB #Empower pilot programme to provide 20 young adults with mild autism digital and office skills, equipping them with skills to intern and work within or outside the Group.
- Launched the RHB #JomBiz pilot programme which aimed at helping MSMEs to upscale and help their businesses grow.
- Continuous awareness programme on fraud and scam through various platforms i.e. RHB website, RHB social media platforms and talks at higher education institutions.

(v) Concluding Remarks

- (a) The Group delivered a commendable performance for FY2022 despite continued challenges in operating environment.
- (b) The Group will remain prudent in managing the Group's asset quality, and at the same time, committed in supporting the vulnerable borrowers to get back on the recovery path.
- (c) Efforts would be continuously intensified in integrating ESG considerations into business and decision making process.
- (d) The Group will stay the course on TWP24 strategy execution by focusing on achieving quality growth, driving service excellence and improving efficiency.

*Full details of the presentation slides can be viewed from RHB's website at [rhbgroup.com/investor-relations](http://rhbgroup.com/investor-relations).*

**2. Responses To Issues By Minority Shareholders Watch Group ("MSWG")**

- 2.1 The GMD continued to brief the Members on the issues raised by MSWG which were received by the Company via their letter dated 3 May 2023. The GMD informed the Meeting that the Company had responded to MSWG vide letter dated 8 May 2023.
- 2.2 The complete list of questions raised by MSWG together with the answers for the same was attached as Attachment 1.

- 2.3 The Chairman thanked the GMD for sharing the responses to MSWG with the Meeting.

*Full details of the questions and responses can also be viewed from RHB's website at [rhbgroup.com/investor-relations](http://rhbgroup.com/investor-relations).*

### **3. Question and Answer (“Q&A”) Session With Members (Including Pre-AGM Questions)**

- 3.1 The Chairman highlighted that the Company had received questions from the Members through various mediums and invited the GMD to address the said questions.
- 3.2 The GMD briefed the Members by reading out the questions submitted by the Members prior to the Meeting and the Management's responses for the same.
- 3.3 The complete list of questions received prior to the 57<sup>th</sup> AGM together with the answers for the same is attached as Attachment 2.
- 3.4 The GMD further responded to the questions received from the Members during the Meeting, and provided the responses for the same, accordingly.
- 3.5 The complete list of questions received during the 57<sup>th</sup> AGM together with the answers for the same is attached as Attachment 3.
- 3.6 Tan Sri Chairman concluded the Q&A session and proceeded with the Agenda.

*Full details of the questions and responses can also be viewed from RHB's website at [rhbgroup.com/investor-relations](http://rhbgroup.com/investor-relations).*

### **4. Agenda 1: Audited Financial Statements Of The Company For The Financial Year Ended 31 December 2022 (“The Audited Financial Statements”) And The Directors’ And Auditors’ Reports Thereon**

- 4.1 The Audited Financial Statements together with Directors' and Auditors' Reports thereon, which have been earlier circulated to the shareholders within the prescribed period, were taken as read.
- 4.2 In accordance with Section 340(1) of the Companies Act 2016, the Audited Financial Statements together with Directors' and Auditors' Reports thereon were laid before the Meeting for discussion. As the formal approval of the Members was not required for this agenda item, the matter was not put forward for voting.
- 4.3 It was recorded that the Audited Financial Statements of the Company had been duly received and adopted by the Members.

**5. Agenda 2(1) : Re-Election of YBhg Tan Sri Ong Leong Huat @ Wong Joo Hwa, As A Director Pursuant To Clause 94 of the Company's Constitution (Ordinary Resolution 1)**

5.1 The Chairman informed the Meeting that in accordance with Clause 94 of the Company's Constitution, one-third (1/3) of the Directors shall retire every year and are eligible for re-election. Accordingly, YBhg Tan Sri Ong Leong Huat @ Wong Joo Hwa shall retire pursuant to Clause 94 and, being eligible, had offered himself for re-election, under the following Ordinary Resolution 1:

"THAT YBhg Tan Sri Ong Leong Huat @ Wong Joo Hwa, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company".

**6. Agenda 2(2): Re-Election of Ms Ong Ai Lin As A Director Pursuant To Clause 94 Of The Company's Constitution (Ordinary Resolution 2)**

6.1 The Chairman informed the Meeting that in accordance with Clause 94 of the Company's Constitution, one-third (1/3) of the Directors shall retire every year and are eligible for re-election. Accordingly, Ms Ong Ai Lin shall retire pursuant to Clause 94 and, being eligible, has offered herself for re-election, under the following Ordinary Resolution 2:

"THAT Ms Ong Ai Lin, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company."

**7. Agenda 2(3): Re-Election Of YBhg Dato' Mohamad Nasir Ab Latif As A Director Pursuant To Clause 94 Of The Company's Constitution (Ordinary Resolution 3)**

7.1 The Chairman highlighted that YBhg Dato' Mohd Nasir Ab Latif shall also retire pursuant to Clause 94 of the Company's Constitution [i.e. one-third (1/3) of the Directors shall retire every year and are eligible for re-election]. Accordingly, Mr Lim Cheng Teck shall retire and, being eligible, has offered himself for re-election, under the following Ordinary Resolution 3:

"THAT YBhg Dato' Mohd Nasir Ab Latif, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company."

**8. Agenda 2(4): Re-Election Of Mr Donald Joshua Jaganathan As A Director Pursuant To Clause 94 Of The Company's Constitution (Ordinary Resolution 4)**

8.1 The Chairman highlighted that Mr Donald Joshua Jaganathan shall also retire pursuant to Clause 94 of the Company's Constitution [i.e. one-third (1/3) of the Directors shall retire every year and are eligible for re-election]. Accordingly, Puan Sharifatu Laila Syed Ali shall retire and, being eligible, has offered himself for re-election, under the following Ordinary Resolution 4:

“THAT Mr Donald Joshua Jaganathan, who retired pursuant to Clause 94 of the Company’s Constitution, be and is hereby re-elected as a Director of the Company.”

**9. Agenda 3: Payment Of Directors’ Remuneration (Directors’ Fees And Board Committees’ Allowances) To The Non-Executive Directors For The Period From The 57<sup>th</sup> AGM Of The Company To The 58<sup>th</sup> AGM Of The Company (Ordinary Resolution 5)**

9.1 The Chairman apprised the Members that the abovementioned Directors’ remuneration consists of Directors’ fees and annual Board Committees’ allowances. The remuneration structure is similar to the fee structure approved by the shareholders at the AGM held last year on 27 April 2022 and no increase to the fees has been proposed for 2023.

9.2 Accordingly, the Ordinary Resolution 5 was presented before the Members for approval:

“THAT the payment of Directors’ Remuneration (Directors’ Fees and Board Committees’ allowances) to the Non-Executive Directors for the period from the 57th AGM of the Company to the 58th AGM of the Company be and is hereby approved.”

**10. Agenda 4: Payment Of Directors’ Remuneration (Excluding Directors’ Fees And Board Committees’ Allowances) Of An Amount Up To RM2,400,000 To The Non-Executive Directors For The Period From The 57<sup>th</sup> AGM Of The Company To The 58<sup>th</sup> AGM Of The Company (Ordinary Resolution 6)**

10.1 The Chairman apprised the Members that the abovementioned Directors’ remuneration consists Meeting Attendance Allowances, Farewell Pot Scheme, the Directors’ Liability Insurance Coverage, Electronic Devices and Technology Peripherals for use during Meetings.

10.2 In determining the estimated total amount of remuneration (excluding Directors’ fees and Board Committees’ allowances) for the Non-Executive Directors, the Board considered various factors particularly the number of meetings (scheduled and unscheduled) for the Board and Board Committees as well as the number of Non-Executive Directors involved in these meetings, which formed a major part thereof.

10.3 Accordingly, the Ordinary Resolution 6 was presented before the Members for approval:

“THAT the payment of Directors’ Remuneration (excluding Directors’ Fees and Board Committees’ allowances) of an amount up to RM2,400,000 to the Non-Executive Directors for the period from the 57th AGM of the Company to the 58th AGM of the Company be and is hereby approved.”



**11. Agenda 5: Re-Appointment Of Messrs PricewaterhouseCoopers PLT As Auditors (Ordinary Resolution 7)**

11.1 The Chairman highlighted that the retiring Auditors, Messrs PricewaterhouseCoopers PLT, have offered to continue to serve as Auditors of the Company. The Board recommended to the Members for approval of the re-appointment of Messrs PricewaterhouseCoopers PLT as Auditors of the Company based on the Group Board Audit Committee's review of the performance and independence in performing their obligation as Auditors for the financial year 2022.

11.2 Accordingly, the following Ordinary Resolution 7 was presented before the Members for approval:

“THAT Messrs PricewaterhouseCoopers PLT be and is hereby re-appointed as Auditors of the Company to hold office until the conclusion of the 58<sup>th</sup> AGM of the Company, at a remuneration to be determined by the Directors.”

**12. Agenda 6: Authority For Directors To Issue And Allot Shares (Ordinary Resolution 8)**

12.1 The Chairman apprised the Meeting that the following Ordinary Resolution 8 in relation to the renewal of the general mandate to the Directors of the Company to issue ordinary shares of the Company from time to time pursuant to Sections 75 and 76 of the Companies Act 2016, was presented before the Members for approval:

“THAT subject always to the Companies Act 2016, the Company's Constitution and approval of the relevant government/regulatory authorities, the Directors be and are hereby authorised pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company (excluding treasury shares) (“New Shares”) for the time being, AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the New Shares so issued on Bursa Malaysia Securities Berhad and that such authority shall continue to be in force until the conclusion of the next AGM of the Company.”

12.2 The Chairman highlighted that the resolution, if passed, will give powers to the Directors of the Company to issue ordinary shares in the capital of the Company provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being (General Mandate), without having to convene a general meeting. The General Mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company. The General Mandate will enable the Directors to take swift action in case of, inter alia, a need for corporate exercises or in the event business opportunities or other circumstances arise which involve the issue of new shares and to avoid delay and cost in convening general meetings to approve such issue of shares. In any event, the exercise of the mandate is only to

be undertaken if the Board considers it to be in the best interest of the Company.

**13. Agenda 7: Allotment And Issuance Of New Ordinary Shares In The Company (“RHB Bank Shares”) Pursuant To The DRP Shares (Ordinary Resolution 9)**

- 13.1 The Chairman apprised the Meeting that the following Ordinary Resolution 9 is pursuant to the DRP as approved at the 55th AGM of the Company held on 25 May 2021 in respect of dividends declared after the Meeting, and such authority shall continue to be in force until the conclusion of the Company’s next AGM.

Accordingly, the following Ordinary Resolution 9 was presented before the Members for approval:

“THAT pursuant to the DRP as approved at the 55th AGM of the Company held on 25 May 2021 and subject to the approvals of all relevant authorities being obtained, approval be and is hereby given to the board of directors of the Company (“Board”) to allot and issue such number of DRP Shares from time to time as may be required to be allotted and issued, upon the terms and conditions and to such persons as the Board may, in its absolute discretion, deem fit or expedient, and in the best interest of the Company PROVIDED THAT the issue price of the DRP Shares, which will be determined by the Board on the price-fixing date to be determined and announced (“Price Fixing Date”), shall be fixed by the Board at a price of not more than a 10% discount to the 5-day volume weighted average market price (“VWAP”) of RHB Bank Shares immediately before the Price Fixing Date. The 5-day VWAP of RHB Bank Shares shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price of the DRP Shares and that such authority to allot and issue the DRP Shares shall continue to be in force until the conclusion of the Company’s next AGM;

THAT the DRP Shares shall, upon allotment and issuance, rank equally in all respects with the then existing issued shares in RHB Bank, save and except that the DRP Shares shall not be entitled to any dividends, rights, benefits, entitlements and/or other distributions that may be effected before the date of allotment of the DRP Shares;

AND THAT the Board be and is hereby authorised to do all such acts and enter into all such transactions, arrangements, deeds and undertakings and to execute, sign and deliver for and on behalf of the Company, all such documents and impose such terms and conditions or delegate all or any part of its powers as may be necessary or expedient in order to implement, finalise and give full effect to the allotment and issuance of DRP Shares, with full powers to assent to any conditions, variations, modifications and/or amendments, including amendment, modification, suspension and termination of the DRP, as the Board may, in its absolute discretion, deem fit or expedient, and in the best interest of the Company and/or as may be imposed or agreed to by any relevant authorities.”

**14. Any Other Business**

The Chairman sought confirmation from the Group Company Secretary whether the Company had received any notice for the transaction of other businesses which had been

given in accordance with the Companies Act 2016 and the Company's Constitution. The Group Company Secretary confirmed that the Company had not received any notice for transaction of any other business at the Meeting.

## 15. E-Polling Process

- 15.1 At 12.30 p.m., the Chairman reminded the Members to vote via the Boardroom Smart Investor Portal as the voting session would be concluded with the closing of the polling after 10 minutes.
- 15.2 The Chairman informed that he had been appointed to act as proxy for a number of shareholders and shall vote in accordance with the instructions given.
- 15.3 At 12.40 p.m., the Chairman apprised the Meeting that the e-polling session has ended and the Scrutineers would proceed to verify the poll results and validate their report.

## 16. Announcement Of Poll Results

At 12.55 p.m., the Chairman informed the Meeting that he had received the poll results from the Scrutineers and Poll Administrator. Based on the poll results, the Chairman declared that the following resolutions were carried:

### 16.1 Ordinary Resolution 1: Re-Election Of YBhg Tan Sri Ong Leong Huat @ Wong Joo Hwa As A Director Pursuant To Clause 94 Of The Company's Constitution

Ordinary Resolution 1	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	2,938,227,013	99.8574	4,195,586	0.1426

It was resolved THAT YBhg Tan Sri Ong Leong Huat @ Wong Joo Hwa, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company.

### 16.2 Ordinary Resolution 2: Re-Election Of Ms Ong Ai Lin As A Director Pursuant To Clause 94 Of The Company's Constitution

Ordinary Resolution 2	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,443,199,455	99.8818	4,075,118	0.1182

It was resolved THAT Ms Ong Ai Lin, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company.

16.3 Ordinary Resolution 3: Re-Election Of YBhg Dato' Mohamad Nasir Ab Latif As A Director Pursuant To Clause 94 Of The Company's Constitution

Ordinary Resolution 3	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,395,266,351	98.4912	52,011,939	1.5088

It was resolved THAT YBhg Dato' Mohamad Nasir Ab Latif, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company.

16.4 Ordinary Resolution 4: Re-Election Of Mr Donald Joshua Jaganathan As A Director Pursuant To Clause 94 Of The Company's Constitution

Ordinary Resolution 4	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,444,946,605	99.9317	2,354,460	0.0683

It was resolved THAT Mr Donald Joshua Jaganathan, who retired pursuant to Clause 94 of the Company's Constitution, be and is hereby re-elected as a Director of the Company.

16.5 Ordinary Resolution 5: Payment Of Directors' Fees And Board Committees' Allowances To The Non-Executive Directors For The Period From The 57th AGM To The 58th AGM Of The Company

Ordinary Resolution 5	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,446,778,424	99.9885	394,895	0.0115

It was resolved THAT the payment of Directors' Remuneration (Directors' Fees and Board Committees' allowances) to the Non-Executive Directors for the period from the 57th AGM of the Company to the 58th AGM of the Company be and is hereby approved

16.6 Ordinary Resolution 6: Payment Of Directors' Remuneration (Excluding Directors' Fees And Board Committees' Allowances) Of An Amount Up To RM2,400,000 To The Non-Executive Directors For The Period From The 57th AGM Of The Company To The 58th AGM Of The Company

Ordinary Resolution 6	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,446,614,406	99.9839	556,229	0.0161

It was resolved THAT the payment of Directors' Remuneration (excluding Directors' Fees and Board Committees' allowances) of an amount up to RM2,400,000 to the Non-Executive Directors for the period from the 57th AGM of

the Company to the 58th AGM of the Company be and is hereby approved.”

16.7 Ordinary Resolution 7: Re-Appointment Of Messrs PricewaterhouseCoopers PLT As Auditors

Ordinary Resolution 7	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,440,665,899	99.8075	6,637,221	0.1925

It was resolved THAT Messrs PricewaterhouseCoopers PLT be and is hereby re-appointed as Auditors of the Company to hold office until the conclusion of the 58<sup>th</sup> AGM of the Company, at a remuneration to be determined by the Directors.

16.8 Ordinary Resolution 8: Authority For Directors To Issue And Allot Shares

Ordinary Resolution 8	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	2,975,536,362	86.3147	471,773,301	13.6853

It was resolved THAT subject always to the Companies Act 2016, the Company's Constitution and approval of the relevant government/regulatory authorities, the Directors be and are hereby authorised pursuant to Sections 75 and 76 of the Companies Act 2016, to issue and allot shares in the Company at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued does not exceed 10% of the total number of issued shares of the Company (excluding treasury shares) (“New Shares”) for the time being, AND THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the New Shares so issued on Bursa Malaysia Securities Berhad and that such authority shall continue to be in force until the conclusion of the next AGM of the Company.

