



INTEGRATED
REPORT
2025

PROGRESS
WITH
PURPOSE

Basis of This Report

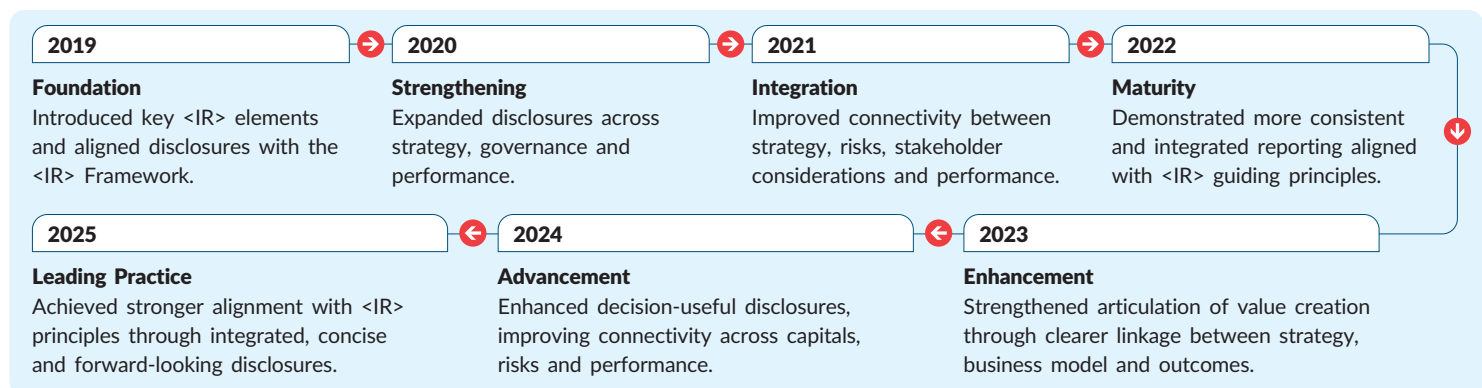
Welcome to the RHB Banking Group's ("RHB" or the "Group") Integrated Report 2025.

This report provides a comprehensive and transparent account of our value creation journey over the past year. It reflects our continued commitment to delivering sustainable outcomes for our stakeholders and offers a balanced, holistic view of our business performance, strategic priorities and long-term direction. Through this integrated approach, stakeholders are better equipped to assess our resilience, growth potential and capacity to create enduring value.

Our Integrated Report brings together the key elements that shape our business approach and performance, including:

- Material matters that influence our strategy and long-term success
- Our strategic objectives and approach to value creation
- Risk and capital management frameworks that underpin resilience and stability
- Corporate governance structures and accountability mechanisms that safeguard trust
- A comprehensive overview of both financial and non-financial performance

This integrated perspective reinforces our commitment to shared value creation, aligned with our purpose of making progress happen for everyone.



<IR> FRAMEWORK'S GUIDING PRINCIPLES

Guiding Principles	2019	2020	2021	2022	2023	2024	2025
Strategic Focus & Future Orientation	●	●	●	●	●	●	●
Connectivity of Information	●	●	●	●	●	●	●
Stakeholder Relationships	●	●	●	●	●	●	●
Materiality	●	●	●	●	●	●	●
Conciseness	●	●	●	●	●	●	●
Reliability & Completeness	●	●	●	●	●	●	●
Consistency & Comparability	●	●	●	●	●	●	●

<IR> FRAMEWORK'S CONTENT ELEMENTS

Content Elements	2019	2020	2021	2022	2023	2024	2025
Organisational Overview & External Environment	●	●	●	●	●	●	●
Governance	●	●	●	●	●	●	●
Business Model	●	●	●	●	●	●	●
Risks & Opportunities	●	●	●	●	●	●	●
Strategy & Resource Allocation	●	●	●	●	●	●	●
Performance	●	●	●	●	●	●	●
Outlook	●	●	●	●	●	●	●
Basis of Presentation	●	●	●	●	●	●	●

Legend:

● Fully Complied ●●●●● Partially Complied

ENHANCING TRANSPARENCY AND STAKEHOLDER ENGAGEMENT

As a responsible financial institution, we recognise the importance of clear, consistent and meaningful communication with all stakeholders. This report is designed to provide:

- Connected disclosures that reflect integrated thinking and demonstrate how our strategy translates into sustainable value creation.
- Transparent and decision-useful information to support investors, shareholders and regulators in assessing our financial and non-financial performance.
- Insight into our impact on customers, employees, suppliers and communities, underscoring our commitment to responsible banking and financial inclusion.

DIGITAL ACCESSIBILITY AND SUSTAINABLE PRACTICES

In line with our digital transformation agenda and sustainability commitments, we continue to enhance the accessibility and environmental stewardship of our reporting suite.

- We have strengthened cross-referencing and seamless navigation across our reports, improving the overall user experience and enabling stakeholders to access relevant information more efficiently.
- Interactive digital formats and downloadable e-publications are available to encourage wider accessibility and reduce paper consumption.
- To minimise our environmental footprint, we continue to limit printed copies of our reports, ensuring that materials used are responsibly sourced and environmentally friendly, reflecting our broader commitment to sustainability.

OUR SUITE OF REPORTS

The RHB Banking Group Integrated Report 2025 serves as our primary report, providing a holistic overview of our performance, strategy and long-term value creation efforts. It is complemented by additional online disclosures and supporting documents, offering comprehensive access to relevant financial and non-financial information. The preparation of this report is guided by statutory requirements, best practices and applicable regulatory frameworks, ensuring compliance with local and international reporting standards.



Integrated Report



Provides a comprehensive overview of the Group's 2025 performance and outlook, guided by:

- Companies Act 2016
- Bursa Malaysia Main Market Listing Requirements ("MMLR")
- Bank Negara Malaysia Corporate Governance Policy
- Malaysian Code on Corporate Governance ("MCCG") by the Securities Commission Malaysia
- International Integrated Reporting Framework (Jan 2021) under International Financial Reporting Standards ("IFRS") Foundation
- Bursa Malaysia Corporate Governance Guide (4th Edition)
- Malaysian Financial Reporting Standards



Financial Report



Presents the full set of the Group's and the Bank's audited financial statements, prepared in accordance with:

- Malaysian Financial Reporting Standards
- IFRS
- Companies Act 2016
- Bank Negara Malaysia policy documents and guidelines
- Financial Services Act 2013
- Islamic Financial Services Act 2013
- Bursa Malaysia MMLR



Sustainability Report



Provides an in-depth review of the Group's sustainability performance, including material matters and climate-related disclosures, in alignment with global and regulatory sustainability reporting standards. It outlines our progress towards our sustainability commitments across the ESG spectrum, including our journey to achieving Net Zero.

In 2025, we have also published a standalone Online Sustainability Supplement, which contains additional information and performance data for our material matters. The Supplement is available on our corporate website.

Basis of This Report

SCOPE AND BOUNDARY

This report covers the period from 1 January 2025 to 31 December 2025, unless stated otherwise, and encompasses all of RHB's operations and initiatives across the Association of Southeast Asian Nations ("ASEAN"). It presents an integrated view of our strategic direction, business activities and performance outcomes, while highlighting initiatives that engage and create value for our key stakeholders, including customers, employees, investors, regulators and the wider community.

MATERIALITY AND MATERIAL MATTERS

The content of this report is shaped by our identified material matters, which reflect the key areas of our business where outcomes and impacts most significantly influence our operational performance, ESG outcomes and stakeholder value creation. These matters guide both our financial and non-financial priorities, inform how we manage risks and opportunities, and underpin the development and execution of our strategy.

As detailed on pages 58 to 61, our material matters are determined through a structured assessment process that considers stakeholder perspectives and business impact. By identifying and addressing these priorities, we strengthen our ability to deliver sustainable value, respond to evolving stakeholder expectations and reinforce long-term resilience and growth.

FORWARD-LOOKING STATEMENTS

This report includes statements that are forward-looking in nature, including those relating to our priorities, strategies, and future prospects. Such statements are based on current assumptions and expectations and are subject to risks and uncertainties, many of which are beyond the Group's control. Actual results may differ materially from those expressed or implied.

These statements have not been verified by external auditors or independent parties. They should be read in the context of prevailing economic, regulatory, and market conditions and reflect the Group's strategies, position, and outlook at the time of publication.

LEADERSHIP APPROVAL

RHB's Senior Management affirms responsibility for the integrity and reliability of this Integrated Report. Following a comprehensive review, the management team is satisfied that the report addresses the key material matters relevant to the Group's ability to create value over the short, medium, and long-term. We are confident that the disclosures present a fair and comprehensive account of our performance, strategic priorities, and the actions we are undertaking to uphold our commitments to stakeholders.