16.9 Ordinary Resolution 9: Allotment And Issuance Of New Ordinary Shares In The Company (“RHB Bank Shares”) Pursuant To The DRP Shares (Ordinary Resolution 9)

Ordinary Resolution 9	FOR		AGAINST	
	Number of Shares	%	Number of Shares	%
	3,444,083,624	99.9064	3,227,689	0.0936

It was resolved THAT pursuant to the DRP as approved at the 55th AGM of the Company held on 25 May 2021 and subject to the approvals of all relevant authorities being obtained, approval be and is hereby given to the board of directors of the Company (“Board”) to allot and issue such number of DRP Shares from time to time as may be required to be allotted and issued, upon the terms and conditions and to such persons as the Board may, in its absolute discretion, deem fit or expedient, and in the best interest of the Company PROVIDED THAT the issue price of the DRP Shares, which will be determined by the Board on the price-fixing date to be determined and announced (“Price Fixing Date”), shall be fixed by

the Board at a price of not more than a 10% discount to the 5-day volume weighted average market price (“VWAP”) of RHB Bank Shares immediately before the Price Fixing Date. The 5-day VWAP of RHB Bank Shares shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price of the DRP Shares and that such authority to allot and issue the DRP Shares shall continue to be in force until the conclusion of the Company’s next AGM;

THAT the DRP Shares shall, upon allotment and issuance, rank equally in all respects with the then existing issued shares in RHB Bank, save and except that the DRP Shares shall not be entitled to any dividends, rights, benefits, entitlements and/or other distributions that may be effected before the date of allotment of the DRP Shares;

AND THAT the Board be and is hereby authorised to do all such acts and enter into all such transactions, arrangements, deeds and undertakings and to execute, sign and deliver for and on behalf of the Company, all such documents and impose such terms and conditions or delegate all or any part of its powers as may be necessary or expedient in order to implement, finalise and give full effect to the allotment and issuance of DRP Shares, with full powers to assent to any conditions, variations, modifications and/or amendments, including amendment, modification, suspension and termination of the DRP, as the Board may, in its absolute discretion, deem fit or expedient, and in the best interest of the Company and/or as may be imposed or agreed to by any relevant authorities.

## 17. Close Of Meeting

There being no other business to be transacted, the Meeting ended at 1.05 p.m. with a vote of thanks to the Chairman. The Chairman also thanked the Members for their support and attendance via RPEV facilities.

**CONFIRMED AS CORRECT**

**TAN SRI AHMAD BADRI MOHD ZAHIR**

Attachment 1 of the Minutes of the 57<sup>th</sup> Annual General Meeting (“AGM”) of RHB Bank Berhad (“RHB Bank” or “the Company” or “the Bank”) held virtually at Meeting Room 3, Level 16, Tower Three, RHB Centre, Jalan Tun Razak, 50400 Kuala Lumpur (“Broadcast Venue”) and via the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com/> on Wednesday, 10 May 2023 at 10.00 a.m.

**Questions By Minority Shareholders Watch Group (“MSWG”)  
Via Letter Dated 3 May 2023**

No.	Question by MSWG	Response by the Company
<b><i>Operational &amp; Financial Matters</i></b>		
1.	<p>The Bank has embarked on a new three-year strategic plan dubbed “Together We Progress 2024” (TWP24) which will take place from 2022 to 2024. TWP24 has outlined three strategic targets to be achieved by 2024 (page 71 of Integrated Report 2022):</p> <ul style="list-style-type: none"> <li>• Return on equity (ROE) of 11.5% by 2024</li> <li>• Cost-to-income ratio of ≤ 44.5% by 2024</li> <li>• Top 3 Net Promoter Score (NPS) among banks in Malaysia</li> </ul>	
a.	<p>RHB ended FY2022 with an ROE of 9.7%, a CIR of 44.7% and NPS of the top 3 among Malaysian financial institutions.</p> <p>While it may not be challenging for RHB to achieve the CIR and maintain the NPS targets by 2024, the ROE of 11.5% may seem a tall order to achieve as generally we have seen the ROE of Malaysian banks moderated to single digits in recent years.</p> <p>What would be the catalysts for RHB to achieve this goal?</p>	<p>RHB continues to remain confident that we are on track to achieve the targets set in our TWP24 strategy. For ROE, we ended FY2022 with 9.7%. The Group’s profitability was impacted by the one-off Prosperity Tax impact (Cukai Makmur). Nevertheless, the net profit of RM2.71 billion recorded still represents a growth of 3.4% year-on-year. Excluding Cukai Makmur, net profit would have been RM3.14 billion, translating into a</p>

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		<p>normalised ROE for the Group at 11.2% (vs as reported ROE of 9.7%).</p> <p>The Group is cognisant of the uncertainties surrounding economic recovery arising from external developments and will continue to deliver on our TWP24 strategy; by focusing on achieving quality growth, driving service excellence and improving efficiency. Going forward, we expect the following catalysts to support our ROE target:</p> <ul style="list-style-type: none"> <li>• Continued growth in Net Interest Income (“NII”), supported by sustained growth in loans and securities (retail, SME and overseas business as growth contributors) and diligent management of funding costs</li> <li>• Higher Non-Interest Income (“NOII”) contribution moving forward (vs FY2022) mainly in the form of treasury and fee income, as market conditions stabilize</li> <li>• Prudent overhead cost management</li> </ul>
b.	<p>The breakdown of NPS ranking across different business segments (page 75 of IR2022) showed a sharp decline in the Insurance business from 4th place in FY2021 to 10th place in FY2022. At the same time, mild declines were recorded in the SME and IB Retail Equities segments.</p> <p>Nevertheless, improvements in NPS ranking were seen in the Retail, Commercial and Corporate segments.</p> <p>In short, NPS sums up customers’ overall experience. It represents their likelihood to recommend the product or services to others.</p> <p>What causes the slide in the NPS ranking of the Insurance business? Based on the improved standing of other business segments, could the same strategy be replicated in the weak-performing</p>	<p>In FY2022, based on NPS scores, RHB Insurance saw an improvement vs FY2021. However, our peers improved at a much faster rate, resulting in a drop in RHB’s ranking.</p>



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	segments?	<p>Going forward, we have outlined the following initiatives to improve our customer's experience and overall satisfaction with RHB Insurance:</p> <ul style="list-style-type: none"> <li>• Enhance agent productivity by equipping them with the right tools and product expertise to serve customer needs</li> <li>• Enhance customer engagement by implementing feedback surveys, enhancing the functionality of our digital channels and improving our brand presence</li> <li>• Improve product innovation i.e. better benefits and pricing, and turnaround time of services</li> </ul>
2.	<p>A consortium comprising RHB and Boost Holdings (an indirect subsidiary of Axiata Group Berhad) has successfully obtained approval from Bank Negara Malaysia for a digital banking license in April 2022.</p> <p>Subsequently, the parties jointly incorporated Boost Berhad in March 2023 to be the legal entity to carry out the digital banking business. RHB and Boost Holdings hold 40% and 60%, respectively of Boost Berhad.</p>	
a.	<p>It was reported that the digital bank will go live in the second half of 2023 or at the latest by the first quarter of 2024.</p> <p>Is the consortium on track to achieve the timeline? At what stage of progress is the digital bank currently at? Has the digital bank been placed under operational readiness review by BNM?</p>	<p>The Digital Bank is in the build phase, and is on track to meet the targeted launch date within the 24-month timeframe established by BNM.</p> <p>The consortium is currently focused on setting up business operations and developing product capabilities. BNM is continually engaged to ensure that the build plans are in line with BNM regulations. The operational readiness review with BNM will</p>

No.	Question by MSWG	Response by the Company
		be conducted closer to our targeted launch date.
b.	<p>What are the parameters agreed upon by both parties regarding the nomination and appointment of directors and senior management positions?</p>	<p>Based on parameters within the Shareholders' Agreement, RHB and Boost are each entitled to nominate Board representatives and key senior management positions in Boost Berhad.</p> <p>The nominations and appointments are also conducted according to RHB and Boost's internal Corporate Governance framework and in line with BNM requirements.</p>
c.	<p>RHB has extensive knowledge of banking services while Boost Holdings boasts strong fintech experience.</p> <p>What are the respective roles and responsibilities of RHB and Boost in the partnership?</p>	<p>The partnership between RHB &amp; Boost is to jointly address the gap in accessible financial services for the unserved/underserved retail &amp; MSME segments through the Digital Bank.</p> <p>RHB brings to the partnership established years of trust with customers and regulators, alongside its proven technical expertise in areas across core banking services, banking regulation, risk, compliance, finance, operations, product management, and responsible financing to support the setup of the Digital Bank.</p> <p>Boost has extensive and proven experience in building a fintech business, with deep knowledge in the Digital Bank's targeted customer segments. Boost is able to utilize their existing ecosystem, portfolio of products, customers, staff, technology and expertise to accelerate the setup of the Digital Bank.</p>
d.	<p>Which segment of the unserved or underserved population is the digital bank targeting to tap into? What type of maiden product (e.g., deposit, lending) does the digital bank plan to offer the public?</p>	<p>Within the retail segment, the Digital Bank will be targeting the lower income, emerging middle class and gig-workers segment. In the business sector, the Digital Bank will primarily target the small and micro-enterprises.</p>

No.	Question by MSWG	Response by the Company
		The Digital Bank will be taking a phased approach in product launches with planned product offerings unique to market and specifically tailored to the target customer segment.
e.	<p>RHB's solid clientele base and broad access to the local population via retail outlets are some of the key strengths of the proposed digital bank compared to other applicants.</p> <p>Can the digital bank legally tap RHB's large customer data/base pool? What are the arrangements when it comes to information and data sharing?</p>	<p>RHB, Boost and the Digital Bank will be adopting a data sharing protocol which sets out the basis on customer data sharing for referrals, subject to applicable laws and regulations.</p> <p>Sharing of any customer data is subject to customer consent and will strictly be in line with the Personal Data Protection Act 2010 ("PDPA") and as regulated by the Financial Services Act 2013 (FSA).</p> <p>We would also like to highlight the strengths of our partners, and that customers will also come from Boost's existing and affiliated ecosystems. Our partners have established an active customer base on their eWallet / micro-credit ecosystem (Boost Life, Boost Biz, and Boost Credit), and also have an adjacent, but extensive reach to more than 20 million telecommunication subscribers via CelcomDigi.</p>
3.	<p>RHB invested RM200 million in IT/technology over the past five years, from 2017 – to 2022, to enhance its digital capabilities (page 31 of IR2022). The investment in digital initiatives fell short of the hundreds of millions spent by other banking peers per annum. For instance, AmBank reportedly invested RM250 million in digital transformation efforts every year.</p> <p>Did the Bank invest enough in digitalisation initiatives given that other banking peers are investing heavily to</p>	<p>The RM200 million represents the investment RHB put in specifically on customer digital channels in providing</p>

No.	Question by MSWG	Response by the Company
	<p>ramp up and enhance their digital capabilities and infrastructure?</p> <p>What is the capex allocated for digital investment under TWP24?</p>	<p>convenience to customers on capabilities such as internet and mobile banking, online account opening, loan application, insurance and more.</p> <p>In total, RHB has invested over RM1 billion on IT / technology between 2017 and 2022, focusing not only on digitalization as described above, but also on other capabilities that strengthen our technology competitiveness. This includes analytics, automation, cyber security, IT Infrastructure efficiency and resiliency.</p> <p>To date within TWP24, we have allocated over RM500 million for our continued investment in IT and Digitalisation.</p>
4.	<p>RHB's total customer base for Retail and SME declined by 3.05% year-on-year to 4.12 million from 4.25 million a year ago (page 32 of IR2022).</p> <p>What were the root causes for the decline in RHB's customer base? Was the churn rate average and acceptable? What does the decline in the number of customers suggest?</p>	<p>The reduction of 1.2% for SME customers are mainly due to the reduction from non-borrowing customers as a result of cleaning up exercise on dormant accounts.</p> <p>Both our Retail and SME business continue to have strong growth. Our retail assets grew at 7.2% fastest in the industry while our SME assets and deposits grew 7.9% and 9.7% respectively.</p>
<b>Sustainability Matters</b>		
1.	<p>RHB is entering Phase 2 of the Group Climate Action Programme (GCAP), focusing on calculating the Scope 3 financed emissions baselines, which will be used to identify key high-emitting clients and corresponding sectors (page 38 of Sustainability Report 2022)</p>	
a.	<p>What were the high climate impact and risk sectors included in RHB's Scope 3 financed emissions analysis?</p>	<p>The Scope 3 financed emission of the banking Group covers more than 90% of Group's total financing and investment portfolio as of 31 December 2022, encompassing all key sectors which</p>

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		includes those of high climate risk and impact. Among the key high impact sectors covered are Energy Supply, Palm Oil and Oil & Gas.
b.	Upon finalisation of Scope 3 financed emissions, RHB will develop a strategic plan for sector decarbonisation, paving the way to achieve net zero by 2050 (page 38 of SR2022). How does RHB support clients with high climate risks and impact to transition their business model to more climate and environmental-friendly?	<p>The Group will engage with clients with high climate risks and impact to better understand their decarbonisation strategy and the support that client require from the Group in their transition journey. The Group is committed to mobilise RM20 billion in sustainable financial products and services by 2026 to support our clients through our business activities of lending and financing, capital markets and advisory, wealth management, investments, and insurance businesses, which includes financing and investing in green, social and ESG-linked activities. As at Dec. 2022, the Group has mobilised more than RM12 billion in Sustainable Financial Services.</p> <p>The Group will engage with clients with high climate risks and impact to better understand their decarbonisation strategy and the support that client require from the Group in their transition journey. The Group is committed to mobilise RM20 billion in sustainable financial products and services by 2026 to support our clients through our business activities of lending and financing, capital markets and advisory, wealth management, investments, and insurance businesses, which includes financing and investing in green, social and ESG-linked activities. As at Dec. 2022, the Group has mobilised more than RM12 billion in Sustainable Financial Services.</p>

Attachment 2 of the Minutes of the 57<sup>th</sup> Annual General Meeting (“AGM”) of RHB Bank Berhad (“RHB Bank” or “the Company” or “the Bank”) held virtually at Meeting Room 3, Level 16, Tower Three, RHB Centre, Jalan Tun Razak, 50400 Kuala Lumpur (“Broadcast Venue”) and via the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com/> on Wednesday, 10 May 2023 at 10.00 a.m.

**Questions Received From The Members Of The Company  
Prior To The 57<sup>th</sup> AGM**

No.	Name and Question of Member(s)	Response by the Company
<b>Institutional Shareholder</b>		
1.	NOII in FY22 was adversely impacted by lower investment income arising from multiple OPR hikes in 2022. With the recent OPR hike of 25bps, what are the plans to improve treasury income back to FY19 to FY21 level of ~RM400 mil?	<p>For treasury income, we expect the volatility in trading and investment income to persist with lingering headwinds in the financial markets stemming from continued global monetary policy tightening. This will be further impacted by structural shifts in the global supply chain as a result of heightened geopolitical stress and reopening of China’s economy.</p> <p>We are cognisant of the potentially profound impact to financial markets from the expected global monetary policy pivot and remain consistent in applying prudent and disciplined liquidity as well as trading and investment strategies. Risks will be identified, evaluated, and managed effectively to safeguard stakeholders. In addition, to support the overall total income, we continuously look for the right opportunity to build our fixed income portfolio to achieve a balance between our NOII and future net interest income.</p>
2.	In addition to the decrease in treasury income, NOII has also been impacted by 18% yoy reduction in fee income for FY22. What is RHB’s strategy to improve fee income and make it a sustainable contributor to its topline?	<p>We remain cautiously optimistic on the fee income outlook in 2023 with growth expected in the following areas:</p> <ul style="list-style-type: none"> <li>• For capital market fee income, we are expecting better pipeline deals in 2023</li> <li>• Brokerage income is projected to improve year-on-year but may not recover to the level recorded during the pandemic</li> <li>• Focus on wealth management fee income, especially in Islamic wealth</li> </ul>

No.	Name and Question of Member(s)	Response by the Company
		<p>management (IWM) to bolster growth.</p> <p>For RHB, we foresee enhancing our wealth management proposition as one of the strategies to boost topline growth with IWM as a key contributor towards achieving sustainable income which will involve building a holistic IWM business</p>
3.	<p>Based on page 100 of RHB Integrated Report 2022, Group Corporate Banking showed improvement in FY22, but its PBT remained lower than its FY20 performance. Additionally, GIL deteriorated from 1.58% in FY20 to 2.36% in FY22, resulting in large impairment allowances of RM522 mil and RM391 mil in FY21 and FY22 respectively.</p>	
i.	<p>What are the reasons for the deterioration in asset quality? Does the management expect credit cost and GIL to remain elevated in FY23?</p>	<p>Higher GIL for Corporate Banking in FY2022 was mainly due to a borrower from the tourism sector which was impacted by the pandemic.</p> <p>The Group will continue to focus on maintaining credit discipline and intensify efforts in recovery and collection. Nevertheless, we will continue to facilitate the vulnerable borrowers and monitor their repayment behavior.</p> <p>We expect the GIL ratio for RHB Bank Group to improve to not more than 1.50% for FY2023 from 1.55% recorded in FY2022</p>
ii.	<p>What are the steps taken to improve the profitability of this segment going forward?</p>	<p>We will focus our growth strategy on targeted sectors with high-growth and ancillary income potential.</p> <p>At the same time, we have incorporated a dedicated Task Force team to intensify our efforts in improving asset quality through early identification of vulnerable credits, closer monitoring of high risk customers and early engagement where required.</p>

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4.	Based on the segmental info on Group Insurance over the years, the gross written premium (“GWP”) has declined from FY18 to FY22 with a CAGR of -1.6%. Similarly ROE has been declining from 20% in FY20 to 13% in FY22.	
i.	Can you provide some insights behind the decline of GWP and ROE?	<p>We will focus our growth strategy on targeted sectors with high-growth and ancillary income potential.</p> <p>At the same time, we have incorporated a dedicated Task Force team to intensify our efforts in improving asset quality through early identification of vulnerable credits, closer monitoring of high risk customers and early engagement where required.</p> <p><u>Decline in GWP FY18 to FY22</u>  In 2019, Group Insurance strategically rebalanced the business portfolio to ensure sustainable growth. While this resulted in a reduced GWP from non-preferred segment of the business, Group Insurance was able to improve the underwriting surplus after expenses by 69% as compared to 2018. In 2020 the business was not isolated from the movement control order due to Covid-19 pandemic lockdown and saw decline in the overall GWP especially from the Foreign Worker segment. Post 2020, Group Insurance had continued to grow its GWP at around 4% per annum to RM738m in 2022. From 2018 to 2022, RHB insurance had maintained its overall market ranking within the top 12th General Insurance companies.</p> <p><u>Decline in ROE FY20 to FY22</u>  RHB Insurance has consistently delivered double digit returns and is the top 5 companies in terms of its ROE. While the lockdown during the movement control order saw decline in GWP, it also contributed to better claims experience as lesser movements/traffic had resulted in lower claims especially for the motor, medical and travel insurance segments. In April 2022, as Malaysia entered into the transition to endemic phase, the claims</p>



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		experiences begin to return to pre-pandemic levels of 2019 for all segments of the business. This had contributed to lower profits and consequently to lower ROE.
ii.	Based on our observation, insurance business contribution to the Group is less than 5% for the last three years. What is the future plan for the insurance business?	The Group will continue to assess and explore ways to unlock the insurance value proposition, driving quality growth through carefully considered segmentation and expansion, with focus on the Retail/SME segments. The company will continue to invest and build digital capability for better delivery of its products and customer experience and synergy within bank customer base.
5.	Based on page 26 of RHB Integrated Report 2022, RHB has invest RM200 mil in Technology/IT over the last five years. How much capex is allocated for Technology/IT under TWP24 and how much does RHB plan to spend in FY23 and FY24?	<p>The RM200 mil referred to represented the investment RHB put in specifically on customer digital channels providing convenience to customers on capabilities such as internet and mobile banking, online account opening, loan application, insurance and more.</p> <p>In total, RHB has invested over RM1 bil on IT / technology between 2017 and 2022, focusing not only on digitalization as described above, but also on other capabilities that strengthen our technology competitiveness. This includes analytics, automation, cyber security, IT Infrastructure efficiency and resiliency.</p> <p>Under TWP24, we have allocated over RM700 mil for our continued investment in IT and Digitalisation.</p>
6.	Under TWP24, RHB targeted to achieve >65% modernized systems and >50% automated process by 2024. What is the progress regarding this targets and aspirations?	<p>Under TWP24, RHB targeted to achieve &gt;65% modernized systems and &gt;50% automated process by 2024.</p> <p><u>Systems Modernisation:</u> As at Dec 2022, we have modernised 56.2% of our systems and we are on track to achieve the target of 60% and 65% in 2023 and 2024 respectively.</p> <p><u>Processes Automation:</u> In 2022, we increased our process</p>

No.	Name and Question of Member(s)	Response by the Company
		automation from 21% to 29%. As at 30 April 2023, we have achieved 32% process automation. We are on track to achieve the 2023 target of 40% and 2024 target of 50%.
7.	As announced via Bursa Malaysia, RHB Bank and Boost Holdings had on March 1, 2023, jointly incorporated Boost Berhad, which subject to BNM's approval, will be the legal entity to carry out the digital banking business.	
i.	What is the expected timeline for the approval and launch of the digital banking business?	<p>As part of the licensing conditions, BNM has established a 24-month timeframe till April 2024 for the Digital Banks to commence operations, subject to BNM's approval on operational readiness.</p> <p>The Digital Bank's build progress is on track and together with Boost, we target to obtain BNM's approval to begin operations and launch the Bank by H2 2023.</p>
ii.	Can you share any high-level targets and aspirations for the digital banking business?	<p>In line with the value propositions committed within the license application and business plan submitted to BNM, the Digital Bank aspires to –</p> <ul style="list-style-type: none"> <li>• Meet the needs of underserved individuals and MSMEs in Malaysia through accessible financial solutions.</li> <li>• Champion innovation in financial services through the use of technology, data and analytics to cater to unmet financial needs in the market.</li> <li>• Build a sustainable digital bank through a viable, compliant and sound business model and become a benchmark for marrying innovation with stability and integrity in the Malaysian financial system.</li> <li>• Facilitate the growth of financial and digital literacy in Malaysia, whilst building a strong pool of world-class digital-technology empowered talent.</li> </ul> <p>The Digital Bank also ultimately envisions embedding our solutions in customers' lives in an accessible, innovative and convenient</p>

No.	Name and Question of Member(s)	Response by the Company
		ecosystem, differentiated through products, technology and user experience.
8.	Based on page 165 of RHB Integrated Report 2022, some of the key findings from the BEE includes ESG as an area for improvement. Can you share on the expected action plan to further improve BOD's oversight and participation on ESG matters?	<p>The Board of Directors is the highest governing body in providing the strategic direction and oversight of the Group Sustainability Strategy and Roadmap, and defining the Group's Sustainability commitments and aspirations. The Board of Directors receives progress updates on the Group sustainability and climate strategy, including achievements against the Group's KPIs on a quarterly basis.</p> <p>To ensure greater focus in the execution and implementation of the Group Sustainability Strategy and Roadmap, the Group had, in August 2022, strengthened its sustainability governance with the setting up of the Board Sustainability Committee ("BSC"). The BSC's primary role is to assist the Board of Directors in providing oversight and in ensuring the integration of Sustainability and climate-related considerations into the Group's long term corporate strategy and decision making process.</p> <p>The Group has put in place a Responsible, Accountable, Consulted and Informed ("RACI") Framework for the Board Sustainability Committee, Board Risk Committee ("BRC"), Board Nominating &amp; Remuneration Committee ("BNRC"), and Board Audit Committee ("BAC") as guidance in their deliberation and decision making process on Sustainability and climate-related matters.</p> <p>RHB has also developed a robust Sustainability Capability Building Framework to develop the skillsets of our people across all levels which includes members of the Board to materially drive and achieve our ESG and climate goals and aspirations. For FY 2023 we have allocated RM 5 million towards learning and development in sustainability and climate related topics.</p>

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9.	On page 49 of RHB Sustainability Report 2022, it was mentioned that customers are classified into Low, Medium or High Risk based on the ERA.																
i.	Can you share RHB's loan exposures under the three risk classifications respectively?	<table border="1" data-bbox="911 485 1323 621"> <thead> <tr> <th>ERA Rating</th> <th>Total Outstanding (RM'M)</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Low</td> <td>13,478</td> <td>82.3</td> </tr> <tr> <td>Medium</td> <td>2,162</td> <td>13.2</td> </tr> <tr> <td>High</td> <td>19</td> <td>0.1%</td> </tr> <tr> <td>Unrated</td> <td>716</td> <td>4.4%</td> </tr> </tbody> </table>	ERA Rating	Total Outstanding (RM'M)	%	Low	13,478	82.3	Medium	2,162	13.2	High	19	0.1%	Unrated	716	4.4%
ERA Rating	Total Outstanding (RM'M)	%															
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ii.	What are the plans to shift high and medium risks categories to a lower risk category?	<p>The Bank is progressing with the Group Climate Action Program and is in the midst of establishing carbon baselining. This will allow us to better understand our clients' carbon emission amount and intensity, in which, we are able to partner with our clients to achieve our climate objectives.</p> <p>The Bank will engage with clients with high climate risks and impact to better understand their decarbonisation strategy and the support that client require from the Group in their transition journey. The Group is committed to mobilise RM20 billion in sustainable financial products and services by 2026 to support our clients through our business activities of lending and financing, capital markets and advisory, wealth management, investments, and insurance businesses, which includes financing and investing in green, social and ESG-linked activities. As at Dec 2022 , the Group has mobilised more thanRM12 billion in Sustainable Financial Services</p>															
10.	Based on page 49 of RHB Integrated Report 2022, RHB has grown the Digital, IT and Analytics ("DIA") workforce mix to 7.7% of total employees (from 6.5% in December 2021) to address the threat of digital fraud and scams. Can you share any incident related to digital fraud and scams that occurs during FY22 and the financial impact, if any? What are the mitigation plan in place to address this threats?	<p>Reported scam incidents involving RHB customers in FY22 has reduced by almost 40% (Value) when compared with the total incidents reported in FY21</p> <p>Types of Scam incidents in FY22</p> <ul style="list-style-type: none"> <li>• Phone Scams or "Macau scams": 67%</li> <li>• Malware APK – "Android Packet File": 23%</li> <li>• Social media/phishing scam: 9%.</li> </ul>															

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		<p>These scams however, were not attributed to any lapses or breach of the Bank's systems.</p> <p>Nevertheless, mitigation plans have been implemented which includes:</p> <ul style="list-style-type: none"> <li>• A 24/7 monitoring and fraud detection team with call backs to customers and blocking of unauthorized transactions,</li> <li>• Fraud rules optimization and threshold refinement based on known scam MO and fraud trends observed.</li> <li>• Fraud/scam awareness (Website / Facebook / SMS to targeted vulnerable groups)</li> </ul> <p>In addition, the Bank is also working towards fully implementing the fraud counter measures imposed by BNM in 2023.</p>
<b>Retail Shareholders</b>		
<i>Financial Results / Outlook</i>		
11.	<p>Ee Yih Chin:</p> <p>Net return on average equity for FY22 is 9.7%.</p> <p>a. What is the return after normalising for the Prosperity Tax impact? b. What is the target ROE for FY23?</p>	<p>For FY2022, the Group's profitability was impacted by the one-off Prosperity Tax impact (Cukai Makmur). Nevertheless, the net profit of RM2.71 billion recorded still represents a growth of 3.4% year-on-year.</p> <p>Excluding Cukai Makmur, net profit would have been RM3.14 billion, translating into a normalised ROE for the Group at 11.2% (vs as reported ROE of 9.7%)</p> <p>ROE is projected to be equal or more than 11.0% in FY2023, in line with the expected softer GDP and moderated loans growth momentum</p>
12.	<p>Ee Yih Chin:</p> <p>The FY22 loan growth target was 4% to 5%. However, the actual result was 6.9% growth.</p>	

No.	Name and Question of Member(s)	Response by the Company
	<p>a. What factors contributed to the better performance?</p> <p>b. What is the target for FY23?</p>	<p>In FY2022, loans grew 6.9% YoY which was primarily driven by mortgage, auto finance, SME, Commercial, Singapore and Cambodia.</p> <p>2023 GDP is projected to grow at a moderate pace of 5.0% from 8.7% recorded for 2022. For the banking sector, loans are expected to grow in 2023 albeit at a more moderate pace, in line with the slower global growth projection.</p> <p>For RHB Banking Group, loans growth is expected to be between 4%-5% this year and the primary drivers will continue to be mortgage, auto finance, SME and Singapore.</p>
13.	<p>Ee Yih Chin:</p> <p>According to an analyst report, as of 31 Dec 2022, RHB has one of the highest variable rate loans among peers at 89%, and a relatively low CASA ratio at 29%.</p> <p>What are the implications in the current interest rate environment?</p> <p>Given that BNM raised OPR to 3% recently, and RHB's own forecast of terminal OPR rate at 3.25% for 2023 (page 46), what is the NIM outlook in 2023?</p>	<p>RHB, through its high proportion of variable rate loans, would benefit from OPR hikes. At the same time, we are also seeing funds being moved from CASA to fixed deposits under the current interest rate environment giving rise to higher cost of funds and impacting our NIM.</p> <p>For FY2023, NIM is expected to range between 2.22% and 2.25% (from 2.24% in FY2022). However, we foresee the current intense competition for deposits to continue with cost of funds remaining elevated. This could potentially result in NIM compression in the short term until funding cost stabilises.</p> <p>In the meantime, RHB will continue to focus on our CASA acquisition strategy as well as managing our funding costs diligently.</p>
14.	<p>Ee Yih Chin:</p> <p>Refer Net Promoter Score ("NPS") in page 75.</p> <p>What are the reasons contributing to the decline in NPS for:</p>	<p>We have added industry benchmarking as part of our annual Net Promoter Score</p>

No.	Name and Question of Member(s)	Response by the Company
	<p>a. IB Retail Equities from 2nd in 2020 to 7th in 2022</p> <p>b. Insurance from 4th in 2021 to 10th in 2022</p>	<p>(“NPS”) survey in 2020 and RHB Group has achieved better overall NPS score and/or ranking over the last 3 years.</p> <p>Specifically, for IB Retail Equity, our NPS score has increased by 6 pts to +4 despite a drop in 1 rank from 2021 (6th) to 2022 (7th). We were surpassed by many discount brokers in ranking mainly due to their low cost business model and aggressive pricing strategy. We have already taken steps to enhance our offerings and service differentiation, as well as improving our pricing competitiveness in order to capture back higher customer satisfaction and loyalty. Customers’ feedback was largely on improving pricing and stability of the trading platform. However, customers were positive on the Share Margin Financing campaigns launched.</p> <p>The drop in ranking of our insurance business in 2022 was mainly due to expanded scope of survey to include all key general insurance players for a more complete benchmark. We have taken the customers’ feedback and initiated relevant programmes to improve our NPS score and ranking moving forward.</p>
15.	<p>Teh Kian Lang:</p> <p>Will 2023 be a better year than 2022 or be worse due to new challenges?</p>	<p>The Group is cognisant of the uncertainties surrounding economic recovery arising from external developments.</p> <p>In view of this, we remain vigilant on the outlook for the rest of the year but committed to deliver growth in 2023 by:</p> <ul style="list-style-type: none"> <li>• Taking a balanced approach by continuing to grow assets responsibly and maintaining credit discipline</li> <li>• Remaining prudent by managing asset quality closely</li> <li>• Maintaining strong operating expense discipline. However, we will continue to invest in IT and Digital to drive efficiency</li> </ul>

No.	Name and Question of Member(s)	Response by the Company
		<ul style="list-style-type: none"> <li>Maintaining strong fundamentals through robust capital and liquidity positions</li> </ul>
16.	<p>Loh Mun Seong:</p> <p>Banking crises in the US and EU creating much market volatility for the industry worldwide. And central banks will continue raising interest rates to bring down inflation, even as fears grow over the possibility of a global recession. Any plans to ride out the turbulence?</p>	<p>The Group is cognisant of the uncertainties surrounding economic recovery arising from external developments. In view of this, we remain vigilant on the outlook for the rest of the year but committed to deliver growth in 2023 by:</p> <ul style="list-style-type: none"> <li>Taking a balanced approach by continuing to grow assets responsibly and maintaining credit discipline</li> <li>Remaining prudent by managing asset quality closely</li> <li>Maintaining strong operating expense discipline. However, we will continue to invest in IT and Digital to drive efficiency</li> <li>Maintaining strong fundamentals through robust capital and liquidity positions</li> </ul>
17.	<p>Loh Mun Seong:</p> <p>Do you see any possibility for Bank Negara Malaysia (“BNM”) to increase OPR in 2023?</p>	<p>We expect BNM to continue to further increase the OPR by 2 hikes (25 bps each) in 2023, which could potentially peak at 3.25% by the end of the year.</p> <p>At its Monetary Policy Meeting (MPC) in March 2023; BNM has stated that the current level of OPR remains appropriate and accommodative to support economic growth. Going forward, we expect BNM to continue its policy of setting and aligning the OPR with the pace of economic growth.</p>
18.	<p>Kow Lih Shi:</p> <p>The banking sector are good view in catalyst of government having MoU with China country, how was company beneficial from that announcement?</p>	<p>We expect the MoU between Malaysia and China will help to enhance the collaboration between these two nations which is expected to result in huge spill over for the ecosystem, benefiting the economy including the banking sector.</p>



No.	Name and Question of Member(s)	Response by the Company
19.	<p>Lee Chee Chiang:</p> <p>With endemic now. The outcoming quarter profits margin will be increasing tremendously.</p>	<p>Malaysia economy is still expected to grow in 2023 albeit at a more moderate pace. However, risks to the economic growth remain, primarily stemming from inflationary pressures and external developments such as slower global growth and prolonged geopolitical tensions.</p> <p>Against this backdrop, the Group remains vigilant on the outlook for the rest of the year but committed to deliver growth in 2023 by:</p> <ul style="list-style-type: none"> <li>• Taking a balanced approach by continuing to grow assets responsibly and maintaining credit discipline</li> <li>• Remaining prudent by managing asset quality closely</li> <li>• Maintaining strong operating expense discipline. However, we will continue to invest in IT and Digital to drive efficiency</li> <li>• Maintaining strong fundamentals through robust capital and liquidity positions</li> </ul>
20.	<p>Ee Yih Chin:</p> <p>RHB Group's CET-1 ratio and total capital ratio stood at 16.9% and 19.3% (page 80). They are the highest among the Malaysian banks, and also way higher than BNM's requirement.</p> <p>However, equity capital is expensive. Why does RHB Group need to have much higher CET-1 ratio as compared to other major banks?</p> <p>Moving forward, what is the appropriate range of CET-1 ratio, for the short and medium terms?</p>	<p>The Group does not have any short- and medium term target for capital ratios. Nevertheless, our capital ratios are well above our internal targets and BNM's minimum regulatory requirements.</p> <p>Moving forward, taking cognisance of the challenges in the operating environment, we want to remain prudent and continue to be among the best capitalised banks in Malaysia.</p>