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

NAVIGATION ICONS

OUR CAPITALS

- FC** Financial Capital
- MC** Manufactured Capital
- IC** Intellectual Capital
- SRC** Social and Relationship Capital
- HC** Human Capital
- NC** Natural Capital

STRATEGIC PILLARS

- BS** Best In Service
- HP** High Profitability
- RP** Responsible & Purposeful

SUSTAINABILITY CORE PILLARS

- SRF** Sustainable and Responsible Finance
- ANZ** Achieving Net Zero by 2050
- EGP** Embedding Good Practices
- EEC** Enriching and Empowering Communities

OUR STAKEHOLDERS

- BD** Board of Directors
- SS** Suppliers and Service Providers
- CU** Customers
- FI** Financial Industry Peers
- EM** Employees
- BP** Business Partners
- SI** Shareholders and Investors
- RA** Rating Agencies
- RE** Regulators
- AN** Analysts
- CO** Communities
- ME** Media

KEY RISKS

- CR** Credit Risk
- SNC** Shariah Non-Compliance Risk
- MR** Market Risk
- TCR** Technology and Cyber Risk
- IBR** Interest Rate Risk in the Banking Book/Rate of Return Risk in the Banking Book
- RNC** Regulatory Non-Compliance Risk
- LR** Liquidity Risk
- RR** Reputational Risk
- OR** Operational Risk
- CPR** Corruption Risk
- SR** Sustainability Risk

MATERIAL MATTERS

- GB** Good Business Governance
- SC** Sustainable Supply Chain
- DC** Data Protection and Cybersecurity
- T** Talent
- SF** Sustainable Financial Services
- EHS** Employee Health, Safety, and Wellness
- FI** Financial Inclusion
- DO** Diversity and Equal Opportunity
- DI** Digitalisation and Investment in Technology
- CE** Community Enrichment and Empowerment
- CX** Customer Experience
- CC** Climate Change
- FC** Fair Treatment of Financial Consumers
- ES** Environmental Stewardship

Inside This Report

Overview of RHB Bank Berhad

This is RHB	4
What We Do: Core Business Segments	6
Our Presence: Our Regional Footprint	8
Attractive Investment Proposition	10
• Financial Highlights	10
• Business Highlights	10
• Sustainability Highlights	11
Awards & Recognition	12
What Differentiates Us, Indices Presentation, Ranking	13
Group Corporate Structure	14
Key Significant Events 2025	16

Leadership Statement

Message from Our Chairman	18
From the Desk of Our Group Managing Director / Group Chief Executive Officer	21

Value Creation

Our Approach to Value Creation	24
Our Value Creating Business Model	26
Our Stakeholder Engagement & Value Creation	30
How We Distribute Value Created	43

Management Discussion & Analysis

Strategic Review

Economic Review and Outlook	44
Banking Sector Review and Outlook	47
Market Trends	50
Material Matters	58
Key Risks and Mitigation	62
Our Strategy	76
Key Performance Indicators	82

Performance Review

Group Chief Financial Officer's Review	83
5-Year Group Financial Summary	86
5-Year Group Financial Highlights	87
Segmental Analysis	88
Quarterly Performance	88
Simplified Group Statements of Financial Position	89
Key Interest Bearing Assets and Liabilities	89
Statement of Value Added	90
Distribution of Value Added	90
Capital Management	91
Credit Ratings	93
Balance Sheet Management	94
Investor Relations	95
Share Price Performance	97

Business Review

Group Community Banking	98
Group Wholesale Banking	101
Group Corporate & Business Banking	108
Group International Business	113
Group Shariah Business	121
Group Insurance	125

Sustainability Journey

Sustainability Statement	128
Our Sustainability Approach	131
Climate-related Disclosures	133
Our Sustainability Progress	135
Sustainability Milestones	140
Actioning our Commitment to Achieving Net Zero by 2050	142

Leadership

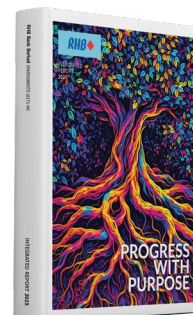
Corporate Information	144
Board at a Glance	144
Profile of Our Board and Group Company Secretary	145
Profile of the Chairmen of the Key Operating Companies	149
Profile of the Shariah Committee	150
Group Senior Management	152
Group Organisation Structure	154

Our Governance

Corporate Governance Overview Statement	155
Group Compliance	172
Shariah Committee Report	174
Board Audit Committee Report	175
Additional Compliance Information Disclosures	181
Statement on Risk Management and Internal Control 2025	182

Shareholders' Information

Analysis of Shareholdings	192
Classification of Shareholders	193
Changes in Share Capital	194
List of Thirty (30) Largest Shareholders	195
List of Top Ten (10) Properties	197
Notice of 60 th Annual General Meeting	198
Proxy Form	





Theme and Cover Rationale

Our capabilities have been shaped over decades, built on a foundation of trust, earned day after day. Like the tree that stands firm, our resilience has been forged through geopolitical shifts and tested by market volatility. The heart of our journey is defined by the trust and unwavering support of the customers and communities we serve.

Today, this heritage fuels our growth momentum. PROGRESS27 sets a clear direction, sharpening our insights and strengthening our digital foundation. We move forward with purpose, ensuring sustainability is not just a goal, but one that is firmly woven into the fabric of our daily practice.

60th Annual General Meeting of RHB Bank Berhad

 Kuala Lumpur Convention Centre, Ballroom 2, Level 3, East Wing, Jalan Pinang, Kuala Lumpur City Centre, 50088 Kuala Lumpur, Malaysia

 Wednesday, 6 May 2026

 10.00 a.m.

HOW WE CAN FURTHER ENHANCE OUR REPORTING

We strive to maintain fair and transparent engagement with all our stakeholders, as their values and feedback can significantly enhance RHB's reporting method and content. Please contact our Investor Relations team if you have any comments and feedback.

 investor.relations@rhbgroup.com



Scan the QR code to view our Integrated Report 2025

This is RHB

RHB Banking Group is a leading regional financial services provider committed to delivering progress that is sustainable – for customers, communities, and our business. Powered by robust fundamentals and a dedication to excellence, we continue to evolve and differentiate through innovation, customer-centricity, and value-driven propositions.

We Are Guided by Our Purpose Statement

Making Progress Happen for Everyone

To Live Our Brand Promise Of

Together We Progress

With the trust and support of our customers and stakeholders, RHB has grown into a leading financial institution – delivering a comprehensive suite of retail, corporate and business banking, wholesale banking, and insurance solutions across Malaysia and six other ASEAN markets.

Our strength is anchored in more than a century of heritage. Over decades, we have built deep capabilities and market understanding that sharpen our insight into changing expectations and enable us to respond with clarity, agility and purpose. This legacy continues to inspire us to empower individuals, businesses, and communities to prosper – through continuous innovation and exceptional service.

As we advance, we remain committed to creating long-term value through deliberate actions and meaningful engagement. We translate progress into sustained impact – strengthening financial resilience, expanding access, and contributing positively to the communities we serve, today and for generations to come.

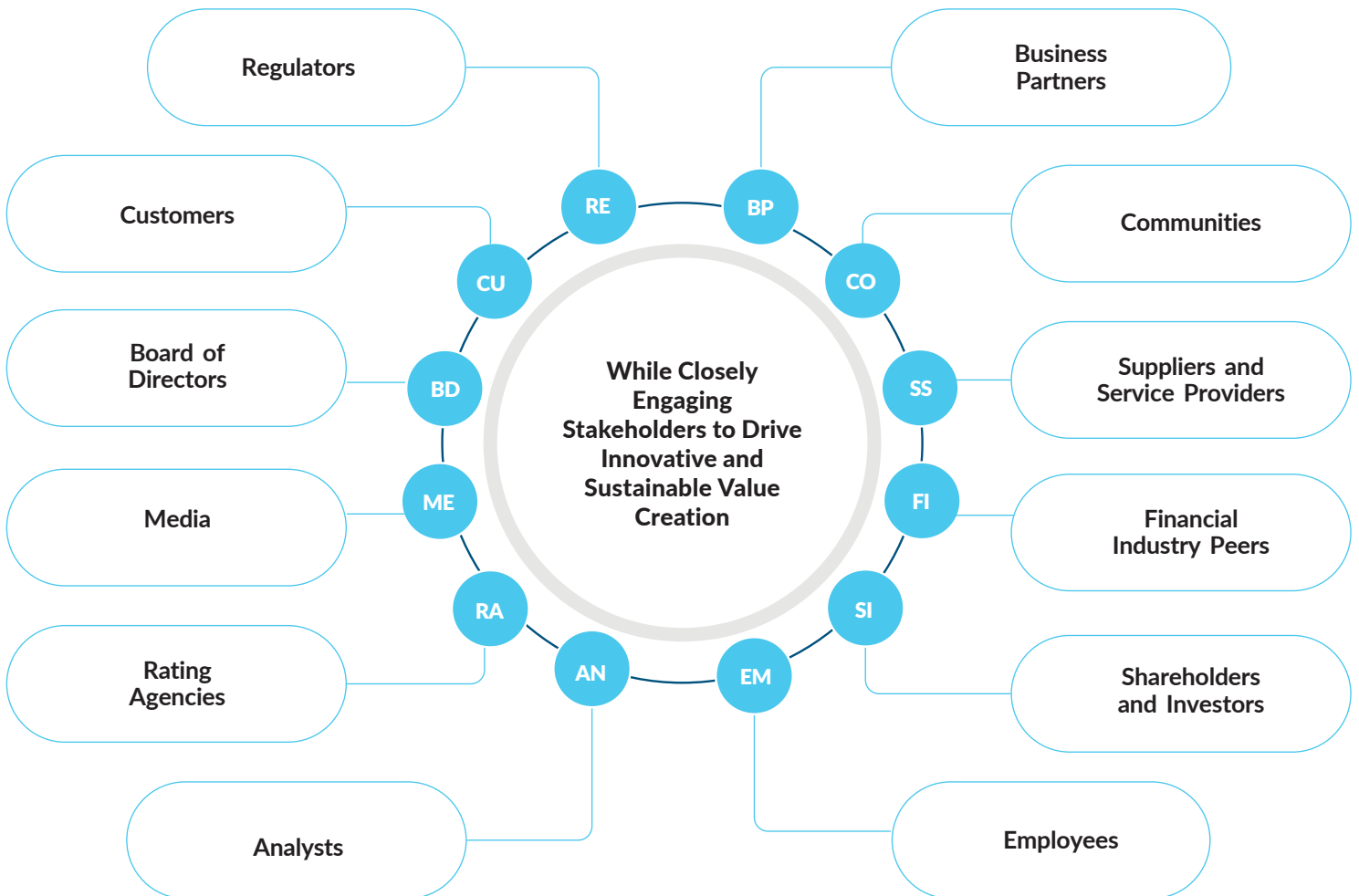
Our brand promise, Together We Progress, reflects this commitment: grounded in our history, strengthened by what we deliver today, and guided by the responsibilities we carry into the future.