No.	Name and Question of Member(s)	Response by the Company
<i>Strategy/ Operations</i>		
21.	<p>Ee Yih Chin:</p> <p>The number of Malaysian branches/offices increased from 289 in 2019 to 311 in 2020. But they were reduced from 309 in 2021 to 268 in 2022 (refer page 8).</p> <p>Why drove the earlier expansion and the subsequent reversal? How much saving is achieved through 2022 branch/ office closure?</p>	<p>Group Community Banking consistently review our branch network portfolio as part of our overall business strategy to better serve our customers. As part of the overall Branch Repurpose initiative to optimize our network, we have closed 35 Sales Centres in 2022 and consolidated into the existing Branch network for greater efficiency. With the digital enhancement, customer can apply for new financing online and no longer need to visit the sales centre. Hence a separate sales centre is no longer required. The closures are estimated to contribute approximately RM10Mil p.a. in cost saving.</p> <p>Group Investment Banking has consistently been rationalizing its branches since the merger with OSK in 2013. We started with 61 branches and to date, have closed a total of 27 branches and derived savings in opex of approximately RM3.4 million per year. We will continue to review the performance of the remaining branches and assess branches for rationalization based on approved criteria for performance and sustainability. We are collaborating with RHB Bank to establish flagship branches whereby the co-branding efforts will offer better value proposition to customers.</p>
22.	<p>Lim Kar Seah:</p> <p>What is the strategy that will be used by RHB to stay competitive and even to create a new niche market for the younger generations/customers?</p>	<p><u>MOHE</u> RHB through RHB Islamic in collaboration with Ministry of Higher Education, launched a specially developed multi-purpose smart cards and saving accounts to 1.2 million students from 20 public universities across Malaysia. This allows convenient access and management of their funds, including the distribution of Perbadanan Tabung Tinggi (PTPTN) funds that are received exclusively through their RHB Pro Saving Account-i.</p>

No.	Name and Question of Member(s)	Response by the Company
		<p>As of December 2022, RHB has facilitated 267,573 new accounts opening, and aim to complete by first half of 2023. In the next 5 years, RHB looks to leverage on the relationship built with university students to position RHB their main bank (i.e. their salary account, their first auto financing, their first home financing etc.) when they transition to be the workforce.</p> <p><u>Digital Sales</u> RHB has been doubling down our effort and investment on scaling and enhancing our digital capabilities and ecosystem via RHB Online Banking Platform, MyHome App and API Banking. As of December 2022, 49% of Mortgage sales and 15% of PF sales originated digitally.</p>
23.	<p>Lee Mun Hoe:</p> <p>How about the bank to ensure it can increase more revenues in consideration of no fee directive applied to retail loan document and expected change on hire purchase interest computation to reducing balance method?</p>	<p>Total fee from loan documentation contributes only 0.3% of total retail income for FY22</p> <p>As for Hire Purchase, RHB business direction is focused towards Vehicle Financing-i (Variable Rate). Unlike all other competitors, Vehicle Financing-i (Variable Rate) method of calculation is based on reducing balance. Our current portfolio today consists of approximately 93% Vehicle Financing-i (Variable Rate) and since 2022 onwards, &gt;99% of all Hire Purchase new bookings are under Vehicle Financing-I (Variable Rate).</p> <p>In addition, we will be launching the enhanced Vehicle Financing-i (Variable Rate) this year which will enable us to target the Mass Affluent segments and above and drive incremental in sales.</p> <p>Other than the partnership with VOLVO, we are working on new strategic partnership to drive growth</p>
24.	Lee Mun Hoe:	

No.	Name and Question of Member(s)	Response by the Company
	Any plans to impose more or increase fee based service in order to give sustainable return to the shareholders?	<p>In line with Bank's 3-year strategy, doubling down on wealth management business is our key focus to increase fee based income. The acceleration in wealth management business will be via new product offerings, customer acquisition, digitalisation and focusing on Islamic Wealth Management.</p> <p>We also have a very robust SME business that generates significant fee income through a variety of transactional fee income. SME Fee income grew 13% in 2022 and will continue to be a significant contributor.</p>
25.	<p>Lee Mun Hoe:</p> <p>Any plan to revisiting office space and modification of workspaces ongoing?</p>	<p>While the Group focus on investment in digital channels, physical locations remain as important customers' touch points. On this aspect, we carry out proactive maintenance and refurbishment of our branches, business centres and premier banking centres etc. on an on-going basis to provide more conducive and secured banking environment, better customer experience as well as to improve our brand image. As for offices, we are also progressively updating and reconfiguring the existing space with contemporary design to facilitate more productive and collaborative environment, hybrid working arrangement, cost effectiveness and sustainability elements, as well as multi-locations set up for greater resiliency of critical operations and systems.</p>
26.	<p>Lee Mun Hoe:</p> <p>Is RHB constantly improving and maintaining physical condition of the properties? Any planning to refurbish branch and office?</p>	<p>RHB consistently review our branch network portfolio for upgrades and refurbishments, repurpose, and relocations based on our overall strategy to better serve the local community. Since FY2021, we have refurbished more than 55 branches and Premier Centre, and 29 more slated to be completed by this year, while the Group focus on investment in digital channels,</p>

No.	Name and Question of Member(s)	Response by the Company
		<p>physical locations remain as important customers' touch points. On this aspect, we carry out proactive maintenance and refurbishment of our branches, business centres and premier banking centres etc. on an on-going basis to provide more conducive and secured banking environment, better customer experience as well as to improve our brand image. As for offices, we are also progressively updating and reconfiguring the existing space with contemporary design to facilitate more productive and collaborative environment, hybrid working arrangement, cost effectiveness and sustainability elements, as well as multi-locations set up for greater resiliency of critical operations and systems.</p>
27.	<p>Loh Mun Seong:</p> <p>Malaysia's GDP is forecast to grow approximately 4.5% in 2023 (8.7% in 2022), somehow, loan growth performance is anticipated to moderate growth. What is the strategy to boost the performance of the loan outlook?</p>	<p>In FY2022, loans grew 6.9% YoY which was primarily driven by mortgage, auto finance, SME, Commercial, Singapore and Cambodia.</p> <p>2023 GDP is projected to grow at a moderate pace of 5.0% from 8.7% recorded for 2022. For the banking sector, loans are expected to grow in 2023 albeit at a more moderate pace, in line with the slower global growth projection.</p> <p>For RHB Banking Group, loans growth is expected to be between 4%-5% this year and the primary drivers will continue to be mortgage, auto finance, SME and Singapore.</p> <p><u>Retail Loan</u> We will continue to see loans growth in the retail space. For Retail loan, Mortgage will continue to be the driver. In FY2023, we are expanding and diversifying our portfolio with secondary market property and commercial property financing.</p> <p>For Hire Purchase, we continue to focus on winning more market share through expansion of our touch points and focus on EV financing, which is align with RHB Sustainability Financing agenda.</p>

No.	Name and Question of Member(s)	Response by the Company
		<p><u>SME Loan</u>            With the re-opening and government focus on supporting the SME industry, the outlook remains positive and is expected to outpace National average GDP growth. RHB will continue our focus on SME segment via digital financing and ESG financing</p>
<i>TWP24</i>		
28.	<p>Loh Mun Seong:</p> <p>Any TWP24 strategy updates for 2023 and 2024 and what is the big challenge for the group?</p>	<p><u>TWP24 strategy updates for 2023 and 2024</u>            The Group's immediate focus is to stay the course in executing our Together We Progress 24 (TWP24) strategy, guided by our three strategic objectives:</p> <ul style="list-style-type: none"> <li>• 'Be Everyone's Primary Bank', where we continuously strive to ensure customers' needs are met through personalised and segment-tailored propositions</li> <li>• 'Prioritise Customer Experience', where we believe service excellence is our key differentiating factor and will continue delivering superior customer experience.</li> <li>• 'Drive Quality Growth', where we will continue to focus in businesses where we have the 'right-to-win', while ensuring that our asset quality and credit risks remain resilient.</li> </ul> <p><u>What are the potential risks and challenges for the Group?</u>            We remain cautious of any global headwinds that might potentially weigh on growth in the Malaysian banking sector, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Potential worsening of the war between Russia and Ukraine which could affect prices of commodity and food globally</li> <li>• Prolonged period of high inflation which will intensify the hawkish approach in the economy globally</li> </ul>

No.	Name and Question of Member(s)	Response by the Company
		<ul style="list-style-type: none"> <li>A potential global recession may further slowdown trade activities and exports, slowing down the Malaysian economy</li> </ul>

No.	Name and Question of Member(s)	Response by the Company
<i>Dividend</i>		
29.	<p>Ee Yih Chin:</p> <p>The dividend policy is minimum 30% payout. The payout ratio was 62.5% in FY2022.</p> <p>Given RHB Group's high CET1 ratio, will the Board envision maintaining a high level of payout ratio in FY23, or close to 40 sen DPS in absolute term?</p> <p>Will the Board also consider revising its dividend policy with a higher payout ratio?</p>	<p>In FY2019, the Group revised the dividend payout guidance to a minimum of 30% (from between 20% and 30% previously). Nevertheless, the dividend declared by the Board is subjected to the regulatory approvals.</p> <p>DRP was first applied to the Group's final dividend for FY2020. The dividend reinvestment rate has been encouraging with DRP subscription rate ranging from 83.31% to 87.65% upon implementation.</p> <p>Shareholders are given the option to reinvest the electable portion into DRP shares. If the DRP is not exercised by the shareholders in full, the remaining balance of the electable portion and the non-electable portion will be paid to the shareholders in cash</p> <p>In the future, the Group intends to continue paying dividend of at least 30%. RHB however, has a target to pay at least 50% dividend payout i.e. similar to the highest pre-pandemic payout ratio in 2019.</p>
30.	<p>Ee Yih Chin:</p> <p>In May 2022, the electable portion of DRP is 10 sen out of 25 sen of final dividend. In May 2023, the electable portion has been reduced to 5 sen out of 25 sen.</p> <p>Why is there is lesser need for DRP in 2023?</p>	<p>In FY2019, the Group revised the dividend payout guidance to a minimum of 30% (from between 20% and 30% previously). Nevertheless, the dividend declared by the Board is subjected to the regulatory approvals.</p> <p>DRP was first applied to the Group's final</p>

No.	Name and Question of Member(s)	Response by the Company
	Will DRP of at least 10 sen per year (=5 sen + 5 sen) likely to continue in the foreseeable future?	<p>dividend for FY2020. The dividend reinvestment rate has been encouraging with DRP subscription rate ranging from 83.31% to 87.65% upon implementation.</p> <p>Shareholders are given the option to reinvest the electable portion into DRP shares. If the DRP is not exercised by the shareholders in full, the remaining balance of the electable portion and the non-electable portion will be paid to the shareholders in cash</p> <p>In the future, the Group intends to continue paying dividend of at least 30%. RHB however, has a target to pay at least 50% dividend payout i.e. similar to the highest pre-pandemic payout ratio in 2019</p>
31.	<p>Wong See Kai:</p> <p>Dividend reinvestment revenue stamps and commission should be deducted by the company from the dividend received. I received the dividend reinvestment letter on the 2 March the closing date.</p>	<p>Under Section 4(1) of the Stamp Act 1949 (Stamp Act), the DRF or e-DRF is deemed to be an agreement and an instrument chargeable with a stamp duty.</p> <p>The DRF/e-DRF is subjected to a stamp duty of RM10, being an agreement/Notice of Election (instrument) for the shareholders to elect to participate in the Reinvestment Option.</p> <p>The stamp duty shall be payable by the shareholders, being the person whom first sign (execute) the agreement/notice of election.</p>
32.	<p>Lim Kar Seah:</p> <p>How could RHB foresee its Dividend Yield or Growth over the next 5 years? Would RHB be able to outperform other stocks such as BAT, Maybank?</p>	<p>The Board believes in balancing returns to shareholders with investment to support future growth. Nevertheless, the dividend declared by the Board is subjected to the regulatory approvals.</p> <p>In FY2019, the Group revised the dividend payout guidance to a minimum of 30% (from between 20% and 30% previously).</p>



No.	Name and Question of Member(s)	Response by the Company
		<p>For FY2022, the Group has declared a second interim dividend of 25 sen per share, consisting of cash payout of 20 sen per share and an electable portion under the Dividend Reinvestment Plan of 5 sen per share. Together with its first interim dividend of 15 sen per share, total dividend for FY2022 amounts to 40 sen per share or 62.5% payout ratio.</p> <p>In the future, the Group intends to continue paying dividend of at least 30%. RHB however has a target to pay at least 50% dividend payout i.e. the highest pre-pandemic payout</p>
33.	<p>Lim Kar Seah:</p> <p>Could RHB make the Dividend Declaration at each quarter like BAT to enable higher compounding effects via more Dividend Reinvestments? I mean the frequency of reinvestment</p>	<p><i>As per the response to Question 32</i></p>
34.	<p>Kow Lih Shi:</p> <p>Can company distribute RM1 of high Dividends?</p>	<p>The Group has declared a second interim dividend of 25 sen per share, consisting of cash payout of 20 sen per share and an electable portion under the Dividend Reinvestment Plan of 5 sen per share. Together with its first interim dividend of 15 sen per share, total dividend for FY2022 amounts to 40 sen per share or 62.5% payout ratio.</p> <p>In the future, the Group intends to continue paying dividend of at least 30%. RHB however has a target to pay at least 50% dividend payout i.e. the highest pre-pandemic payout.</p>
35.	<p>Lee Sin Yee</p> <p>Why does the management distribute the dividend scrip via treasury shares instead of issuance of new shares? Treasury share can be accumulated via share buy backs thus reducing the outstanding</p>	<p>The Group has declared a second interim dividend of 25 sen per share, consisting of cash payout of 20 sen per share and an electable portion under the Dividend Reinvestment Plan (DRP) of 5 sen per share.</p>

No.	Name and Question of Member(s)	Response by the Company
	shares to further enhance the value for shareholders holding RHB shares.	Shareholders are given the option to reinvest the electable portion into DRP shares. If the DRP is not exercised by the shareholders in full, the remaining balance of the electable portion and the non-electable portion will be paid to the shareholders in cash.
<i>Board of Directors</i>		
36.	<p>Lee Mun Hoe:</p> <p>If the Nomination and Remuneration Committee assess outsider candidates prior decided to retain existing board members?</p> <p>Any interview process goes through?</p>	<p>When a new candidate is nominated to replace an outgoing member for directorship, he or she is assessed by the BNRC in accordance with RHB Banking Group's Fit and Proper Policy for key responsible persons. These assessments are carried out against benchmark of documented competencies which have been prepared for each role, the self-declarations by each individual, the academic/professional qualification record and the specific vetting checks on criminal record, bankruptcy and regulatory disqualification.</p> <p>The Chairman of the BNRC (or any two members of the BNRC in the absence of the Chairman, as the case may be) conducts an interaction session with the proposed candidates and assesses them based on their skills and experience, independence (where relevant) and objectivity, track record of success, sound judgment and other relevant perspectives.</p> <p>Detailed information on the succession planning process can be found in RHB Bank Berhad's Corporate Governance Report 2022 under Practice 5.1 from page 41 – 44 and Practice 5.5 from page 48 – 50.</p> <p>The Board carries out an annual performance review of its members via the Board Effectiveness Evaluation ("BEE") exercise. The BEE is conducted with the support of the Board Nominating &amp; Remuneration Committee ("BNRC") to</p>

No.	Name and Question of Member(s)	Response by the Company
		<p>assess the performance of individual directors, Independent and Non-Independent Directors and Board Committees. The BEE exercise is designed to detect strengths and weaknesses to improve the Board and individual director's overall effectiveness and is an important supporting component for re-appointment of Directors. The re-election of a director is contingent on satisfactory evaluation of his or her performance and contribution to the board. The Board is pleased to report that all members assessed during the previous BEE exercise have attained respectable scores and details of the assessment are disclosed under Practice 6.1 of the Corporate Governance Report 2022 on page 60 – 63.</p>
37.	<p>Lee Mun Hoe:</p> <p>Any clear KPI made to the Independent Non-Executive Directors?</p>	<p>The Independent Non-Executive Directors (“INED”) are required to be impartial and objective, especially on matters relating to management, shareholders and other stakeholders. The current crop of INEDs within the Board have exemplified strong independent judgment and character in carrying out their mandate which was reflected in the performance assessment conducted via the Board Effectiveness Evaluation. The BEE, in particular Part B, evaluated individual Board member's contribution to the Board and competencies of each Board member which included:</p> <ul style="list-style-type: none"> <li>• Balancing Stakeholders</li> <li>• Cultivating Innovation</li> <li>• Broad Perspective</li> <li>• Strategic Vision</li> <li>• Ensuring Accountability</li> <li>• Developing Talent</li> <li>• Managing Conflict</li> <li>• Courage</li> <li>• Managing Ambiguity</li> <li>• Dedication</li> <li>• Situational Adaptability</li> <li>• Independence</li> </ul>