Let us move forward with ambition and confidence – building a more prosperous tomorrow, together.

Underpinned by Our Values

Professional Respect Integrity Dynamic Excellence

Join us in building a more prosperous tomorrow for all!



Customer Contact Centre
 Tel : +603 9206 8118
 Email : customer.service@rhbgroup.com

What We Do: Core Business Segments

GROUP COMMUNITY BANKING

WHO WE SERVE AND WHAT WE OFFER

We offer a comprehensive suite of conventional and Shariah-compliant financial solutions designed to meet the diverse needs of our customers. Our end-to-end retail banking services include Wealth Management, Bancassurance, Mortgages, Auto Financing, ASB Financing, Personal Financing, Credit Cards, and Deposits.

AREAS OF STRENGTH AND DIFFERENTIATION

- A trusted partner in banking that is accessible across multiple channels, ensuring a seamless customer experience.
- Delivering differentiated and innovative value propositions driven by service excellence and tailored to the evolving needs of our customers.

CONTRIBUTION TO GROUP PERFORMANCE

Gross Loans

2025	2024
RM130 billion	RM122 billion

Deposits from Customers

2025	2024
RM94 billion	RM89 billion

GROUP WHOLESALE BANKING

WHO WE SERVE AND WHAT WE OFFER

We deliver integrated, end-to-end financial solutions across capital markets, transaction banking, and investment services covering corporates, institutions, and investors across Malaysia and the broader ASEAN region. Our strategic business pillars Group Treasury and Global Markets, Group Transaction Banking, Group Investment Banking (including Asset Management and Trustees), and Client Coverage are supported by deep market insights from our Economics and Research teams, enabling us to provide coordinated, client-centric and insight-driven solutions.

AREAS OF STRENGTH AND DIFFERENTIATION

- Leveraging market expertise, innovative platforms and a strong regional presence to help clients gain access and navigate opportunities and challenges in local and regional markets.
- Delivering a client-centric wholesale banking experience anchored by deep client relationships, integrated coverage and tailored solutions that meet the unique needs of each client.

CONTRIBUTION TO GROUP PERFORMANCE

Gross Loans and Assets

2025	2024
RM68 billion	RM63 billion

Deposits from Customers

2025	2024
RM31 billion	RM34 billion

GROUP CORPORATE AND BUSINESS BANKING

WHO WE SERVE AND WHAT WE OFFER

A new business segment established in 2025, Group Corporate and Business Banking ("GCBB") comprises Group Corporate Banking, Commercial Banking and Small and Medium Enterprises ("SME") Banking.

- Group Corporate Banking serves large listed corporate clients, multinational companies, government entities, government agencies and government-linked companies, offering a full spectrum of conventional and Shariah-compliant finance solutions and ancillary services.
- Commercial Banking provides similar services to small and mid-cap listed and unlisted companies, bridging the gap between large corporates and SMEs.
- SME Banking focuses on serving small and medium enterprises by providing a comprehensive suite of financing, transaction and advisory solutions to support the SMEs business growth and day-to-day operations.

AREAS OF STRENGTH AND DIFFERENTIATION

- A trusted partner with deep market expertise, complemented by integrated sector-specific knowledge, delivering tailored financial solutions and comprehensive advisory support to non-retail customers.
- Innovative digital platforms that offer direct Application Programming Interface ("API") connectivity with third-party business solution providers through RHB's SME e-Solution, as well as online financing applications for SMEs through RHB's SME Online Financing, both the first among Malaysian banks.
- Market leader in supporting national SME growth agenda – BNM Funding Schemes.

CONTRIBUTION TO GROUP PERFORMANCE

Gross Loans and Assets

Group Corporate Banking	
2025	2024
RM52 billion	RM50 billion

Deposits from Customers

Group Corporate Banking	
2025	2024
RM47 billion	RM50 billion

Commercial Banking

2025	2024	2025	2024
RM11 billion	RM10 billion	RM5 billion	RM4 billion

SME Banking

2025	2024	2025	2024
RM28 billion	RM28 billion	RM39 billion	RM36 billion

GROUP INTERNATIONAL BUSINESS

WHO WE SERVE AND WHAT WE OFFER

We manage RHB's regional commercial banking operations across five key ASEAN markets, including Singapore, Cambodia, Thailand, Laos, and Brunei. We are supported by the expertise and capabilities of our Malaysian headquarters, while also leveraging our strong local networks to deliver solutions tailored to the needs of our customers, including personal and business financing, deposits, wealth management, as well as treasury products and services.

AREAS OF STRENGTH AND DIFFERENTIATION

- Providing comprehensive banking and financial solutions through a targeted, local-first approach to key market segments.
- Enabling market and financial access across five ASEAN countries through a robust regional network.

CONTRIBUTION TO GROUP PERFORMANCE

Gross Loans

2025	2024
RM34 billion	RM34 billion

Deposits from Customers

2025	2024
RM37 billion	RM37 billion

GROUP SHARIAH BUSINESS

WHO WE SERVE AND WHAT WE OFFER

We offer a broad range of Shariah-compliant financial solutions across the Retail, SME, Corporate and Commercial segments, complemented by Wealth Management and Investment Banking services. Our offerings also support socioeconomic empowerment, education and financial literacy, reflecting our commitment to advancing inclusive, accessible, and value-driven Islamic financial services.

AREAS OF STRENGTH AND DIFFERENTIATION

- Providing a full suite of Shariah-compliant financial services across Retail, SME, Corporate, Commercial, Investment Banking, and Wealth Management segments.
- Tailoring our solutions to meet the needs of key sectors and support national priorities, including government services, higher education and marine conservation.
- Guided by the principles of Value-Based Intermediation ("VBI"), driving positive social impact and advancing sustainability.

CONTRIBUTION TO GROUP PERFORMANCE

Gross Financing

2025	2024
RM100 billion	RM91 billion

Deposits from Customers

2025	2024
RM96 billion	RM89 billion

GROUP INSURANCE

WHO WE SERVE AND WHAT WE OFFER

We provide a comprehensive suite of general insurance and related solutions designed to meet the protection needs of both retail and corporate customers. Through customer-centric innovation, we deliver dependable coverage, responsive service and enhanced digital access, ensuring Malaysians are well protected at every stage of life.

AREAS OF STRENGTH AND DIFFERENTIATION

- Offering accessible and convenient touchpoints through a nationwide network of 14 branches, over 600 Pos Malaysia outlets, and more than 2,000 authorised agent offices.
- Leveraging automation and digitalisation to offer simplified processes, improved turnaround times, and a more seamless customer journey.
- Addressing the protection needs of both individuals and businesses through well-established and reliable insurance solutions, including Fire, Personal Accident and Motor coverages.

CONTRIBUTION TO GROUP PERFORMANCE

Gross Written Premium

2025	2024
RM848 million	RM914 million

Total Number of Policies for Key Insurance Products

Motor, Fire, and Personal Accident

2025	2024
791,476 policies	748,950 policies

Our Presence: Our Regional Footprint



MALAYSIA

- Community Banking Business: Retail Banking
- Wholesale Banking Business: Investment Banking, Corporate, Commercial, Treasury and Global Markets, Asset Management, Transaction Banking and Economics
- Shariah Business
- International Business
- Insurance Business

Total Income
RM7.7 billion
(2024: RM7.5 billion)

Employees
11,661

Branches/Offices
255



SINGAPORE

- Retail Banking
- Commercial Banking
- Corporate & Investment Banking
- Treasury

Total Income
SGD255.4 million
(2024: SGD259.9 million)

Employees
646

Branches/Offices
6



INDONESIA

- Capital Markets and Securities

Total Income
IDR202.3 billion
(2024: IDR186.6 billion)

Employees
142

Branches/Offices
24

We have a presence across seven ASEAN countries, with over 12,000 employees.

LAOS

- Retail Banking
- Commercial & Corporate Banking

Total Income
LAK50.0 billion
(2024: LAK49.2 billion)

Employees
51

Branches/Offices
3

THAILAND

- Corporate Banking
- Treasury

Total Income
THB335.9 million
(2024: THB474.9 million)

Employees
70

Branches/Offices
1

CAMBODIA

- Retail Banking
- Capital Markets and Securities
- Commercial & Corporate Banking

Total Income
USD32.8 million
(2024: USD23.5 million)

Employees
363

Branches/Offices
13

BRUNEI

- Retail Banking
- SME & Commercial Banking

Total Income
BND4.0 million
(2024: BND4.5 million)

Employees
34

Branches/Offices
1

We operate a network of **303 branches and offices** across the region.

Attractive Investment Proposition

FINANCIAL HIGHLIGHTS

Total Income
RM8.8 billion
 (2024: RM8.6 billion)

Cost-to-Income Ratio
47.3%
 (2024: 46.7%)

Net Profit
RM3.4 billion
 (2024: RM3.1 billion)

Return on Equity
10.5%
 (2024: 10.0%)

Total Assets
RM358 billion
 (2024: RM350 billion)

Basic Earnings per Share
77.13 sen
 (2024: 72.02 sen)

Gross Loans
RM251 billion
 (2024: RM238 billion)

Gross Impaired Loans Ratio
1.41%
 (2024: 1.47%)

Deposits from Customers
RM253 billion
 (2024: RM250 billion)

CASA Ratio
30.4%
 (2024: 27.6%)

Shareholders' Equity
RM34 billion
 (2024: RM32 billion)

Total Capital Ratio
17.6%
 (2024: 19.0%)

BUSINESS HIGHLIGHTS

Online banking customers
>3.0 million
 (2024: >2.9 million)

Recorded 75% in customer satisfaction score for mobile banking

Digital channel transactions
94.5%
 (2024: 92.2%)

Expanded mass affluent and affluent customer base by 13.6%

ESG insurance policies launched
>100,000 policies
 (2024: 97,509 policies)

Achieved straight-through processing for 4 key product applications

Delivered RM158 million in cost optimisation initiatives to enhance operational efficiency

Ranking in Trustee Services for Bond Issuance
#1
 (2024: No.1)

SUSTAINABILITY HIGHLIGHTS

SUSTAINABLE AND RESPONSIBLE FINANCE

Cumulative Sustainable Financial Services mobilised

~RM60.0 billion
(2024: RM42.0 billion)



Sustainable and Responsible Assets Under Management

RM1.2 billion
(2024: RM1.2 billion)



Net Promoter Score

+28
(2024: +24)



EMBEDDING GOOD PRACTICES

Women's representation in top and senior management

39.9%
(2024: 35.3%)



Investment into learning and development

RM30.3 million
(2024: RM30.9 million)



Average training hours per employee

34 hours
(2024: 29 hours)



ENRICHING AND EMPOWERING COMMUNITIES

Students onboard onto MySISWA programme

>148,000
(2024: >162,000)



MSMEs¹ empowered through RHB #JomBiz

352 MSMEs
(2024: 251 MSMEs)



Students engaged through RHB X-Cel programme

>3,400 students
(2024: >2,000 students)



¹ Micro, small and medium enterprises

COMMITTED TO ACHIEVING NET ZERO BY 2050

Reduction in financed emissions compared to 2022 baseline²

13.2%
(2023: 6.7%)



CCPT³ C3 customers transitioned to C1 or C2⁴

12.5%³



Reduction in operational emissions compared to 2016 baseline

49.9%
(2024: 45.5%)



² Financed emissions data is reported as of 31 December 2024, with a 12-month lag due to data availability from clients and investees. RHB is actively enhancing our data infrastructure to streamline future disclosures.

³ Refers to Bank Negara Malaysia ("BNM") Climate Change and Principle-based Taxonomy ("CCPT") classification.

⁴ New indicator being monitored from 2025 onwards.

Awards & Recognition



ASEAN Corporate Governance Conference and Awards

- Top-5 Public Listed Companies for Malaysia
- Top 50 ASEAN Public Listed Companies

ASEAN Risk Awards

- Winner – Risk Culture

Alpha Southeast Asia 19th Annual Financial Institutions Awards 2025

- Best Bank for Transaction Banking in Malaysia
- Best Bank for Regional Structured & Commodity Trade Finance

Asian Banking & Finance Corporate & Investment Banking Awards

- IPO Deal of the Year – Singapore (RHB Singapore)

Asian Banking & Finance Retail Banking Awards

- Risk Management Initiative of the Year – Malaysia

The Bank of New York Mellon Corporation ("BNY Mellon")

- Straight-Through Processing ("STP") Award 2024

Contact Center Association of Asia Pacific

- Gold – Contact Centre Operations
- Silver – Employee Engagement

Contact Centre Association of Malaysia ("CCAM")

- Corporate – Silver Award for Digital Innovation (Best Use of Automation)

Euromoney

- Best Islamic Project Finance Deal in Asia 2025

Global Retail Banking Innovation Awards

- Best Mobile Banking Initiative – Malaysia
- Excellence in Digital Innovation – Malaysia
- Outstanding Interactive Chatbot Service by a Retail Bank
- Outstanding Customer Relations & Brand Engagement Initiative (RHB Singapore)
- Outstanding Marketing Initiative for a New Product (RHB Singapore)
- Best Digital Banking Initiative – Singapore (RHB Singapore)

HR Online – Employee Experience Awards

- Best In-House Learning Academy – Silver
- Best Women Leadership Program – Silver
- Best ESG Program – Silver
- Excellence in Leadership Development – Silver
- Excellence in Talent Management – Silver

Insurance Asia Awards

- Insurance Product Innovation of the Year (Malaysia) – Cancer Care

LSEG Lipper Fund Awards

- RHB Bond Fund – Best Bond MYR Fund Malaysia (Provident) (3 & 5 Years)
- RHB Dana Hazeem – Best Mixed Asset MYR Conservative Fund Malaysia (Islamic) (3 & 5 Years)
- RHB GoldenLife Today – Best Mixed Asset MYR Conservative Fund Malaysia (Conventional) (3 Years)
- RHB Islamic ASEAN Megatrend Fund – Best Equity ASEAN Fund Malaysia (Islamic) (3 Years)
- RHB KidSave Trust – Best Mixed Asset MYR Flexible Fund Malaysia (Conventional) (3 Years)
- RHB Leisure, Lifestyle & Luxury Fund – Best Equity Sector Consumer Discretionary Fund Malaysia (5 Years)
- RHB Malaysia Dividend Fund – Best Equity Malaysia Income Fund (3 & 5 Years)

Malaysia Excellence in E-Payments Awards 2025 by PayNet

- Best-E-Payments Bank
- National Scam Response Centre ("NSRC") Vanguard of Vigilance Award

National Corporate Governance and Sustainability Awards

- Overall Excellence Awards – Ranked #3

PIKOM Digital Excellence Awards ("PDEA")

- Digital Adoption – Mobile App User Award (Corporate Category)
- Outstanding Digital Transformation Project – User Award (Corporate Category)

Retail Banker International Asia Trailblazer Awards

- Best Retail Bank – Malaysia
- Excellence in Employee Recognition
- Excellence in Internet Banking
- Excellence in SME Banking
- Best Advance in Sustainability Practices

Structured Retail Products Asia Awards

- Best Performance, South & Southeast Asia (RHB Singapore)
- Best Performance, Singapore (RHB Singapore)

Singapore Business Review International Business Awards

- Banking (RHB Singapore)

The Asian Banker Global Excellence in Retail Finance Global Awards

- Best Customer Experience Initiative in Asia Pacific

The Asset Triple A Islamic Finance Awards

- Best SDG Sukuk – Malaysia Rail Link RM1.5 billion SDG Murabahah Sukuk

The Digital Banker

- Best Customer Insights Initiative
- Outstanding Interactive Chatbot Service by a Retail Bank
- Best Mobile Banking Initiative
- Excellence in Digital Innovation

What Differentiates Us



Indices Representation



FTSE4Good

Score 4.1 an improvement from 3.8 in 2024

MSCI ESG RATINGS



Improved from 'A' to 'AA'