No.	Name and Question of Member(s)	Response by the Company
		<p>The assessment result also indicated that the current composition of majority INEDs encapsulates strong boardroom culture which allows for good discourse and interaction between board members, paving the way for crystallisation of opinion and sound decision making. Performance results of the INEDs are provided for under Practice 6.1 of the Corporate Governance Report 2022 from page 60 – 63.</p>
38.	<p>Lee Mun Hoe:</p> <p>What is the board expectation to the retained Independent Non-Executive Directors &amp; executive directors' contribution to the company?</p>	<p><i>As per the response to Question 37</i></p>
39.	<p>Quek Jin Ang:</p> <p>Ordinary Resolution 6- Payment of Directors' Remuneration (excluding Directors' fees and Board Committee Allowances) up to RM2.40 million to the Non-Executive Directors from 57th AGM to 58th AGM of the Company</p> <p>Please provide the breakdown of remuneration/benefit paid to each Non-Executive Director of the Company from 56th AGM to 57th AGM of the Company as the amount up to RM2.0 million was approved by the shareholders at the last AGM held on 27 April 2022. Please specify amount paid for each remuneration/benefit to each Director.</p> <p>What is the rationale for the Directors' Remuneration be increased from RM2.0 million to RM2.4 million?</p>	<p>The disclosure of remuneration paid to Non-Executive Directors (“NEDs”) in FY2021 and in FY2022 is disclosed under Note 43 on Page 110 – 111 of the Financial Report. Detailed breakdown of the Board remuneration is provided for under Practice 8.1, on Page 70 - 72 of the Corporate Governance Report 2022.</p> <p>The increase in the amount sought for shareholders' approval is attributed to the following:</p> <ul style="list-style-type: none"> <li>• Establishment of a new Board Committee, namely the Board Sustainability Committee in FY2022.</li> <li>• Allocation for appointment of additional member(s) to the RHB Bank Berhad Board as well as its Board Committees', to be utilised if required.</li> <li>• (At this juncture, there are no plans to expand the number of Board or Committee members, the allocation is purely made to serve as a contingency.)</li> <li>• Refresh of outdated electronic devices provided to the Directors such as the iPhone, iPad and other peripherals for meeting purposes. (Classified as</li> </ul>

No.	Name and Question of Member(s)	Response by the Company
		<p>'Other Benefits')</p> <ul style="list-style-type: none"> <li>In addition, the amount sought for approval also includes an allocation of 10% contingency of the overall remuneration required to mitigate any unforeseen impact that is beyond the Board or companies control.</li> </ul> <p>The Board has in place a remuneration structure that is fair and transparent which underwent independent review, facilitated by Willis Tower Watson, in 2021. The revised remuneration structure was duly approved by the Shareholders during the 56th AGM of the Company in 2022. Any future changes to the remuneration structure will be put also be put forward for shareholders' scrutiny and approval.</p> <p>We hope the above provides sufficient clarity on the increase of the remuneration sought for approval under Ordinary Resolution 6.</p>
40.	<p>Lee Mun Hoe:</p> <p>May I know any increase on directors' fees and remuneration perks as compared with a year ago?</p>	<p><i>As per the response to Question 39</i></p>
<i>Digital Bank</i>		
41.	<p>Chew Hon Mun:</p> <p>What is the current status and progress of the digital bank, especially after the share subscription agreement for Boost Bhd to meet the minimum capital funds requirement? When is the expected timeline to launch the digital bank business, and what is the plan to take advantage of existing Boost app to capitalise on it?</p>	<p>The consortium team is currently in the build phase and continues to develop the Digital Bank according to planned timelines.</p> <p>The Digital Bank has a target launch date by end 2023, within the 24-month timeframe established by BNM.</p> <p>Boost has extensive and proven experience in building a fintech business with deep knowledge in the Digital Bank's targeted customer segments. The Digital Bank will tap into Boost's existing and affiliated ecosystems, products, customers and expertise to accelerate the build process.</p>

No.	Name and Question of Member(s)	Response by the Company
42.	<p>Loh Mun Seong:</p> <p>What is the updates for digital banking which JV in between Boost and RHB?</p>	<p>The Digital Bank setup has been progressing according to planned timelines.</p> <p>RHB Bank, together with Boost Holdings have reached the following milestones in Q1 2023:-</p> <p>Jointly incorporated a company, Boost Berhad, which subject to the approval from BNM, will be the legal entity to carry out the digital banking business.</p> <p>Jointly signed a share subscription agreement to subscribe to 100 million new ordinary shares in Boost Berhad for RM100 million to meet the minimum capital funds as required by BNM.</p> <p>(Boost Holdings and RHB Bank holds 60% and 40% respectively of the equity share capital of Boost Berhad)</p> <p>Jointly signed a shareholders' agreement to regulate the affairs of Boost Berhad as the proposed Digital Bank, and RHB Bank and Boost Holdings' relationship between themselves as shareholders of Boost Berhad.</p> <p>The Digital Bank's build progress also remains on track, and targeted to launch by the end of 2023, or latest by the first quarter of 2024 within the timeframe established by BNM.</p>
43.	<p>Lim Kar Seah:</p> <p>What is the projection for the next 5 to 10 years after the collaboration with Boost e-Wallet? What do you think is the main strength that could outperform others?</p>	<p>We see the collaboration with Boost in building the Digital Bank as a long term investment towards sustainable growth.</p> <p>We see the Digital Bank growing alongside our target customers, i.e. the underserved segment, in the long-term, enabling them to build their credit history and putting customers in a stronger financial position in the future.</p> <p>This Digital Bank partnership is the only bank-backed consortium with RHB providing our established years of trust with customers and regulators, alongside our</p>

No.	Name and Question of Member(s)	Response by the Company
		<p>proven technical expertise in areas across core banking services, risk, compliance and product management etc. to support the setup and running of the Digital Bank.</p> <p>Our partners Boost also has extensive and proven experience in building a fintech business, with deep knowledge in the Digital Bank's targeted customer segments. In addition, Boost also has an established active customer base on their e-Wallet / micro-credit ecosystem as well as an adjacent reach to the CelcomDigi customer base.</p>
44.	<p>Kow Lih Shi:</p> <p>What would company do for digital Banking, and block chain co-relating technology and cybersecurity safety to stronger client confident in future?</p>	<p>Through the Digital Transformation program, RHB has introduced new and improved digital channels for banking on Mobile (in 2019) and Web (in 2022) contributing to the growth of our digital users (from 1.5m in 2017 to 2.2m in 2022). Additionally, RHB provides convenient apps for financing needs through MyHome and SME Financing. All digital touch points to our customers go through stringent security standards and tests before they are released.</p> <p>Similarly, any use of new technology would be thoroughly analysed for fit for use and security risks.</p> <p>RHB has established a stringent process whereby before any digital channel is open to customer access, the system must meet the requirements set by the regulators and other relevant industry standards. The software development of the banking system shall follow strict secure coding practice to ensure that it is safe and there are no loopholes. Before the system goes live, RHB conducts numerous security tests by both internal and external cyber security experts to ensure the bank system is safe from both external and internal threats. Once the system is accessible to the customers, RHB continuously conducts tests to ensure the bank system is safe from external intrusions.</p>

No.	Name and Question of Member(s)	Response by the Company
		As far as blockchain technology is concerned, RHB does not have any plan to adopt it at the moment. RHB is aware that while blockchain technology is most popularly used for digital currency such as Bitcoin, Blockchain is also now being used in different sectors for safeguarding records.
<i>Digital Transformation</i>		
45.	<p>Lee Mun Hoe:</p> <p>To elaborate oncoming digital transformation program.</p>	Digital enablers are embedded into the overall TWP24 program and continue to be the strategic tool to provide customer centric solutions.
46.	<p>Kow Lih Shi:</p> <p>What could company implementation Chat GPT, AI as customer online services? Is have Safety for both parties among banking and client?</p>	<p>RHB is currently still at an initial stage of exploring potential Generative AI use cases including ChatGPT. Any potential use cases will strictly adhere to existing rules and regulations, ensuring the privacy and safety of our customers.</p> <p>RHB is currently still at an initial stage of exploring potential Generative AI use cases including ChatGPT. Any potential use cases will strictly adhere to existing rules and regulations, ensuring the privacy and safety of our customers.</p> <p>The adoption of AI in general and ChatGPT in particular may change the financial and banking industry for the better. Some of the potential usage of AI models include providing customised financial advice, targeted product recommendations and proactive fraud detection. AI may also be utilised to guide customers through onboarding, verifying their identity, setting up accounts and providing guidance on available products.</p> <p>However, AI as a technology is still at an early stage. Adopting AI at this stage for customer online services will pose certain risks as the security of the technology is still</p>



No.	Name and Question of Member(s)	Response by the Company
		<p>unknown. Due to its free-to-use nature, there is no security obligation by the service provider to secure the information.</p> <p>A good example is ChatGPT that was launched in November 2022 which managed to obtain 100 million users within three months. However, in April 2023, there was a vulnerability detected and hackers managed to exploit this vulnerability to download active users' information including user-ID, emails, contact number, payment info (credit card number) and others. ChatGPT was later brought down to address this vulnerability.</p> <p>As such, the Bank will be very cautious and on exploratory mode in adopting AI at this juncture as we value highly on customer confidentiality.</p>
<i>RHB Insurance - Outlook</i>		
47.	<p>Ee Yih Chin:</p> <p>Recently there have been a number of M&amp;A in the Malaysian general insurance markets, including insurers under Affin and AmBank Group.</p> <p>Given that RHB Insurance is only a mid-size player, how will it fare in a consolidated market?</p> <p>Does the Group actively look into any M&amp;A opportunities?</p>	<p>Our main focus under TWP24 Strategy is to grow the business organically.</p> <p>We are not currently looking for M&amp;A opportunities. However, we will evaluate and assess if an opportunity arises.</p> <p>The Group will continue to assess and explore ways to unlock the insurance value proposition, driving quality growth through carefully considered segmentation and expansion, with focus on the Retail/SME segments. The company will continue to invest and build digital capability for better delivery of its products and customer experience and synergy within bank customer base.</p>
48.	<p>Ee Yih Chin:</p> <p>Can management quantify the impacts of "stiff pricing competition in the fire and motor segments arising from the liberalisation of tariff" (page 121)?</p>	<p>Stiff competition arising from phased liberalisation will reduce the gross written premium and subsequently potential profit margin if insurers do not react appropriately. For FY2023, the management estimated a</p>

No.	Name and Question of Member(s)	Response by the Company
	<p>Being a mid-size general insurer, how does RHB Insurance compare against larger players which seemingly have better knowledge and experience in pricing risks?</p>	<p>3% to 5% reduction in gross written premium purely due to the business environmental change. Nevertheless, the management has devised action plans specifically to cushion this impact in order to ensure minimal impact to the business performance.</p> <p>Though the larger general insurer seemingly has better knowledge and experience in pricing, being a mid-size general insurer actually provides an edge over large insurer as we are able to be more flexible in maneuvering the environment of uncertainty and target niche profitable segment more effectively.</p>
	<p>Chew Hem Poo @ Choy Nean Chin:</p> <p>Mr. Chairman, I note that RHB Bank Bhd, its subsidiary RHB Insurance Bhd does not provide Home Safeguard Insurance Policy for RHB Bank housing loan customers. The main attraction of this Home Safeguard Insurance Policy is the insurance premium cheaper by 30% by using Building Cost Calculator developed by Persatuan Insurans Am Malaysia (PIAM) for the benefits of insurers in comparison with Houseowner Insurance Policy but the insurance coverage is almost identical. As a result, your new &amp; existing housing loan customers who wish to opt for Home Safeguard Insurance Policy in preference of Houseowner Insurance Policy will face the dilemma. As a shareholder &amp; for the interest of RHB Banking Group, it is vital to be competitive to have a comprehensive insurance package for their customers. In this respect, will the Chairman please deliberate the matter at the forthcoming AGM &amp; whether Home Safeguard Insurance Policy will be introduced thereafter by RHB Insurance Bhd for the benefit of their customers. Thank you.</p>	<p>We thank you for your question and interest in the home protection product of RHB insurance.</p> <p>We take note that Home Safeguard is a Fire Insurance product offered by a friendly competitor.</p> <p>RHB Insurance has distinctive and innovative products that cater for the specific needs of our valuable customers, including liberalised Fire Insurance product that is priced competitively up to 30% from the tariff premium.</p> <p>Houseowner Plus on the other hand is specially curated exclusively for RHB Bank customers, bringing unrivalled Emergency Home Service (EHS) to our customers. EHS is available for our customers in the event of:</p> <ul style="list-style-type: none"> <li>• Emergency Plumbing dysfunction</li> <li>• Emergency Electrical dysfunction</li> <li>• Emergency Locksmith assistance</li> <li>• Emergency Pest Control assistance</li> </ul> <p>Besides EHS, the Houseowner Plus coverage are more extensive which includes:</p>

No.	Name and Question of Member(s)	Response by the Company
		<ul style="list-style-type: none"> <li>• Windstorm Damage coverage for outdoor fixtures &amp; fittings</li> <li>• Damage by Falling Trees</li> <li>• Riot Strike Malicious Damage</li> <li>• Repair of Bursting Pipe up to RM2k</li> <li>• Domestic Help Allowance up to RM200</li> <li>• Inconvenience Allowance up to RM1k due to property damage by fire &amp; explosion</li> </ul>
<i>AGM Door Gift</i>		
49.	<p>Loo Yeo Ming:</p> <p>Datuk Chairman and BOD, Please Please reconsider giving door gift as Token of appreciation as MBB and CIMB will be giving TNGo of RM50 per shareholder. Could you delight your loyal and long-time investor?</p>	<p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
50.	<p>Tan Sian Hoo:</p> <p>A very good morning to BOD. It's been some years that a door gift/e-wallet were not rewarded to attendees. Hopefully this current AGM will be cheerful for participants. TQ</p>	<p><i>As per the response to Question 49</i></p>
51.	<p>Tai Phoo Siew @ Thay Phoo Siew:</p> <p>Hi good morning to BOD. It's been some years that a door gift/e-wallet were not rewarded to attendees. Hopefully this current AGM will be cheerful for participants. TQ</p>	<p><i>As per the response to Question 49</i></p>

No.	Name and Question of Member(s)	Response by the Company
52.	<p>Tan Chai Heng:</p> <p>Hi good morning to BOD. It's been some years that a door gift/e-wallet were not rewarded to attendees. Hopefully this current AGM will be cheerful for participants. TQ</p>	<p><i>As per the response to Question 49</i></p>
53.	<p>Tan Tee Kheng:</p> <p>Door gift?</p>	<p><i>As per the response to Question 49</i></p>
54.	<p>Loh Boon Siong:</p> <p>Any door gift like e-voucher to the shareholder?</p>	<p><i>As per the response to Question 49</i></p>
55.	<p>Stephen Lye Tuck Meng:</p> <p>Dear BOD - Kindly give us some e-vouchers, food vouchers or e-wallet (no discount vouchers please) for being loyal shareholders and attending this meeting. Times are bad now. Please be considerate to us shareholders during these trying times. TQ</p>	<p><i>As per the response to Question 49</i></p>
56.	<p>Cheah Lean See:</p> <p>In appreciation for attending the AGM, a door gift would be much appreciated. Thanks</p>	<p><i>As per the response to Question 49</i></p>
57.	<p>Lee Mun Hoe:</p> <p>Please consider to provide meal or e-vouchers to those who participate in this virtual AGM. I am disappointed that management had cut down our compliments. Your kind consideration is much appreciated.</p>	<p><i>As per the response to Question 49</i></p>
58.	<p>Lee Mun Hoe:</p> <p>Kindly provide door gift to those who attend this virtual AGM. Together we achieve the pillar of ESG of the company.</p>	<p><i>As per the response to Question 49</i></p>

No.	Name and Question of Member(s)	Response by the Company
59.	<p>Lee Chew Foong:</p> <p>Since our most respected Board of directors had decided not to give any door gift to shareholders who had given a lot of time, efforts, participation, contribution, involvement during the past 3 years AGM and also in this 2023 AGM, we as shareholders would like to propose that no directors' fees and expenses should also be given to the Board of Directors for attending all the past and current AGMs. It is most important that shareholders be treated fairly and with utmost respect. Thank you very much for your kind assistance, understanding and support.</p>	<p><i>As per the response to Question 49</i></p>
60.	<p>Chew Chin Chin:</p> <p>Appreciate RHB bank to email e-voucher after the virtual AGM scheduled on 10 May 2023.</p>	<p><i>As per the response to Question 49</i></p>
61.	<p>Tee Beng Hee:</p> <p>Can the company please give us some e vouchers/e wallet for the time and effort we take to attend this RPV as a token of appreciation. Thank you.</p>	<p><i>As per the response to Question 49</i></p>
62.	<p>Lim Ba Tai @ Lim Eng Kim:</p> <p>Can the company please give us some e vouchers/e wallet for the time and effort we take to attend this RPV as a token of appreciation. Thank you.</p>	<p><i>As per the response to Question 49</i></p>
63.	<p>Tee Beng Choo:</p> <p>Please give us some e vouchers/e wallet for attending this RPV as a token of appreciation. Thank you.</p>	<p><i>As per the response to Question 49</i></p>
64.	<p>Tee Beng Ngo:</p> <p>Please give us some e vouchers/e wallet for attending this RPV as a token of appreciation. Thank you.</p>	<p><i>As per the response to Question 49</i></p>

No.	Name and Question of Member(s)	Response by the Company
65.	Chee Teng Ho:  Please give us some e vouchers/e wallet for attending this RPV as a token of appreciation. Thank you.	<i>As per the response to Question 49</i>

No.	Name and Question of Member(s)	Response by the Company
<i>AGM Administrative Matters</i>		
66.	Lee Mun Hoe:  Face to face interactions is an integral part of the investor relation function to allow for direct engagement with the board members. Any plan to organize one to one shareholder engagement activity?	Thank you for your feedback.  We will consider the possibility of conducting a hybrid meeting in the future once we are assured with the technology needed to support a seamless, stable and secure large-scale meeting in hybrid mode.  In the meantime, we will continue with virtual mode.
67.	Ee Yih Chin:  Please continue to offer virtual meeting option in future AGM/ EGM.	<i>As per the response to Question 66</i>
68.	Stephen Lye Tuck Meng:  Dear Mr Chairman - Kindly do not use Boardroom services for RPV in future. The system is very lousy - it is not integrated and doesn't allow us to vote when the meeting starts unlike SSHSB or Tricor - We need to hunt for login details in our email and have to use a separate system (LUMI) just to attend the RPV. Many shareholders have voiced similar complaints. This has been reported to Boardroom Senior Mgmt but they refuse to listen and improve. Kindly use SSHSB or Tricor in future. TQ	Thank you for the feedback. We have strongly urged Boardroom to closely engage the shareholders on the concerns. Boardroom has since enabled the voting process to begin when the AGM starts. Please be assured that the shareholders concerns have been escalated to Boardroom for their resolution.
69.	Loh Boon Siong:  I would like to request for a printed annual report.	Kindly note that the printed annual reports were dispatched out to the shareholders on

No.	Name and Question of Member(s)	Response by the Company
		3 May 2023.
70.	Loh Boon Hing:  I would like to request for a printed annual report.	Kindly note that the printed annual reports were dispatched out to the shareholders on 3 May 2023.