CCC B BB BBB A AA AAA

S&P Global

Score 47/100 an increase from 46/100 in 2024

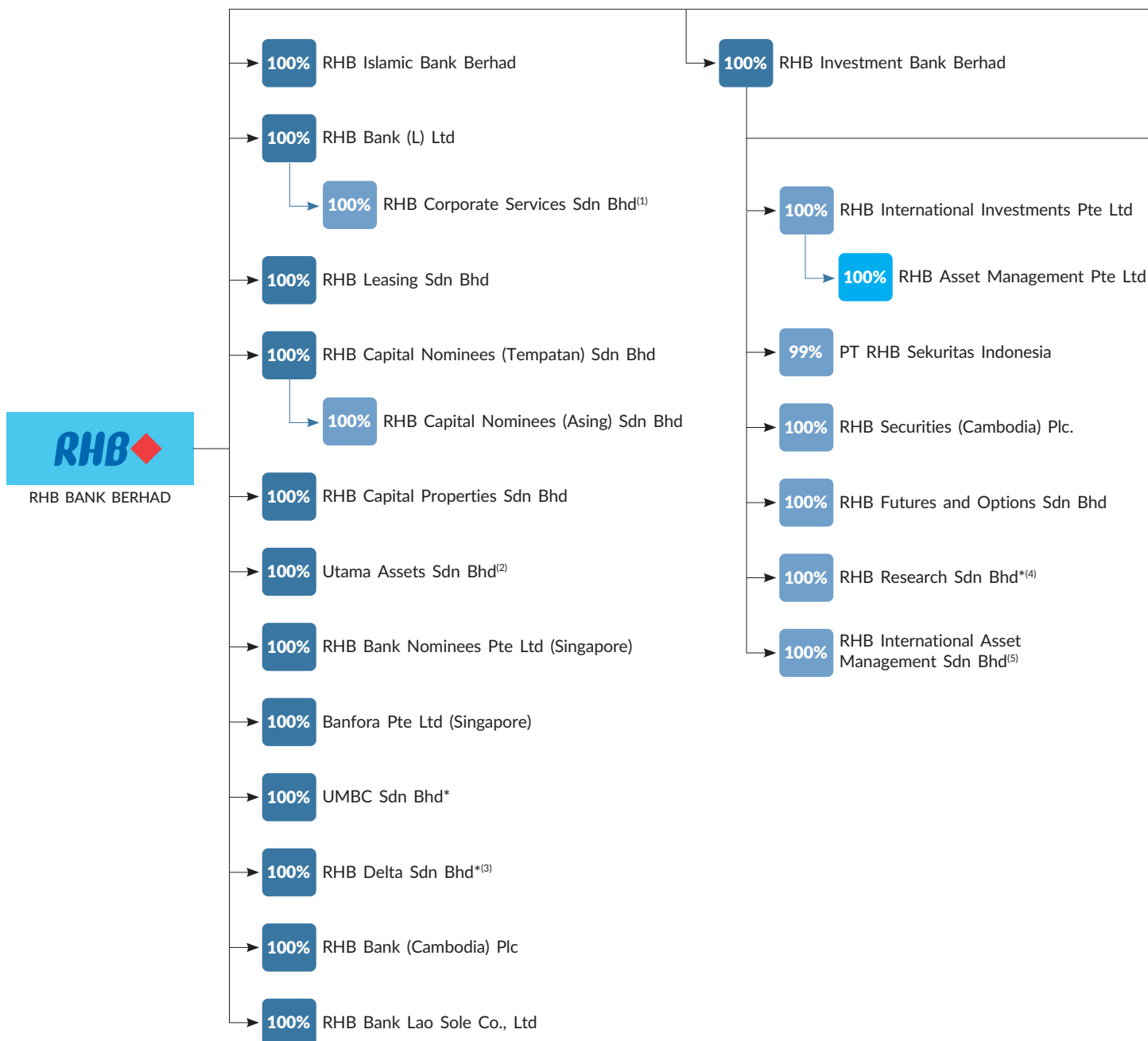
Ranking

Common Equity Tier-1 ("CET1") Ratio 1st	Net Profit Growth* 1st	Domestic Loans Growth* 2nd	Domestic Retail Loans Growth* 3rd
Debt Capital Markets - Bonds** 3rd	Debt Capital Markets - Sukuk** 3rd	Mergers & Acquisitions - Value** 3rd	Net Promoter Score ("NPS") 2nd

*Based on year-on-year growth among top 6 Malaysian Banks by asset size
 **Source: RHB, Bloomberg and Dealogic; based on value for Investment Banking business in Malaysia

Group Corporate Structure

as at 28 February 2026



Notes:

* Dormant company

¹ The company commenced member's voluntary winding-up on 15 September 2023.

² The company commenced member's voluntary winding-up on 16 August 2024.

³ The company commenced member's voluntary winding-up on 16 February 2011.

⁴ The company commenced member's voluntary winding-up on 30 June 2017.

⁵ The company commenced member's voluntary winding-up on 27 December 2021.

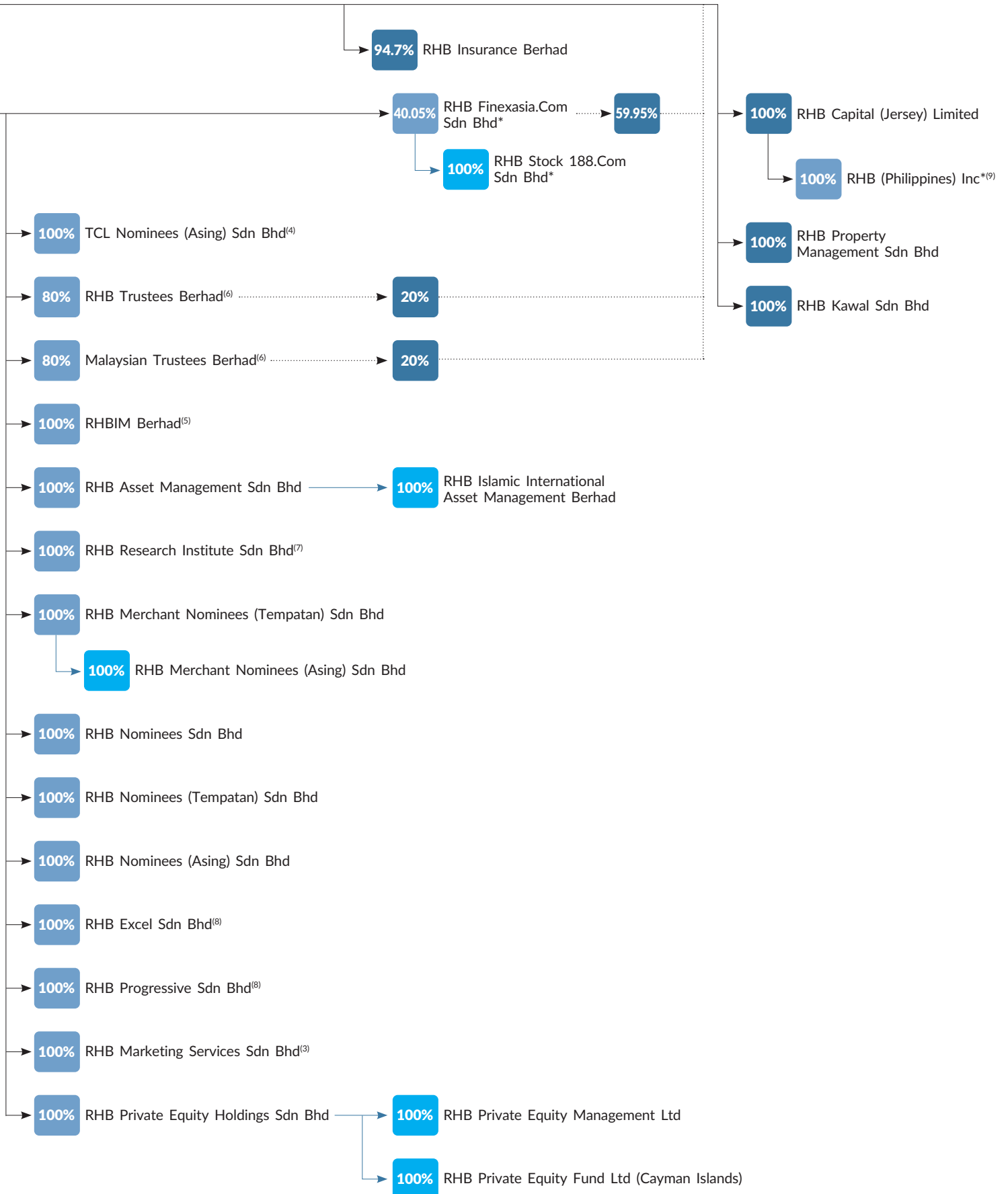
⁶ Direct shareholdings of 20.00% each held by:

- (i) RHB Investment Bank Berhad;
- (ii) RHB Nominees (Tempatan) Sdn Bhd;
- (iii) RHB Nominees (Asing) Sdn Bhd;
- (iv) RHB Futures and Options Sdn Bhd; and
- (v) RHB Bank Berhad.

⁷ The company commenced member's voluntary winding-up on 30 September 2020.

⁸ The company commenced member's voluntary winding-up on 28 March 2012.

⁹ The company commenced the application for voluntary liquidation and dissolution on 25 June 2020.



Key Significant Events 2025

RHB Group delivered key initiatives across its businesses and markets, showing continued progress in its priorities. These efforts focused on strengthening core businesses, expanding regionally, advancing sustainable finance and creating long-term value.



10 FEBRUARY #JOMBIZ PROGRAMME AWARD CEREMONY 2025

RHB recognised micro-entrepreneurs at the #JomBiz Award Ceremony, highlighting its role in funding, capacity building, and mentorship.



9 APRIL ASEAN INVESTMENT CONFERENCE 2025

RHB partnered with Securities Commission Malaysia ("SC"), Affin Group, and CGS International Securities Malaysia to host the ASEAN Investment Conference 2025.

18 APRIL RHB PARTNER WITH THE MALAYSIAN ASSOCIATION OF TOUR AND TRAVEL AGENTS ("MATTA")

RHB partnered with the MATTA for the fourth consecutive time to be the Exclusive Platinum Sponsor for the MATTA Fair.



10 JULY RHB AND IJN PARTNER TO ADVANCE HEALTHCARE ACCESS AND FINANCIAL INCLUSION

RHB and Institut Jantung Negara ("IJN") entered into a Strategic Agreement to collaborate on initiatives in healthcare, health and financial education, and community wellbeing, aiming to reach and support more Malaysians nationwide.



20 JULY RHB ISLAMIC FORMS STRATEGIC ALLIANCE WITH AMANAH RAYA BERHAD

RHB Islamic Bank partnered Amanah Raya to tap into the rapidly growing Islamic wealth management segment in Malaysia.



1 AUGUST

EXCLUSIVE BANCASSURANCE PARTNERSHIPS WITH TOKIO MARINE LIFE AND TAKAFUL MALAYSIA

RHB strengthened its insurance distribution strategy through long-term exclusive partnerships with Tokio Marine Life and Takaful Malaysia.



7 AUGUST

RHB AND MRL ACTIVATE 360° ESG FINANCE ECOSYSTEM

RHB partnered with Malaysia Rail Link (“MRL”) to activate the RHB-MRL 360° ESG Finance Ecosystem, advancing its sustainable finance agenda.



29 AUGUST

RHB-OSK PROPERTY PARTNERSHIP EXPANDS MALAYSIANS' ACCESS TO PRIME OVERSEAS PROPERTIES

RHB partnered with OSK Property to introduce its Overseas Property Financing solution for Malaysian buyers.



13 SEPTEMBER

RHB CLEAN-A-THON 2025 MOBILISES OVER 700 VOLUNTEERS IN TELUK BAHANG, PENANG

RHB mobilised more than 700 volunteers, collecting over half a ton of waste from the shoreline and surrounding areas at Teluk Bahang, Penang.

11 OCTOBER

THE 10TH EDITION RHB LEKAS HIGHWAY RIDE 2025

The RHB LEKAS Highway Ride 2025 marked its 10th edition with over 6,000 cyclists.



2 DECEMBER

RHB OFFICIAL BANK PARTNERSHIP - PARKCITY YEAR-END LIGHT FESTIVAL 2025

RHB participated as official bank partner, strengthening community engagement and brand visibility through a large-scale public event promoting sustainability and social connection.





TAN SRI AHMAD BADRI MOHD ZAHIR
Chairman

Message From Our Chairman

Dear Stakeholders,

2025 was a defining year for RHB as we translated our strategic ambitions into focused, disciplined execution. Across the Group, our efforts were guided by three core ambitions: to be Best in Service, to achieve High Profitability, and to remain Responsible and Purposeful in everything we do. I am pleased to report that the diligence with which we have approached these goals is yielding tangible results. Over the past twelve months, we have made steady, meaningful headway across our strategic priorities, reinforcing our commitment to sustainable value creation and ensuring we are well-positioned for the future.

At the heart of this momentum is our three-year strategic roadmap, PROGRESS27. In 2025, the Group undertook a strategic refinement of its organisational structure to strengthen its competitive positioning and enhance operational effectiveness. This included the establishment of Group Corporate and Business Banking to accelerate the Group's non-retail agenda, alongside the realignment of Group Wholesale Banking to deepen client coverage and expand fee-based income streams. In parallel, we continued to strengthen strategic partnerships and refined our propositions for priority segments, most notably by broadening our presence within the higher education ecosystem through a strategic collaboration with the Ministry of Higher Education.

This sharper strategic focus translated into measurable, high-quality outcomes. Net profit grew by 7.8% and return on equity ("ROE") improved to 10.5%, reflecting disciplined execution and enhanced efficiency. These achievements reaffirm RHB's capacity to adapt and perform through change, strengthening our ability to navigate present and future challenges while delivering enduring value for all our stakeholders.

DEFTLY NAVIGATING AN EVOLVING LANDSCAPE

The global environment in 2025 showed firmer footing, even as pockets of geopolitical and policy uncertainty remained. Moderating inflation and a shift towards more accommodative monetary settings helped steady financial markets, easing funding conditions, and supporting business confidence. Closer to home, Malaysia's economy continued to demonstrate remarkable resilience. Growth was sustained by healthy domestic demand, steady investment flows, and supportive public sector initiatives. Labour market stability reinforced consistent consumption, and with inflation remaining contained, economic activity progressed on a stable and predictable path.

Within this environment, the Group remained focused and resilient. We maintained a highly disciplined approach to portfolio management, strengthened our funding base, and advanced our income diversification strategies, particularly through wealth management and bancassurance. At the same time, we sharpened our cost discipline and drove targeted productivity improvements. These deliberate actions enabled RHB to preserve earnings quality, sustain growth momentum, and remain durable amid an evolving global landscape.

GOVERNANCE THAT DRIVES PERFORMANCE

At RHB, we firmly believe that high performance must be anchored by high integrity. In 2025, we continued to raise the bar on how we govern, manage risk, and uphold integrity across the Group. Important conduct-related policies, including our updated Group Whistleblowing Policy and Group Gifts & Hospitality Guideline, were adopted across our regional offices to reinforce consistent standards and accountability throughout our entire footprint.

The Board also remained committed to maintaining sharp, relevant oversight. Beyond formal meetings, Directors actively invested time in targeted learning and dialogue to stay current on evolving expectations and emerging risks. This continuous renewal of perspective enables the Board to challenge constructively, guide confidently, and make decisions with greater clarity in a fast-changing environment.

To ensure PROGRESS27 translates into measurable outcomes, we strengthened the discipline around execution. The strategy is anchored by eight core programmes, each sponsored by accountable leaders, supported by agile delivery teams, and guided by clearly defined multi-year milestones. Execution is paired with rigorous oversight by Management and the Board, ensuring early identification of risks and timely intervention where required. We have also established incentives for programme teams that deliver against agreed targets, ensuring sustained focus alongside their business-as-usual priorities.

We also made significant strides in our diversity and inclusion agenda. Driven by our commitment to achieve 33.3% women in Top and Senior Management by 2027, female representation among senior leaders reached 39%, exceeding our aspiration ahead of time. Women also represented 30% of our Board during the year. Furthermore, we proudly launched the Women Impact Network to strengthen connection, support, and opportunity for women across the Group, reinforcing a leadership pipeline that is both inclusive and future-ready.

ADVANCING SUSTAINABILITY WITH INTENT

In an era of heightened sustainability expectations, environmental and social considerations increasingly shape how we pursue growth, deploy capital, and manage risk. Under PROGRESS27, sustainability is not a secondary objective; it is embedded as a dedicated transformation programme, affirming its central role in our long-term strategy. Having met and surpassed the targets set under our 2022 Sustainability Strategy, we have refreshed and recalibrated our KPIs to align with our strategic horizon through 2027.

We are now guided by four clear ambitions:

- Mobilising RM90 billion in Sustainable Financial Services by 2027 (of which we have already achieved approximately RM60 billion or 67% of our target).
- Achieving carbon neutral operations by 2030 and net zero emissions by 2050.
- Empowering 2.5 million targeted individuals and businesses across ASEAN by 2027.
- Maintaining a minimum of 33.3% representation of women in top and senior management.

TRANSLATING PERFORMANCE INTO SHARED VALUE

Our strategic roadmap is designed to sustain momentum—not only in performance, but in how that performance is shared. As we execute on our priorities for growth and resilience, we remain focused on ensuring our results translate into tangible value for the stakeholders who place their trust in us.

For our Shareholders: We remain committed to disciplined capital management and consistent returns. Given our resilient financial performance, the Group declared total dividends of 50 sen per share, representing a dividend payout ratio of 65% and a dividend yield of 6.5%.

Message from Our Chairman

Dividend Payout Ratio:
65%

>200,000
individuals and
enterprises supported

RM30 million
training and
development

444,984
learning hours
across the workforce

For our Clients and Customers: Service excellence remains paramount. We resolved 99% of complaints and feedback within our Service Level Agreement, achieving 85% client satisfaction following resolution. Concurrently, we recorded a solid 4-point improvement in our Net Promoter Score ("NPS"), enabling us to retain our 2nd place position amongst Malaysian banks.

For our Communities: In 2025 alone, more than 200,000 individuals and enterprises were supported through our community programmes, bringing our cumulative progress to more than 1.5 million. With initiatives spanning financial literacy, digital access, youth empowerment, and microenterprise support, we remain dedicated to widening opportunity and strengthening social and economic resilience across the region.

For our People: We invested RM30 million in training and development, delivering over 400,000 learning hours across the workforce. We expanded our programmes to include comprehensive sustainability and Artificial Intelligence training, ensuring our employees remain agile and equipped to serve customers with excellence in an increasingly digital landscape.

SUSTAINING MOMENTUM INTO 2026

The year ahead is likely to be defined by steady but uneven global conditions. Malaysia's economic fundamentals remain sound, supported by stable inflation and resilient domestic activity. While interest rate conditions are expected to remain broadly stable, funding dynamics and industry competition will continue to shape margin management across the sector. Encouragingly, investor sentiment and capital market activity may offer renewed momentum, particularly in wealth and advisory flows.

At the same time, the operating landscape is not without complexity. Rapid advances in technology and artificial intelligence are reshaping customer expectations and competitive models, while raising the bar for security, governance, and operational resilience. Geopolitical developments remain fluid, with the potential to influence trade flows and broader business confidence. While asset quality trends are currently stable, we remain vigilant to potential stress in selected segments.

In this environment, confidence must be grounded in fundamentals. PROGRESS27 is deliberately designed to strengthen the quality and durability of our performance across cycles. It sharpens our focus on sustainable growth, income diversification, and disciplined cost management, ensuring we are not reliant on favourable conditions to deliver results. Having delivered resilient results in 2025, the Board remains confident that RHB enters 2026 with strengthened fundamentals and a clear line of sight to long-term value creation.

ACKNOWLEDGEMENTS

Our steady and sustainable growth remains powered by the commitment of our people and the strength of the relationships we build. I wish to extend my appreciation to the key stakeholders who make our continued success possible.

To our shareholders, thank you for your steadfast trust and confidence in our strategic direction. Your continued support inspires us to keep raising our standards and delivering meaningful, long-term value.

To our customers and business partners, we are deeply grateful for your loyalty and valued collaboration. We remain fully committed to serving your needs and fostering mutually beneficial relationships.

To the regulatory authorities, we extend our sincere thanks for your continuous guidance and oversight. Your engagement is essential as we work together to uphold the highest standards of governance, compliance, and industry excellence.

To my fellow Board members and the Senior Management team, your stewardship, guidance, and strategic leadership have been vital in navigating a dynamic environment and advancing sustainable growth. And to our dedicated employees across the Group, you remain the foundation of our success and the driving force behind our achievements.

On behalf of the Board, I wish to also place on record our sincere appreciation to Ms. Ong Ai Lin, our Senior Independent Non-Executive Director, who will not be seeking re-election at the forthcoming 60th Annual General Meeting after nearly nine years of dedicated service. Her expertise, particularly in cybersecurity, and her rigorous oversight as Chairperson of the Group Board Audit Committee, as well as her contributions as a member of the RHB Islamic Bank Board and its Board Risk Committee, will be remembered and deeply valued.

During the year, we also welcomed two new members to the Shariah Committee, Assoc. Prof. Dr. Nor Fahimah Mohd Razif and Encik Mohd Bahroddin Badri. Both bring extensive expertise in Shariah advisory and governance, and we are confident that their insights will further strengthen the Group's Shariah oversight framework.

As we execute our strategic initiatives, our continued commitment to innovation, sustainability, and excellence positions us well for the opportunities ahead. Together, we are shaping a future defined by growth and enduring success.