No.	Name and Question of Member(s)	Response by the Company
<i>ESG</i>		
71.	Lee Mun Hoe:  If all owned properties are green building certified	RHB own buildings are not currently green certified as RHB HQ Buildings were constructed in the 1990s and early 2000s, and for branches, the properties were purchased prior to 1990s. Nevertheless, the Group has, over the years invested in upgrading the facilities as well equipment which includes adopting energy efficiency solutions with the aim of reducing the Group's greenhouse gas emissions. The on-going initiatives include upgrading to energy-efficient chillers, installation of solar panels, building control automation to optimise energy consumption as well as rain water harvesting etc., as part of our effort towards the goal of carbon neutral by 2030.
72.	Lee Mun Hoe:  Did the various compliant cost and ESG related framework affected bank profitability and day to day business operation?	Integrating ESG into our business and decision making process presents the Group with both immediate and long term benefits for the Group.  By managing our internal operational carbon footprint, the Group has achieved, and will continue to do so, operational cost savings through improvement on energy efficiencies and reduce consumption of resources. In terms of commercial opportunities, it provides us with business opportunities through sustainable financing and impact investment that supports the country's transition to a low carbon economy and drive sustainable

No.	Name and Question of Member(s)	Response by the Company
		transformation. As at December 2022 , the Group achieved approximately RM12.5 billion in Sustainable Financial Services, 42 % than our 2022 target.
<i>HR Related Matters</i>		
73.	<p>Lee Mun Hoe:</p> <p>How about overall bonuses payout to the staffs as comparable to precedent year</p>	<p>Overall bonus payout for FY2022 is similar to previous financial years. RHB ensures that bonus payout is aligned with market practice as well as company's performance in respective performance years.</p>
74.	<p>Lee Mun Hoe:</p> <p>To provide concrete evidence that staff productivity improves through digitalize initiative.</p>	<p>PBT per employee has shown an 11% improvement in 2022 compared to 2021, since we embarked on our Digital Transformation Program. Additionally, we have also automated 21% and 29% of our key processes in 2021 and 2022 respectively.</p>



Attachment 3 of the Minutes of the 57<sup>th</sup> Annual General Meeting (“AGM”) of RHB Bank Berhad (“RHB Bank” or “the Company” or “the Bank”) held virtually at Meeting Room 3, Level 16, Tower Three, RHB Centre, Jalan Tun Razak, 50400 Kuala Lumpur (“Broadcast Venue”) and via the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com/> on Wednesday, 10 May 2023 at 10.00 a.m.

**Questions Received From The Shareholders/Members Of The Company  
During The 57th AGM**

No.	Name and Question of Members	Response by the Company
<b>Door Gift</b>		
1.	<p><u>Stephen Lye Tuck Meng</u></p> <p>Dear BOD - Kindly give us some e-vouchers, food vouchers or e-wallet (no discount vouchers please) for being loyal shareholders and attending this meeting. Times are bad now. Please be considerate to us shareholders during these trying times. Thank you.</p>	<p>Good Morning Sir. The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
2.	<p><u>Stephen Lye Tuck Meng</u></p> <p>Since no Door gift must vote all NO</p>	<p>Many thanks for your feedback Sir.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
3.	<p><u>Tan Chai Heng</u></p> <p>It had been few AGMs that RHB had not distribute door gift /eVoucher to participants. We regretted &amp; frustrated as other companies can practice giving it although it were virtual AGMs. Kindly consider.</p> <p>Thank you.</p>	<p>Good morning and many thanks for your feedback.</p>
4.	<p><u>Tai Phoo Siew @ Thay Phoo Siew</u></p> <p>It had been few AGMs that RHB had not distribute door gift /eVoucher to participants. We regretted &amp; frustrated as other companies can practice giving it although it were virtual AGMs. Kindly consider. Thank you.</p>	<p>Good morning and many thanks for your feedback.</p>
	<p><u>Lau So Kiat</u></p> <p>Please consider giving e-voucher to participating shareholder as token for afford and cost of supporting the company. Thank you.</p>	<p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
5.	<p><u>Loo Yeo Ming</u></p> <p>Please reconsider to give top up for ewallet e.g. TNGo as Token of appreciation and caring for your loyal shareholders. TQ</p>	<p>Good morning and many thanks for your feedback.</p> <p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
6.	<p><u>Loo Yeo Ming</u></p> <p>Your reply : The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share. Does this means that for FY2023 the dividend payout will be 80 sen per share as no door gift given?</p>	<p>Many thanks for your feedback Sir. We will strive the best for our shareholders</p>

No.	<u>Name and Question of Members</u>	Response by the Company
7.	<p><u>Loo Yeo Ming</u></p> <p>Your reply : We will strive the best for our shareholders. This reply is not concrete enough, YOU Must give your Shareholders better dividends than FY 2022 as you say better dividends. Shareholders expect positive and higher returns as it needs to be commensurate with your high Directors fees!! Otherwise, BOD needs not be reelected but perform Succession Planning so that Shareholders will get higher dividends and support for caring BOD.</p>	<p>Thank you for your feedback.</p>
8.	<p><u>Loo Yeo Ming</u></p> <p>Your reply : Thank you for your feedback. Any action to be taken?</p>	<p>Thank you for your feedback.</p>
9.	<p><u>Lee Choon Meng</u></p> <p>Been attended virtual meeting for almost 3 years but the ignorant attitudes from the chairman to fulfill our demand for door gifts. Yet the chairman is continuing instigating his comrades or other listed companies board members to stop provide door gifts to the shareholders forever. This was evidenced from the way that company replied to shareholders that other listed conglomerate also follows the same way of practice. Mr Chairman, please step down gracefully and let others to take over your position. Nobody is indispensable.</p>	<p>Good Morning Sir. The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
10.	<p><u>Teh Kian Lang</u></p> <p>ANY E DOOR GIFTS?</p>	<p>Good Morning. The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
11.	<p><u>Lee Choon Meng</u></p> <p>Please be mindful that not all shareholders are major shareholders and able to enjoy good dividends. A token sum of door gifts is to appreciate shareholder sincerity. This is unfair that those who do not participate in virtual AGM also can enjoy good dividends.</p>	<p><i>As per the response to Question 5</i></p>
12.	<p><u>Leong Fook Sen @ Francis Leong</u></p> <p>Kindly provide e vouchers Touch go 200.00 to reward shareholders who attend AGM. Reverse decision not to reward shareholders. Virtual AGM save a lot of budget for RHB. Can channel surplus to AGM.</p>	<p>Good morning and many thanks for your feedback.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
13.	<p><u>See Yoot Wah</u></p> <p>Good morning please reconsider ewallet. Thank you.</p>	<p><i>As per the response to Question 6</i></p>
14.	<p><u>Eng Chwai Heong</u></p> <p>Dear BOD, any evoucher given to loyal shareholder this year?</p>	<p><i>As per the response to Question 6</i></p>
15.	<p><u>Tan Teng Chee</u></p> <p>Appreciate ewallet please</p>	<p><i>As per the response to Question 5</i></p>
16.	<p><u>Teh Sue Wei</u></p> <p>Mr Chairman, I'm a long time and loyal shareholder of the company. I would like to request that the BOD kindly give Boost e- voucher as a token of appreciation for taking time to attend today's RPV.</p> <p>How much does the company spend on this virtual AGM?</p> <p>I would like to request a printed hard copy of the company annual report</p>	<p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p> <p>We will escalate your request for the</p>

No.	<u>Name and Question of Members</u>	Response by the Company
		<p>Annual Report to our Share Registrar.</p> <p>Presently the approximate cost for a virtual AGM is RM60,000.</p>
17.	<p><u>Cheong Chooi Leng</u></p> <p>WHAT DOOR GIFTS WILL GIVEN AT AGM</p>	<p><i>As per the response to Question 6</i></p>
18.	<p><u>Lee Choon Meng</u></p> <p>My heartfelt sympathy goes out to the board members upon hear that there is no door gift distribution. Everyone will die eventually. It is inevitable. Do good get good return. Despite our differences, our though and prayers are with the company during this difficult period. Wish the board members and family members have a meaningful live and stay healthy.</p>	<p>Many thanks for your feedback, Sir.</p>
19.	<p><u>Teh Peng Tin</u></p> <p>Can the BOD give Boost e- voucher as a token of appreciation for taking time to participate in today's RPV.</p> <p>May I know when the company going back to physical AGM? Please advise.</p>	<p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40</p>

No.	<u>Name and Question of Members</u>	Response by the Company
		<p>sen per share.</p> <p>We will consider the possibility of conducting a hybrid meeting in the future once we are assured with the technology needed to support a seamless, stable and secure large-scale meeting in hybrid mode.</p>
20.	<p><u>Thang Yeen Peng</u></p> <p>Please approve door gift in form of ewallet to attending shareholders. Thank you in advance.</p>	<p>Good morning and many thanks for your feedback.</p>
21.	<p><u>Lee Suan Bee</u></p> <p>Can the company give shareholders with Boost e-voucher as a token of appreciation for taking time to attend in today's RPV, since the Boost is j v with RHB bank</p>	<p><i>As per the response to Question 6</i></p>
22.	<p><u>Tan Boon Aik</u></p> <p>Got gift?</p>	<p><i>As per the response to Question 6</i></p>
23.	<p><u>Teh Sue Leng</u></p> <p>I would like to request that the BOD kindly give Boost e- voucher as a token of appreciation for attending today's RPV.</p> <p>May I know when the company going to reward shareholder with bonus issue? Please reply.</p>	<p>Good Morning Madam. The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p>



No.	<u>Name and Question of Members</u>	Response by the Company
		<p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p> <p>Our Strategy Team are continuously looking at various avenues on rewarding Shareholders</p>
24.	<p><u>Tan Eng Waun</u></p> <p>Appreciate reconsider ewallet please. Thank you.</p>	<p>Good morning and many thanks for your feedback.</p>
25.	<p><u>Tan Kim Sing</u></p> <p>GOT GIFT?</p>	<p><i>As per the response to Question 5</i></p>
26.	<p><u>Toh Kok Boon</u></p> <p>GOOD MORNING, MR CHAIRMAN AND BOARD OF DIRECTOR, I WISH TO MINTA FROM MR CHAIRMAN AND DIRECTORS TO GIVE THE SHAREHOLDER AGM ATTENDEE, AS TOKEN OF APPRECIATION, SOME E WALLET OR FOOD VOUCHERS AFTER THE AGM, IN THIS BUALAN RAMADAN, BULAN YANG MULIA. THANKING YOU IN ANTICIPATION AND SELAMAT HARI RAYA TO ALL MUSLIM DIRECTORS.</p>	<p><i>As per the response to Question 5</i></p>
27.	<p><u>Tan Boon Lye</u></p> <p>Got gift?</p>	<p><i>As per the response to Question 5</i></p>

No.	<u>Name and Question of Members</u>	Response by the Company
28.	<p><u>Tan Eng Theng</u></p> <p>Good morning reconsider ewallet please. Thank you.</p>	<p>Good morning and many thanks for your feedback.</p>
29.	<p><u>Poravi A/L S P Sithambaram Pillay</u></p> <p>Thank you for the dividends. Hope you would consider some door gifts for those attending this RPV today.</p>	<p>Thank you for your feedback.</p>
30.	<p><u>Reemarachna A/P Poravi</u></p> <p>Good dividends from RHB. Most appreciated. Hope our Bank will reward participating shareholders in this RPV today with some door gifts.</p>	<p>Thank you for your feedback.</p>
31.	<p><u>Reevanash A/L Poravi</u></p> <p>Thank you for the dividends. Hope you would consider some door gifts for those attending this RPV today.</p>	<p>Thank you for your feedback.</p>
32.	<p><u>Foong Siew Chui</u></p> <p>TAN SRI ONG LEONG HUAT, do sponsor door gifts to those who participate in this virtual AGM. Do share the prosperity with us who funded the company business operation.</p>	<p>Many thanks for your feedback, Sir</p>
33.	<p><u>Lau Kuee Chin</u></p> <p>Please provide evouchers like others bank. Why RHB share is not performing?</p>	<p>Good Morning Sir. The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving</p>

No.	<u>Name and Question of Members</u>	Response by the Company
		<p>towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
34.	<p><u>Mono Kari A/P Sokkalingam</u></p> <p>Thank you for the regular dividends. Hope our Bank would consider some door gifts for those attending this RPV today. We are loyal shareholders.</p>	<p>Thank you for your feedback.</p>
35.	<p><u>Yong Yang Har</u></p> <p>Please give us some e vouchers/e wallet for attending this RPV as a token of appreciation. Thank you.</p>	<p><i>As per the response to Question 6</i></p>
36.	<p><u>Tee Tzien Woei</u></p> <p>Please give us some e vouchers/e wallet for attending this RPV as a token of appreciation. Thank you.</p>	<p><i>As per the response to Question 6</i></p>
37.	<p><u>Lim Kim Meng</u></p> <p>Hi hi. Selamat Hari Raya. Can I know how to get the door gift? Thanks</p>	<p>Hi &amp; Selamat Hari Raya too.</p> <p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
		<p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
38.	<p><u>Leong Ching San</u></p> <p>Any door gift?</p>	<p><i>As per the response to Question 5</i></p>
39.	<p><u>Tan Ai Shuang</u></p> <p>Any door gift for this AGM? Thank.</p>	<p><i>As per the response to Question 5</i></p>
40.	<p><u>Lim See Choon</u></p> <p>Any door gift for shareholder attending this meeting?</p>	<p><i>As per the response to Question 5</i></p>
41.	<p><u>Chong Yun Tong</u></p> <p>May I know whether there is any door gift will be given for participating this AGM? Maybank and CIMB do have.</p>	<p><i>As per the response to Question 5</i></p>
42.	<p><u>Law Wei Yang</u></p> <p>Any door gift provided?</p>	<p><i>As per the response to Question 5</i></p>

No.	<u>Name and Question of Members</u>	<i>Response by the Company</i>
43.	<p><u>Ho Wing Seng</u></p> <p>1. Is the company giving out any form of vouchers for this AGM?</p> <p>2. Can I have a hardcopy of the annual report to be sent to me?</p>	<p>1. <i>As per the response to Question 5</i></p> <p>2. On the annual report, we will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>
44.	<p><u>Lee Tuck Feong</u></p> <p>Shareholders are expecting Door Gifts in this Virtual AGM. Thank you.</p>	<p><i>As per the response to Question 5</i></p>
45.	<p><u>Lee Tuck Keong</u></p> <p>Kindly reward the shareholders attending this AGM with a Door Gift.</p>	<p>Good morning.</p> <p>The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>

No.	<u>Name and Question of Members</u>	<i>Response by the Company</i>
46.	<p data-bbox="321 254 792 285"><u>Wong Oi Chun @ Wong Sow Cheng</u></p> <p data-bbox="321 369 992 436">Distribute a Door Gift to the shareholders attending this AGM as a gratitude of their support. Thank you</p>	<p data-bbox="1024 369 1471 401"><i>As per the response to Question 5</i></p>
47.	<p data-bbox="321 464 792 495"><u>Wong Oi Chun @ Wong Sow Cheng</u></p> <p data-bbox="321 579 992 646">Soar high. Dont just follow others. Need a Breakthrough and reward loyal shareholders.</p>	<p data-bbox="1024 579 1536 646">Good Morning Sir. Many thanks for your words of encouragement.</p>
48.	<p data-bbox="321 674 532 705"><u>Lee Tuck Feong</u></p> <p data-bbox="321 789 992 894">Other conglomerates are distributing Door Gift and also higher Dividend. RHB wants to imitate but unable to distribute Door Gift. Soar high than them.</p>	<p data-bbox="1024 789 1487 821">Many thanks for your feedback, Sir.</p>
49.	<p data-bbox="321 921 545 953"><u>Tan Siong Loong</u></p> <p data-bbox="321 1037 992 1178">You talk a lot of rewards for shareholders. You also compare your performance with other Conglomerates which you want to imitate but limped to distribute a Door Gift to shareholders.</p> <p data-bbox="321 1262 967 1293">Soar high. Do not clown the minority shareholders.</p>	<p data-bbox="1024 1037 1536 1104">Thank you for your constructive comments, Sir.</p>
50.	<p data-bbox="321 1316 613 1348"><u>Albert Wong Mun Sum</u></p> <p data-bbox="321 1432 992 1572">Shareholders attending the AGM is also a form of corporate governance provided by shareholders to provide check and balances to Management decisions and actions.</p> <p data-bbox="321 1656 992 1761">As such the Board should consider an amounts of cash door gifts for those shareholders that attend the AGM.</p>	<p data-bbox="1024 1432 1471 1463"><i>As per the response to Question 5</i></p>