Tan Sri Ahmad Badri Mohd Zahir
Chairman
RHB Banking Group

From the Desk of Our Group Managing Director / Group Chief Executive Officer



**DATO' MOHD RASHID
MOHAMAD**
Group Managing Director /
Group Chief Executive Officer

Dear Stakeholders,

In 2025, the banking sector navigated a highly demanding and fiercely competitive landscape. Amidst persistent economic uncertainties, acute margin pressures, and rapidly evolving customer expectations, RHB Banking Group remained resolutely focused on what we can control: driving innovation, enhancing digital efficiency, and pursuing disciplined, responsible growth. I am exceptionally proud to report that this steadfast focus enabled us to deliver a highly resilient and commendable performance, consistently creating sustainable value for our customers, shareholders, and the broader communities we serve.

This operational resilience and sharper execution did not happen by chance; it is the direct result of our three-year strategic roadmap, PROGRESS27. By embedding clearer priorities, establishing measurable targets, and fostering stronger accountability across every level of the Group, this strategy has fundamentally transformed how we operate. Through eight focused transformation programmes, it has successfully translated ambitious objectives into solid financial outcomes and meaningful progress on the ground. With our fundamentals significantly strengthened and our business momentum accelerating, RHB is firmly positioned to navigate future uncertainties and decisively capture opportunities that drive long-term, sustainable growth.

From the Desk of Our Group Managing Director / Group Chief Executive Officer

Total Income:
RM8.8 billion

Net Profit:
RM3.4 billion

Return on Equity:
10.5%

Cost Savings:
RM158 million

CASA Ratio:
30.4%

NAVIGATING A COMPLEX OPERATING LANDSCAPE

The global operating environment in 2025 tested the agility of financial institutions worldwide. Global economic growth moderated to approximately 3.2%, weighed down by ongoing geopolitical developments and complex trade-related uncertainties. Concurrently, competitive intensity within the regional banking sector escalated significantly. Margin pressures persisted as funding dynamics tightened, and the pace of technological change accelerated customer expectations toward highly seamless, personalised, and digitally enabled banking experiences. Furthermore, pricing competition remained exceptionally acute, leading to continued compression in net interest margin ("NIM") across the region.

Fortunately, Malaysia's domestic economy remained a beacon of comparative resilience. Defying broader global headwinds, the nation's GDP growth exceeded forecasts to expand by a robust 5.2%, anchored by healthy domestic demand and a remarkably stable labour market.

A YEAR OF TANGIBLE FINANCIAL PROGRESS

Against this dynamic and often challenging backdrop, RHB delivered strong and tangible progress. By maintaining rigorous discipline in managing our margins, asset quality, and capital deployment, total income for the Group rose by 2.0% to RM8.8 billion. Net profit correspondingly increased by 7.8% to RM3.4 billion, reflecting the underlying strength of our core operations. We also saw our Return on Equity strengthen to 10.5%, up from 10.0% in 2024, while our gross impaired loans ("GIL") ratio improved by six basis points to a healthy 1.41% (2024: 1.47%). These metrics vividly underscore our sustained focus on investment discipline and asset quality management.

To sustain this trajectory and unlock greater synergies across the Group, we took decisive steps to structurally refine our operating model. This included the establishment of Group Corporate and Business Banking - the consolidation of several strategic business groups, deliberately designed to drive greater synergy, enhance relationship management and deepen our penetration within the Small and Medium Enterprises ("SME") segment. At the same time, Group Wholesale Banking was realigned, consolidating our non-interest income activities under a unified, highly efficient platform. We also integrated our branding, marketing, corporate communications, social impact, and customer experience functions under a single cohesive structure to ensure we deliver a consistent, differentiated, and powerful customer proposition that is in line with our Brand promise. In tandem with these internal realignments, we aggressively advanced our long-term growth platforms, most notably by renewing our strategic bancassurance and bancatakal partnerships with Tokio Marine Life Insurance Malaysia Bhd. and Takaful Malaysia for a further 20 years. This critical renewal fundamentally strengthens our advisory capabilities and secures our fee income potential for the decades ahead.

ELEVATING THE CUSTOMER EXPERIENCE

Central to our PROGRESS27 agenda is our ambition to be Best in Service. Recognising that customer loyalty is the bedrock of our long-term sustainability, we have anchored our approach to the 'RHB Way', built upon three service commitments: "Build Trust", "Deliver Convenience", and "Create Value". In February 2026, we further strengthened the RHB Way by embedding clear service behavioural standards to reinforce accountability, collaboration, and responsiveness, supported by real-time feedback mechanisms.

Our commitment to innovation and customer-centricity yielded several market-first enhancements in 2025. We launched a refreshed mobile banking application featuring a more intuitive interface and introduced Malaysia's very first mobile banking 'widget' to drastically enhance everyday accessibility. We also pioneered Malaysia's first flexible auto financing solution, explicitly designed to empower customers with greater repayment flexibility. Furthermore, by leveraging automation in our key end-of-day processes, we successfully extended our branch operating hours from 4.15 pm to 5.00 pm effective 1 January 2026, significantly improving service accessibility for our customers. I am exceptionally proud to note that our continued focus on service excellence and customer centricity delivered measurable results, with our Net Promoter Score ("NPS") improving by 4 points during the year, taking us to NPS#2 within the industry, reflecting stronger customer advocacy.

In 2025, RHB was honoured as the 'Best-E-Payments Bank' at the Malaysia Excellence in E-Payments Awards 2025 by PayNet, alongside receiving the National Scam Response Centre's prestigious 'Vanguard of Vigilance Award'. These distinguished industry accolades are a powerful testament to how effectively we serve and protect our customers. They reflect the strength of our internal controls and risk management, reinforcing our digital innovation roadmap as we continuously elevate the customer journey with seamless, secure and trusted experiences.

DRIVING STRUCTURAL EFFICIENCY AND GROWTH

Our pursuit of High Profitability is deliberately structured around maximising value through operational efficiency and disciplined growth, rather than simply succumbing to pricing pressures. By fundamentally redesigning our end-to-end customer journeys and lowering our cost to serve, we delivered an impressive RM158 million in cost savings in 2025. This marks a strong early milestone towards our expanded RM800 million cost optimisation ambition, upgraded from the initial RM500 million target, over the three-year lifecycle of PROGRESS27. A standout initiative in this space was the deployment of an AI-powered credit card collections voicebot, which remarkably reduced our collection costs by 40% while maintaining the necessary human oversight.

Beyond cost containment, our profitability was supported by responsible growth in higher-yielding segments. We successfully expanded our Current Account and Savings Account ("CASA") balances by 11.6%, substantially lifting our CASA ratio to 30.4% (up from 27.6% in 2024). Simultaneously, our domestic loan growth expanded by a robust 6.2%, comfortably outpacing the industry average of 4.8%.

PURPOSE-DRIVEN SUSTAINABILITY

Sustained high performance must be balanced with high integrity and a clear sense of purpose. Our ambition to be Responsible and Purposeful reflects our deep commitment to building a sustainable business model that generates positive, lasting societal impact. By the end of 2025, our Sustainable Financial Services ("SFS") portfolio reached approximately RM60 billion, achieving 67% of our RM90 billion target for 2027. Today, over 20% of our total assets are proudly classified under Bank Negara Malaysia's Climate Change and Principle-based Taxonomy ("CCPT") C4 category or better, illustrating the deep integration of green finance into our core portfolio.

We fortified our sustainable finance platform this year by launching our Sustainable and Transition Finance Framework and the MRL 360° ESG Finance Ecosystem, alongside executing Malaysia's first Sustainable Use of Proceeds Cross-Currency Repurchase transaction. Supporting SMEs on their crucial transition journey remains a key competitive differentiator for RHB. Through powerful partnerships with industry leaders like Tenaga Nasional Berhad and PETRONAS, we are actively combining advisory support, comprehensive energy audits, and tailored financing solutions to help SMEs accelerate their adoption of sustainable practices. Internally, we have mandated sustainability training for all staff, supported by annual ESG e-learning, ensuring our entire workforce is fully aligned with this critical agenda.

EMPOWERING OUR PEOPLE THROUGH TECHNOLOGY

Underpinning all our strategic pillars is the intelligent application of Technology, Data, and Artificial Intelligence to help us work smarter and serve better. Real-time insights are now actively enhancing our customer engagement, while advanced analytics have fundamentally improved our responsiveness across collections, portfolio management, and Anti-Money Laundering ("AML") and fraud detection ecosystems. To accelerate this momentum, we established a dedicated AI unit within our Technology division to identify and aggressively scale high-impact use cases. For instance, in our mortgage operations, AI is now utilised to review and extract data from massive volumes of customer documentation with near 99% accuracy—drastically reducing manual processing, fortifying audit controls, and accelerating turnaround times for our clients.

As we deploy these advanced tools, including the Group-wide rollout of Copilot to support everyday productivity, we are intensely focused on bringing our people along on this journey. Our RECHARGE reskilling programme exemplifies this commitment. In 2025, 60 colleagues whose roles were evolving due to automation were successfully retrained and redeployed into high-growth areas such as AML. This ensures our transitions are handled with dignity, purpose, and a steadfast commitment to workforce agility.

SUSTAINING MOMENTUM INTO 2026 AND BEYOND

As we look toward 2026, we anticipate that geopolitical developments and market volatility will remain prominent features of the external landscape. However, we maintain a highly optimistic outlook for Malaysia. Continued infrastructure investments and national initiatives are expected to sustain foreign direct investment, stimulate demand across priority sectors, and generate positive economic spill-overs that will support employment and corporate growth.