No.	<u>Name and Question of Members</u>	Response by the Company
51.	<p><u>Lim Kian Hong</u></p> <p>Any door gift?</p>	<p><i>As per the response to Question 5</i></p>
52.	<p><u>Lum Peck Wan</u></p> <p>BETTER DIVIDEND OR NOT RHB SHOULD &amp; MUST GIVE DOORGIFTS LA!!!!</p>	<p>Many thanks for your feedback Ms. Lum</p>
53.	<p><u>Tang Shyang Guey</u></p> <p>Hi. You talk so much on your performance and shareholders rewards. When and how can you keep up to the level of other Banks like Maybank, Public Bank?</p>	<p>Thank you for your kindness and continued support</p>
54.	<p><u>Chan Ngun Fong</u></p> <p>THIS IS ACCOUNTS RELATED AS IT INVOLVES MONEY OR RESOURCES FROM THE COMPANY!</p> <p>Directors get fees, allowances and many many others benefits.</p> <p>Staff gets salaries, bonuses, trainings and other benefits.</p> <p>Shareholders get only dividends on the mercy of the company. If company does not do well, shareholders get NOTHING or some dividends only when company makes profit. Why is the board not considering some token of appreciation for the shareholders for participating in this virtual meeting?</p> <p>WHY?</p>	<p>Many thanks for your continued support Sir.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
	We too bear risk in investing, very sad that company is doing so called CSR and giving benefits to B40 and ignoring the shareholders!!! WHY??? Do elaborate.	
55.	<u>Lye Boon Kin</u>  Any door gift?	<i>As per the response to Question 5</i>
<b>AGM Administration</b>		
56.	<u>Tan Chai Heng</u>  This morning Tricor Petronas Dagangan AGM system failed after meeting started 10 minutes. It was not recovered until now. This happened 2 years ago with Maybank AGM which was called off & TAKEN OVER BY BOARDROOM on a rescheduled date	Thank you for your feedback Mr. Tan. We continuously stress test our Share Registrar's servers and system to ensure seamless connectivity with our shareholders during the AGM.
57.	<u>Leo Ann Puat</u>  Although Boardroom is not as good as TIIH I think it is good enough compared to many dubious platforms used by not so transparent listed companies.	Many thanks for your feedback. We stress tested our Registrar's servers and systems in order to ensure seamless connectivity with our shareholders during the AGM.
58.	<u>Loo Yeo Ming</u>  Regarding Boardroom, it is not user friendly as need to log in 3 times password and need to wait for email. Need Board room to improve or change administrator like TRICOR - very user friendly.	Thank you for your feedback.
59.	<u>Choy Yau Kee</u>  CHAIRMAN, CEO  Please change your share registrar. The procedure	Thank you for your feedback.



No.	<u>Name and Question of Members</u>	Response by the Company
	<p>provided to participate the AGM is highly user unfriendly.</p> <p>It discourages shareholders to participate the AGM.</p>	
60.	<p><u>Choy Yau Kee</u></p> <p>The present share registrar make it difficult and discourage shareholders to participate AGM.</p> <p>The effect is it made shareholders difficult to approve election / re-election of directors and payment of directors' fee.</p>	<p>Many thanks for your feedback Sir. Please be informed that we have stress tested BSR's system in comparison with others in the market and are satisfied with its performance.</p>
61.	<p><u>Stephen Lye Tuck Meng</u></p> <p>Please let us vote when the meeting starts and not keep us waiting too long. Thank you.</p>	<p>Yes the voting will be open as soon as the Meeting starts.</p>
62.	<p><u>Teh Kian Lang</u></p> <p>CAN WE HAVE HYBRID AGMS IN THE FUTURE I.E. BOTH PHYSICAL AND ONLINE?</p>	<p>Good Morning Sir. Thank you for your feedback, it is truly appreciated</p> <p>We will consider the possibility of conducting a hybrid meeting in the future once we are assured with the technology needed to support a seamless, stable and secure large-scale meeting in hybrid mode.</p> <p>Presently, we are still stress testing servers in Malaysia and the region to gauge their ability to manage large scale hybrid events.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
63.	<p><u>Lee Choon Meng</u></p> <p>Do treat all members of company fairly. Don't priorities to reply MSWG questions as the watchdog group is just for the sake of asking without further follow up action. Independency though of MSWG is highly suspicious due to the four founding organizations are government statutory in related</p>	<p>The Board strives to treat all shareholders equally and will ensure all queries posed by shareholders during this meeting are being addressed.</p> <p>For MSWG, we received their questions prior to the AGM on 3 May 2023. We have also received pre-AGM questions from shareholders and have compiled the same which could be accessed on the LUMI Portal and RHB website.</p>
64.	<p><u>Loo Yeo Ming</u></p> <p>Please send printed annual report. Thank you.</p>	<p>We will escalate your request to Boardroom Shares Registrar Sdn Bhd</p>
65.	<p><u>Lim Chzeng John</u></p> <p>Good morning Chairman</p>	<p>Good Morning, Shareholder.</p>
66.	<p><u>Hiu Chee Keong</u></p> <p>Hope RHB will continue the online AGM in future.</p>	<p>Thank you for your feedback.</p>
67.	<p><u>Lam Chiuh Bin</u></p> <p>Send me hard copy report</p>	<p>We will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>
68.	<p><u>Lye Boon Kin</u></p> <p>Send me hard copy report</p>	<p>On the annual report, we will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
69.	<p><u>Tan Swee Eng</u></p> <p>Please send me a printed copy of the Annual Report. Thank you.</p>	<p>On the annual report, we will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>
70.	<p><u>Teh Cheow Soo</u></p> <p>Have yet to receive the printed Annual Report 2022 requested.</p>	<p>Thank you for notifying us. We will escalate to Boardroom Shares Registrar Sdn Bhd.</p>
71.	<p><u>Leong Wai Leng</u></p> <p>Morning BOD, please send a copy of annual report to me. Please give ewallact or evouchers to those shareholders attending this meeting. Thank you.</p>	<p>On the annual report, we will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p> <p>On door gift, the Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
72.	<p><u>Tan Chew Boon</u></p> <p>Your power point slides is using combination of light blue and white, which are not easy to read through online. Better send a CD to us to read by ourselves! Digital Annual Report already slow down our reading. Continue to slow so all economic activities can slow further!</p>	<p>Thank you for your feedback. We take note of the request for a CD on the power point slides. The colours reflect our corporate colours.</p> <p>For your information, the printed Annual Report is available upon request from our Registrar.</p>
73.	<p><u>Phua Kia Suan</u></p> <p>Please give comparison on the cost of virtual and physical meeting. Thank you.</p>	<p>The cost of conducting the virtual 57th AGM of RHB Bank is roughly estimated at RM60,000 based on quotations received by the various vendors involved in the organisation of the AGM. The actual cost incurred will only be confirmed once we receive the finalised bills from all vendors.</p> <p>The cost for the physical 53rd AGM in 2019 is RM429,140.</p>
74.	<p><u>How Say Keong</u></p> <p>Good morning Tan Sri Chairman Ahmad Badri, I being requested on email for Annual Report hard copy to Boardroom limited on 27th April 2023 at 8.52am. Today still not receive. Kindly inform to arrange it. Your understanding and co-operation are very much appreciated. Thank you very much.</p>	<p>Thank you for your feedback. On the annual report, we will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>
75.	<p><u>Loh Tan Saw Peng</u></p> <p>Morning Tan Sri Chairman,</p> <p>I have requested the hard copy Annual Report on 27 April from boardroom limited. Today not receive</p>	<p>On the annual report, we will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
	yet. Kindly arrange. Thank you in anticipation	
76.	<p><u>Liew Chee Seng</u></p> <p>CAN THE COMPANY HOLD PHYSICAL AGM NEXT YEAR. CAN YOU PLEASE SEND A COPY OF THE ANNUAL REPORT TO ME.</p> <p>CAN THE BOARD DECLARE A BONUS ISSUE. HOW DOES THE BOARD ENHANCED THE INVESTMENT OF THE SHAREHOLDERS FOR THE COMING YEAR</p>	<p>We will escalate your request for AR to our Share Registrar. Many thanks for your continued support Mr. Liew.</p>
77.	<p><u>Tan Kwai Yin</u></p> <p>Good morning Tan Sri Chairman,</p> <p>I request a hard copy of annual report. I have email to Boardroom limited on 27 April 2023.Tii yesterday not receive yet. Kindly arrange .Thank you in anticipation.</p>	<p>Good Morning, Shareholder. Thank you for notifying. We will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p>
<b>Dividend/ Dividend Reinvestment Plan</b>		
78.	<p><u>Kow Lih Shi</u></p> <p>Can company pay higher dividend as more than RM1?</p> <p>If yes .how much net profit require to achieve?</p>	<p>Total dividend for FY 2022 amounts to 40 sen per share or 62.5% payout ratio, higher than pre-pandemic level.</p> <p>In the future, the Group intends to continue paying dividend of at least 30%. RHB however has a target to pay at least 50% dividend payout.</p>
79.	<p><u>Goh Teng Ching</u></p> <p>RHB Bank should be able to pay a better dividend. Shouldn't this be considered by the board?</p>	<p>Total dividend for FY 2022 amounts to 40 sen per share or 62.5% payout ratio. In the future, the Group intends to continue paying dividend of at least 30%. RHB however has a target to pay at least 50% dividend payout i.e. the highest pre-pandemic payout.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
80.	<p data-bbox="321 258 522 289"><u>Chew Hon Mun</u></p> <p data-bbox="321 373 950 405">Will the bank increase the dividend payout ratio?</p>	<p data-bbox="1026 258 1539 499">Total dividend for FY 2022 amounts to 40 sen per share or 62.5% payout ratio. In the future, the Group intends to continue paying dividend of at least 30% RHB however has a target to pay at least 50% dividend payout i.e. the highest pre pandemic payout</p>

No.	<u>Name and Question of Members</u>	Response by the Company
81.	<p data-bbox="321 651 532 682"><u>Ngai Horng Gan</u></p> <p data-bbox="321 766 998 829">Does dividend reinvestment plan still occur this year?</p>	<p data-bbox="1026 766 1539 976">Our Board had on 27 February 2023 announced that the dividend reinvestment plan applies to the second interim dividend for the financial year ended 31 December 2022.</p> <p data-bbox="1026 1060 1539 1228">Our Board shall at its absolute discretion determine whether the dividend reinvestment plan shall apply to any dividends declared by RHB Bank.</p>
82.	<p data-bbox="321 1266 548 1297"><u>Ang Chuan Heng</u></p> <p data-bbox="321 1381 998 1444">Are the Reinvesting program will continues or there is discussion to end it?</p>	<p data-bbox="1026 1381 1539 1591">The cash portion for FY2022 dividend makes up 75% of total dividend declared during the year. This was higher compared with 50% cash portion for total dividend declared in FY2021.</p> <p data-bbox="1026 1675 1539 1780">We have been gradually reducing the DRP portion from 50% in FY2021 to 25% in FY2022.</p> <p data-bbox="1026 1864 1539 1896">In the future, the Group intends to</p>

No.	<u>Name and Question of Members</u>	Response by the Company
		continue paying dividend of at least 30% with higher cash portion.
83.	<u>Lim Kian Hong</u>  Any special dividend for this year?	We don't have an immediate plan for special dividend this year but will continue to provide returns to shareholders through interim / final dividends.
84.	<u>Lee Chung Siong</u>  Dividend reinvestment portion too small for minor shareholders.	DRP applies to all shareholders. Any decision on DRP portion is subject to the Board's approval
85.	<u>Yeoh Qi Wei</u>  In view of past records (since 2016), appreciate that you give us a guidance of potential bonus issue to rewards shareholders.	There is no immediate plan for bonus issue at this juncture but we are committed to provide returns to shareholders through interim / final dividends.
86.	<u>Chew Hon Mun</u>  Is it possible to increase the amount of Electable Portion for DRP?	The decision on DRP portion is subject to the Board's approval.
<b>Finance/ Investors Relation</b>		
87.	<u>Hiu Chee Keong</u>  How cukai makmur and minimum wage affect the company?	In 2022, Group's profitability was impacted by the one off Prosperity Tax impact (Cukai Makmur) - but net profit of RM 2.71 billion recorded still represents a growth of 3.4% YoY  Excluding Cukai Makmur, net profit would have been RM 3.14 billion,

No.	<u>Name and Question of Members</u>	Response by the Company
		<p>translating into a normalised ROE for the Group at 11.2% (vs as reported ROE of 9.7%)</p> <p>On min wage, we don't have employees under this category so there is no impact to the Group</p>

No.	<u>Name and Question of Members</u>	Response by the Company
88.	<p><u>Fu Jing Hee</u></p> <p>Is RHB won't distribute hard copy report any more upon request. I have sent request for hard copy report but never receive it until now.</p>	<p>Good Morning Sir. We will immediately escalate your request to our Share Registrar and strongly instruct that they send the hard copy of the Annual Report to you</p>
89.	<p><u>Koh Chooi Peng</u></p> <p>RHB Bank Group and RHB Bank's CET 1 Ratio and Tier 1 Ratio are at least 100 basis points higher than similar sized banking groups in Malaysia.</p> <ol style="list-style-type: none"> <li>1. What are the reason(s) for such high capital ratios vs other banking group?</li> <li>2. Can the Group CFO comment that such high capital ratio indicate less efficient use of capital in RHB Group's lending/financing?</li> </ol>	<p>We acknowledge that our capital ratios are higher vs other banking Group. However, taking cognisance of the challenges in the operating environment, we want to remain prudent and preserve our strong fundamentals in weathering tough times ahead. We also want to continue to be among the best capitalised banks in Malaysia</p>
90.	<p><u>Law Kung Hoo</u></p> <p>How many percentage of loans that are still under repayment assistance in our domestic loan portfolio up until today? How much are the outstanding management overlay (provision) that are set aside for these loans?</p>	<p>As at 31 March 2023, domestic outstanding RA stood at 3% of total outstanding loans</p> <p>As at 31 Dec 2022, our COVID19 related overlay amounted to RM411</p>



No.	<u>Name and Question of Members</u>	Response by the Company
		million.
91.	<p><u>Law Kung Hoo</u></p> <p>What is the proportion of the deposits that are not insured under PIDM in our deposits?</p>	We are not in the position to disclose this information to the public.
92.	<p><u>Chua Song Yun</u></p> <p>RHB Bank CASA ratio stands at around 29.2%.</p> <p>(a) Is this considered quite low if compared to peers?</p> <p>(b) Does this suggest that RHB will have higher funding cost than peers? How is RHB funding cost if compared to peers?</p> <p>Thank you.</p>	We are seeing funds being moved from CASA to fixed deposits under the current high interest rate environment giving rise to higher cost of funds. However, our CASA growth of 1.3% YoY as at 31 Dec 2022 was better than industry of 0.9%
93.	<p><u>Chua Song Yun</u></p> <p>News reported that the Employees Union (NUBE) and the Banks Association (MCBA) have recently signed a collective agreement resulting in salary upward adjustment of 15% to 18%, additional one month salary for major festivals, zero interest housing loans for staff, and other additional benefits for staff. How significant will this impact our bank's operating cost?</p>	Impact is manageable and already accrued
94.	<p><u>Chua Song Yun</u></p> <p>What is the total amount of unrealized losses on our held-to-maturity bonds up until today, in terms of amount and percentage to asset?</p>	As at 31 December 2022, losses on our HTM (amortised cost) was approximately RM200 million or 0.1% of total assets
95.	<p><u>Lee Sze Teng</u></p> <p>How much exposure in Bonds investment vis a viz your Loans portfolio?</p>	As at 31 December 2022, our securities portfolio made up approximately 22% of total assets, and

No.	<u>Name and Question of Members</u>	Response by the Company
		17% of loan portfolio
96.	<p><u>Lee Mun Hoe</u></p> <p>Why is the share price will adjust downward upon dividend declared?</p>	The downward adjustment is due to ex-dividend impact on share price.
97.	<p><u>Ee Yih Chin</u></p> <p>While it's important to attract new especially young customers, what is the typical cost for banks to maintain a customer account?</p> <p>I suppose there is a threshold which banks may lose money in serving the customers. How does the bank balance profitability against serving the community?</p>	We are here to serve all segments of society and we look at profitability as a whole. This is the last question posed by our shareholder. Thank you.
<b>Customer Service</b>		
98.	<p><u>Liew Chin Yip</u></p> <p>Why Premier status account if not hit the status need pay RM150 for the fee while other bank no such this practice and they only downgrade the status?</p>	Premier banking is a service that we provide to customers that require a manager for their wealth management needs. For those that do not require such service, we still provide personalised service through our branch network nationwide.
99.	<p><u>Yong Xin</u></p> <p>Good morning BODs,</p> <p>I would like to bring your attention to a very unpleasant experience of my family members at your RHB Bank Taman Midah Cheras KL Branch on 28-9-2022.</p> <p>My family members went to Tmn Midah branch</p>	<p>Thank you for your feedback and sorry for the poor experience. This is certainly not our service standards and process.</p> <p>We will look into this specific incident and ensure all our branches do the right thing to deliver great customer experience at all time.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
	<p>during lunch time, the security guard at the branch was refused to issue Waiting number, we had to wait for about 30 min then only your Security Guard gave us the Waiting number. When we asked him why? He replied that was the instruction given by the Branch Manager, so that Queue Time will be short in their record!</p> <p>This is obvious a manipulation by your Taman Midah Branch Manager, to cover up the actual waiting time in the branch, but only reporting untrue but good Waiting Time record!</p> <ol style="list-style-type: none"> <li>1) Is your Head Office and Corporate Office aware of the matter?</li> <li>2) Is manipulation an acceptable practice in RHB Bank?</li> <li>3) If your Taman Midah branch can manipulate such a small matter like Waiting Time, do you think they will not manipulate matters involve with money?</li> </ol> <p>We hope your BODs would look into the matter seriously.</p> <p>Thank you.</p>	
100.	<p><u>Ravichandran A/L Ramakrisna</u></p> <p>I'd like to bring to your attention on my recent experience dealing with RHB's relationship manager. To meet his own KPI he employed a greedy and selfish approach by giving an empty promise with the possibility of a high gain. On the contrary I am now facing a huge loss on the return of my investment. Your comment and action that will be taken on this sort of RHB's unscrupulous employees and as well to safeguard RHB's reputation?</p>	<p>Sorry to hear this. We will contact you for further information and conduct a thorough review.</p>
101.	<p><u>Ravichandran A/L Ramakrisna</u></p>	

No.	<u>Name and Question of Members</u>	Response by the Company
	<p>What are the steps taken to ensure that your RMs, product managers etc., etc. are following the standards and guidelines set by the bank. And in the case of breaching such rules can you share what are the action(s) taken on such an employee.</p>	<p>Actions taken :</p> <ol style="list-style-type: none"> <li>1) we conduct refresher course periodically to sustain knowledge and skills</li> <li>2) Include as KPIs of RM</li> <li>3) In the event of breaches, RM will be reported and due consequence management process will be taken</li> <li>4) We have standard document checking and call back by independent sales quality team for vulnerable/exceptional/selected customers to verify compliance to procedures.</li> </ol>
102.	<p><u>Ravichandran A/L Ramakrisna</u></p> <p>Can you call for a meeting to listen from the RHB's customers directly on how satisfied they are with the return of their investment(s). This is to identify whether what was promised by your product managers and RMs and so on and as well on how such product(s) was promoted to the bank's customers.</p>	<p>We do have various channels for customers to provide easy feedback and appreciate your feedback via this forum as well.</p> <p>While investment products carries inherent upside and down side risks, there are governance, process and control in place to ensure responsible selling at all time.</p> <p>Understand that we have already reached out to you directly on this matter.</p>
103.	<p><u>Low Poh Sim</u></p> <p>Refer to the customer referral incentive of rm388 for Premier account. Apparently, rm388 will only be credited in the referral's account 2 months later.</p>	<p><i>As per the response to Question 104</i></p>

No.	<u>Name and Question of Members</u>	Response by the Company
	Reason being To make sure our deposit is still with the bank. In my case, the FD I placed is for 6 months! Therefore, it's already secured for more than 2 months. Question : don't you think the bank should just credit the amount rm388 instantly upon opening up of new account to show you value new customers??	
104.	<p><u>Low Poh Sim</u></p> <p>More than a month ago, I opened a Premier account n placed FDs for 6 months. Info given: the bank referral incentive of cash rm388 will only be credited in the referral's account 2 months later. Reason given : to ensure that our deposit is with the bank for at least 2 months. Question: doesn't my FD deposits clearly show that I've tied up for more than 2 months. Therefore, this 2-month later payment should be waived in cases like this. Banks should be flexible, don't you agree?</p>	We have noted this and your earlier feedback and will look into any required refinement. Our campaign t+c of 2 months is to ensure a smooth processing of referral fee.
<b>Outlook/ Strategy</b>		
105.	<p><u>Teh Kian Lang</u></p> <p>WILL 2023 BE A BETTER YEAR THAN 2022 OR WILL BE WORSE DUE TO NEW CHALLENGES?</p>	<p>We are committed to deliver growth in 2023:</p> <ul style="list-style-type: none"> <li>• Taking a balanced approach by continuing to grow assets responsibly and maintaining credit discipline</li> <li>• Remaining prudent by managing asset quality closely</li> <li>• Maintaining strong operating expense discipline</li> <li>• Maintaining strong fundamentals through robust capital and liquidity positions</li> </ul>
106.	<p><u>Mok Boon Xuan</u></p> <p>Has the high interest rate environment already affected the company's mortgage business? Are they beginning to tighten their lending?</p>	The Group will benefit from OPR hikes including our mortgage business. Current interest rate environment is still accommodative to borrowers. Mortgage is still one of our key loan growth drivers in 2023.

No.	<u>Name and Question of Members</u>	Response by the Company
107.	<p data-bbox="321 258 618 289"><u>Mohd Tahir Bin Maulut</u></p> <p data-bbox="321 369 971 401">May I know, what is the company's future outlook?</p> <p data-bbox="321 485 997 583">I humbly request BOD to give e-wallet or e-voucher to attendees as a token of appreciation today our company is celebrating its 57th anniversary.</p> <p data-bbox="321 674 997 737">I believe the token sum is small, manageable and within annual budgeted expenses. Thank you.</p>	<p data-bbox="1024 369 1539 468">On future outlook: Malaysia economy is still expected to grow in 2023 albeit at a more moderate pace</p> <p data-bbox="1024 558 1539 762">However, risks to the economic growth remain, primarily stemming from inflationary pressures and external developments such as slower global growth and prolonged geopolitical tensions</p> <p data-bbox="1024 852 1539 1024">The Bank will not be providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p data-bbox="1024 1115 1539 1287">This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p data-bbox="1024 1377 1539 1654">The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p>
108.	<p data-bbox="321 1686 548 1717"><u>Tan Sing Cheong</u></p> <p data-bbox="321 1797 997 1896">Greetings. What is your view on the recent collapse of banks in US and how this 'crisis' may effect Malaysia banking sector as a whole and also RHB</p>	<p data-bbox="1024 1797 1539 1896">The banking sector in Malaysia remains resilient with strong capital and liquidity positions.</p>

No.	<u>Name and Question of Members</u>	Response by the Company
	specifically. Both short and long term. Thank you	<p>The issues covering the US and European banking sector are not expected to have any impact on RHB Banking Group.</p> <p>We will continue to be vigilant in governing our limit allocations to FIs</p>

No.	<u>Name and Question of Members</u>	Response by the Company
109.	<u>Sharifah Farah Hanim Mahmud</u>  WHAT IS RHB'S MARKET SHARE IN ISLAMIC BANKING? WHAT IS THE TARGET GROWTH?	<p>We currently hold about 10 percent of the market share. We wish to be at about 12 percent by 2026.</p>
110.	<u>Beh Siang Yin</u>  Dear CEO, can you share with us what are the top 3 challenges to the bank in achieving 15% ROE (if that is even possible)? Is it because of increasing cost structure? Higher regulatory and preventative measure costs on annual basis?	<p>Return on Equity (ROE) is not driven by cost alone. Macroeconomic market trends (Global interest rate trends, geopolitical events) and competitive landscape dynamics also shape the average ROE for the banking industry. A target of 15% ROE is high for the Malaysian banking industry as a whole.</p> <p>Nevertheless, we believe the sustainable improvement to ROE will be achieved via the strategic objectives as per stated in our TWP24 strategy (Becoming everyone's primary bank, Prioritising customer excellence, and driving quality growth).</p>
<b>Digital Bank/ Digital Initiatives</b>		
111.	<u>Tan Shea Chyi</u>	

No.	<u>Name and Question of Members</u>	Response by the Company
	<p>Could you please share the current progress of digital banking service? And expected to contribute how many percent of total group revenue in the financial year 2024?</p>	<p>Digital Bank build with our partners Boost continues to proceed on schedule, in line to meet the overall 24-month timeframe established by BNM. The Digital Bank is a separate entity, and will have its own financial statements</p>
112.	<p><u>Justin A/L A. Kumaran</u></p> <p>More information to the public is needed to promote this (digital bank).</p>	<p>We note on this comment. We have shared some progress updates in a similar question, and also in the AGM presentation.</p>
113.	<p><u>Tan Sing Cheong</u></p> <p>Will you see Cryptocurrencies as a threat to RHB coming digital bank?</p>	<p>We continue to explore the opportunities and threats brought upon by digital currencies including crypto currencies. However, at this juncture, we do not see this as a threat</p>
<b>Directors</b>		
114.	<p><u>Lee Choon Meng</u></p> <p>Please mandated annual health screening to all board members. There are few incidences of listed companies chairman had passed away during their appointed tenure.</p>	<p>We take note of your concern and would like to put your mind at ease as the company does provide annual health screening for its Directors as part of its benefit programme.</p>
115.	<p><u>Foong Siew Chui</u></p> <p>If the company plans to reduce numbers of board members in view of the influx of Artificial intelligence which intercept with human cognitive abilities.</p>	<p>At this juncture, the involvement of AI has not been recognised by regulations and laws as substitutes to Directors. The company however does leverage on AI capabilities for its business development and operational efficiency.</p>



No.	<u>Name and Question of Members</u>	Response by the Company
116.	<p><u>Foong Siew Chui</u></p> <p>Can invite each board members to clarify their assigned role and duties. Believed that company management is not strawberry.</p>	<p>The role and responsibilities of the Directors are codified within the RHB Bank Berhad Board Charter. A copy of which can be downloaded from its corporate website (www.rhbgroup.com).</p>
117.	<p><u>Foong Siew Chui</u></p> <p>Any meals provided to those board members who attend this AGM physically?</p>	<p>Hi Ms Foong. The directors are provided with coffee made at the office.</p>
118.	<p><u>Foong Siew Chui</u></p> <p>Would like to know how much amount of increase on directors' fee and remuneration as compared to the previous year. If the saving from the door gifts distribution and cost of holding virtual AGM are used to fund the hike.</p>	<p>The disclosure of remuneration paid to Non-Executive Directors (“NEDs”) in FY2021 and in FY2022 is disclosed under Note 43 on Page 110 – 111 of the Financial Report. Detailed breakdown of the Board remuneration is provided for under Practice 8.1, on Page 70 - 72 of the Corporate Governance Report 2022.</p> <p>The increase in the amount sought for shareholders’ approval is attributed to the following:</p> <ol style="list-style-type: none"> <li>1. Establishment of a new Board Committee, namely the Board Sustainability Committee in FY2022.</li> <li>2. Allocation for appointment of additional member(s) to the RHB Bank Berhad Board as well as its Board Committees’, to be utilised if required.</li> </ol> <p>(At this juncture, there are no plans to expand the number of Board or</p>

No.	<u>Name and Question of Members</u>	Response by the Company
		<p>Committee members, the allocation is purely made to serve as a contingency.)</p> <p>3. Refresh of outdated electronic devices provided to the Directors such as the iPhone, iPad and other peripherals for meeting purposes. (Classified as 'Other Benefits').</p> <p>4. In addition, the amount sought for approval also includes an allocation of 10% contingency of the overall remuneration required to mitigate any unforeseen impact that is beyond the Board or companies control.</p> <p>The Board has in place a remuneration structure that is fair and transparent which underwent independent review, facilitated by Willis Tower Watson, in 2021. The revised remuneration structure was duly approved by the Shareholders during the 56th AGM of the Company in 2022. Any future changes to the remuneration structure will be put also be put forward for shareholders' scrutiny and approval.</p>
119.	<p><u>Wong Ping Sum</u></p> <p>How much the Directors are paid to attend this AGM? TQ</p>	<p>Directors are not paid to attend the AGM. We treated them to a coffee made by our tea ladies.</p>
<b>Others</b>		
120.	<p><u>Lee Mun Hoe</u></p> <p>Are the staffs of the bank still working remotely, physically or hybrid?</p>	<p>Hybrid with approximately 80% physically back in office</p>
121.	<p><u>Sharifah Farah Hanim Mahmud</u></p> <p>THERE ARE SO MANY FINANCIAL LITERACY</p>	<p>Agreed, part of our ESG KPI to</p>

No.	<u>Name and Question of Members</u>	Response by the Company
	EFFORTS BY REGULATORS AND BANKS ALIKE. SHOULD THIS BE A CONSOLIDATED EFFORT INDUSTRY WIDE AS THE TARGET MARKET ARE YOUNG ADULTS.	<p>mobilise sustainable financial services is to enhance financial inclusion; which is aligned to improving financial literacy for not only for young adults but the population at large.</p> <p>Industry collaboration :</p> <ul style="list-style-type: none"> <li>• Financial Industry Collective Outreach (FINCO) - targeting youth on financial literacy</li> <li>• National Scams Campaign - on scams and fraud targeting members of the public across all segments</li> </ul> <p>As a Bank we have our very own Financial literacy programme to engage our own customers and key stakeholders.</p>
122.	<p><u>Ee Yih Chin</u></p> <p>According to media reports, the bank accounts of some fraud victim were hacked despite them never installing any malicious apps and not receiving any SMS OTP to approve the fraudulent transactions.</p> <p>If their claims were true, it implies that even the most prudent bank customers could be subjected to frauds which are entirely not their faults.</p> <p>(a) Can you comment on the validity of these claims (b) With the tight internal control and supervision, is it even possible that insiders are involved in such frauds?</p>	<p>Difficult to comment on cases in media report per se. As we understand it some form of compromise of info only known to customer would have contributed to fraud.</p> <p>Not likely to involve insiders.</p> <p>As per earlier, 23% of scams involve malware APK. Malware will allow fraudster access to SMS messages without knowledge of the user. Users exposed to malware through SMS links and social media postings. Only download via official app store.</p>
123.	<p><u>Lau Kuee Chin</u></p> <p>Pls provide evouchers like others bank.</p>	<p>Good Morning Sir. The Bank will not be</p>

No.	<u>Name and Question of Members</u>	Response by the Company
	Why rhb share is not performing	<p>providing any door gifts including e-vouchers to shareholders/proxies who participate remotely in the virtual 57th AGM this year.</p> <p>This approach is also taken by other conglomerates which are moving towards rewarding the shareholders more substantively, for example via declaration of better dividends.</p> <p>The Group has recently declared a second dividend of 25 sen per share, which will be made under the Dividend Reinvestment Plan, consisting of cash payout of 20 sen per share, and an electable portion of 5 sen per share. Total dividend payout for FY2022 is 40 sen per share.</p> <p>Generally, share price movement is partly impacted by the market sentiment and macroeconomic environment.</p> <p>Since end-Dec 2022, the share prices for RHB and most peers in the banking sector have been on a weakening trend, partly due to the following reasons:</p> <ul style="list-style-type: none"> <li>• Global economic uncertainty due to geopolitical tensions, surge in oil prices, etc</li> <li>• Impact of tightening financial conditions</li> <li>• Impact from the issues surrounding the US/Europe banking sectors</li> <li>• Inflationary pressures</li> </ul> <p>As at 17th May 2023, YTD share price movement for RHB has weakened by 4.8%, consistent with the trend seen for KLCI and KLFIN indexes, which have weakened by 4.8% and 6.0% respectively.</p>
124.	<u>Liew Chee Seng</u>	

No.	<u>Name and Question of Members</u>	Response by the Company
	<p>CAN THE COMPANY HOLD PHYSICAL AGM NEXT YEAR.</p> <p>CAN YOU PLEASE SEND A COPY OF THE ANNUAL REPORT TO ME.</p> <p>CAN THE BOARD DECLARE A BONUS ISSUE.</p> <p>HOW DOES THE BOARD ENHANCED THE INVESTMENT OF THE SHAREHOLDERS FOR THE COMING YEAR</p>	<p>We take note of your feedback.</p> <p>We will escalate your request to Boardroom Shares Registrar Sdn Bhd.</p> <p>We don't have any immediate plan for bonus issue at this juncture. We are committed to provide returns to shareholders through interim and final dividends.</p> <p>The Board believes in balancing returns to shareholders with investment to support future growth. Nevertheless, the dividend declared by the Board is subjected to the regulatory approvals.</p> <p>In FY2019, the Group revised the dividend payout guidance to a minimum of 30% (from between 20% and 30% previously).</p> <p>For FY2022, the Group has declared a second interim dividend of 25 sen per share, consisting of cash payout of 20 sen per share and an electable portion under the Dividend Reinvestment Plan of 5 sen per share. Together with its first interim dividend of 15 sen per share, total dividend for FY2022 amounts to 40 sen per share or 62.5% payout ratio.</p> <p>In the future, the Group intends to continue paying dividend of at least 30%. RHB however, has a target to pay at least 50% dividend payout i.e. similar to the highest pre-pandemic payout ratio in 2019.</p>