In this environment, RHB will fiercely defend and grow our net interest income by targeting higher-yielding segments, particularly middle-market SMEs and mid-cap corporates, while maintaining prudent asset quality. Concurrently, we will intensify our efforts to expand non-interest income through enhanced wealth management, bancassurance, Islamic wealth solutions, and cross-border business corridors between Malaysia and Singapore. In Retail Banking, we intend to build aggressively upon the growth achieved in 2025, specifically targeting the affluent and mass-affluent demographics.

To ensure absolute delivery, PROGRESS27 targets are firmly embedded into senior management KPIs, and service quality is a permanent, standing agenda item at all Group Management Committee meetings. Even as we aggressively execute our current roadmap, we have already begun laying the vital strategic groundwork for our next chapter beyond 2028, ensuring RHB preserves its forward momentum for years to come.

ACKNOWLEDGEMENTS

While 2025 presented an array of complexities, it was the collective tenacity and spirit of our people and partners that guaranteed a fruitful year.

I thank all RHBians across the Group for their dedication, professionalism, and commitment throughout the year. Your resilience and unshakeable belief in our shared vision have been the true foundation of our journey, bringing our strategy vividly to life. Alongside our employees, I thank my colleagues on the Group Management Committee for their strong leadership and commitment in steering the Group forward, particularly in their active engagement and willingness to stay closely connected to our frontline teams.

We are profoundly grateful for the enduring trust and loyalty of our customers, and for the privilege of supporting you through the various stages of your personal and business journeys. I also recognise the contributions of our esteemed business partners, whose collaboration and shared commitment continue to enable innovative and meaningful outcomes for the markets we serve.

I would like to record my thanks to the regulators and government authorities. Your proactive engagement, guidance, and support have been instrumental in helping the Group navigate a complex regulatory landscape with clarity and confidence.

We deeply appreciate the continued belief our shareholders have placed in RHB, and remain focused on delivering the sustainable returns and long-term value that reward the trust you have placed in us.

Lastly, I would like to extend my sincere gratitude to our Chairman and members of the Board for their steadfast guidance and unwavering support. Their wisdom and stewardship remain invaluable as we execute our strategy and deliver sustainable value for our stakeholders.

Together, with the continued guidance of our Board, we are building a significantly stronger, more impactful, and future-ready RHB.

Dato' Mohd Rashid Mohamad

Group Managing Director / Group Chief Executive Officer
RHB Banking Group

Our Approach to Value Creation

We create value through an integrated approach that considers market conditions, capital resources, stakeholder priorities, material matters, risk management and the execution of our strategy. By aligning these elements, we guide our decisions and aim to deliver sustainable, long-term value to our stakeholders.

01

ASSESSING AND EVALUATING THE LANDSCAPE

We continuously monitor political, socioeconomic, and environmental changes at the local, regional, and global levels that may affect our operations.

[Learn more on pages 44 to 46.](#)

02

IDENTIFYING RISKS AND OPPORTUNITIES

We manage the risks and opportunities that affect our key business areas and material matters through our risk management framework and strategic objectives.

- | | |
|---|---|
| CR Credit Risk | SNC Shariah Non-Compliance Risk |
| MR Market Risk | TCR Technology and Cyber Risk |
| IBR Interest Rate Risk in the Banking Book/Rate of Return Risk in the Banking Book | RNC Regulatory Non-Compliance Risk |
| LR Liquidity Risk | RR Reputational Risk |
| OR Operational Risk | CPR Corruption Risk |
| | SR Sustainability Risk |

[Learn more on pages 62 to 75.](#)

03

NURTURING STAKEHOLDER CONNECTIONS

We value our stakeholders and work to build strong, meaningful partnerships that support mutual growth and shared success.

- | | |
|--------------------------------------|---|
| BD Board of Directors | SS Suppliers and Service Providers |
| CU Customers | FI Financial Industry Peers |
| EM Employees | BP Business Partners |
| SI Shareholders and Investors | RA Rating Agencies |
| RE Regulators | AN Analysts |
| CO Communities | ME Media |

[Learn more on pages 30 to 42.](#)

04

FOCUSING ON WHAT MATTERS MOST

We focus on the issues that matter most, using stakeholder feedback and business priorities to shape our strategic goals and targets.

- | | |
|---|--|
| GB Good Business Governance | SC Sustainable Supply Chain |
| DC Data Protection and Cybersecurity | T Talent |
| SF Sustainable Financial Services | EHS Employee Health, Safety, and Wellness |
| FI Financial Inclusion | DO Diversity and Equal Opportunity |
| DI Digitalisation and Investment in Technology | CE Community Enrichment and Empowerment |
| CX Customer Experience | CC Climate Change |
| FC Fair Treatment of Financial Consumers | ES Environmental Stewardship |

[Learn more on pages 58 to 61.](#)

05

DRIVING ESG IMPLEMENTATION

Our commitment to creating long-term value for stakeholders guides the integration of ESG and climate considerations across our operations. This is directed by our Sustainability Strategy and Roadmap, which outlines our key areas of focus and dedication to sustainable practices.

- SRF** Sustainable and Responsible Finance
- ANZ** Achieving Net Zero by 2050
- EGP** Embedding Good Practices
- EEC** Enriching and Empowering Communities

[Learn more on pages 128 to 143.](#)

06

TRANSLATING STRATEGY INTO ACTION

PROGRESS27 guides RHB in managing material matters, risks and opportunities while leveraging the six capitals. The three year plan focuses on delivering excellent service, driving sustainable growth and creating long term value.

Driving progress by aligning with three strategic objectives:



[Learn more on pages 76 to 81.](#)

07

OPTIMISING CAPITALS FOR SUSTAINABLE GROWTH

Our operations rely on six key capitals, which we actively invest in and manage. We take a balanced approach to growth, making thoughtful trade-offs when needed to achieve the best outcomes.

- FC** Financial Capital
- IC** Intellectual Capital
- HC** Human Capital
- MC** Manufactured Capital
- SRC** Social and Relationship Capital
- NC** Natural Capital

[Learn more on page 26.](#)

08

CREATING VALUE FOR POSITIVE IMPACT

We focus on creating lasting value for our stakeholders, including customers, shareholders, employees, and the wider community. By tracking progress through Key Performance Indicators ("KPIs"), we stay accountable and aligned with our long-term goals, supporting shared progress toward a sustainable future.

[Learn more on page 82.](#)



Our Value Creating Business Model

OUR CAPITALS... ...ENABLE VALUE-ADDING

INPUTS

FC FINANCIAL CAPITAL

RHB deploys a strong and diversified capital base to support lending, liquidity, and sustainable growth.

- Total assets: RM358 billion
- Securities portfolio: RM90 billion
- Deposits from customers: RM253 billion
- Shareholders' equity: RM34 billion
- Market capitalisation: RM34 billion
- Common equity tier 1 ("CET1") ratio: 15.2%
- Total capital ratio: 17.6%

MC MANUFACTURED CAPITAL

RHB leverages an extensive physical network and modern digital infrastructure to deliver banking services efficiently.

- 303 offices and branches across ASEAN
- 1,406 self-service terminals in Malaysia (ATM, CDM, cheque deposit, cash recycler and coin deposit machines)

IC INTELLECTUAL CAPITAL

RHB draws on brand strength, institutional knowledge and embedded digital capabilities to drive innovation and resilience.

- Over 20 digital customer touchpoints
- Over 100 years in banking
- Strong brand presence in key markets
- Strategic partnerships and new standards and certifications adopted

HC HUMAN CAPITAL

RHB relies on a skilled, diverse and engaged workforce to deliver client-centric and responsible banking services.

- Workforce: 12,967 employees
- RM30.3 million invested in learning and development
- More than 20 employee engagement initiatives

SRC SOCIAL & RELATIONSHIP CAPITAL

RHB builds trust through long-standing customer relationships, financial inclusion initiatives and stakeholder engagement.

- Enhanced customer experience across products & services
- Financial literacy programmes for communities
- Education empowerment initiatives for youth
- Entrepreneurship support for micro-SMEs
- Employee volunteerism and community engagement initiatives
- Partnerships with NGOs, colleges, universities, and ecosystem partners
- Inclusive procurement policies prioritising local suppliers

NC NATURAL CAPITAL

RHB uses energy and water resources in its operations while supporting the transition to a low-carbon economy through sustainable finance.

- Electricity consumption: Approximately 36,000 MWh
- Water consumption: Approximately 137,000 m³
- Cumulative Sustainable Financial Services mobilised: ~RM60.0 billion

PROGRESS27

STRATEGIC PRIORITIES



Best in Service



High Profitability



Responsible & Purposeful

[Learn more on pages 76 to 81.](#)

KEY MARKET TRENDS

- 01 Digital Acceleration and Technology Transformation
- 02 Evolving Ways of Working and Employee Expectations
- 03 Growing Influence of Environmental, Social, and Governance Factors
- 04 Rising Competition from FinTech
- 05 Expanding Mobile Market Share and Digital Payment Adoption
- 06 Heightened Governance, Compliance, and Regulatory Demands
- 07 Evolving Customer Needs and Preferences
- 08 Geopolitical and Economic Developments

[Learn more on pages 50 to 57.](#)

SUSTAINABILITY PILLARS



[Learn more on pages 135 to 139.](#)

MATERIAL MATTERS

GOVERNANCE

GB Good Business Governance

DC Data Protection and Cybersecurity

ECONOMIC

SF Sustainable Financial Services

FI Financial Inclusion

DI Digitalisation and Investment in Technology

CX Customer Experience

FC Fair Treatment of Financial Consumers

SC Sustainable Supply Chain

SOCIAL

T Talent

EHS Employee Health, Safety, and Wellness

DO Diversity and Equal Opportunity

CE Community Enrichment and Empowerment

ENVIRONMENT

CC Climate Change

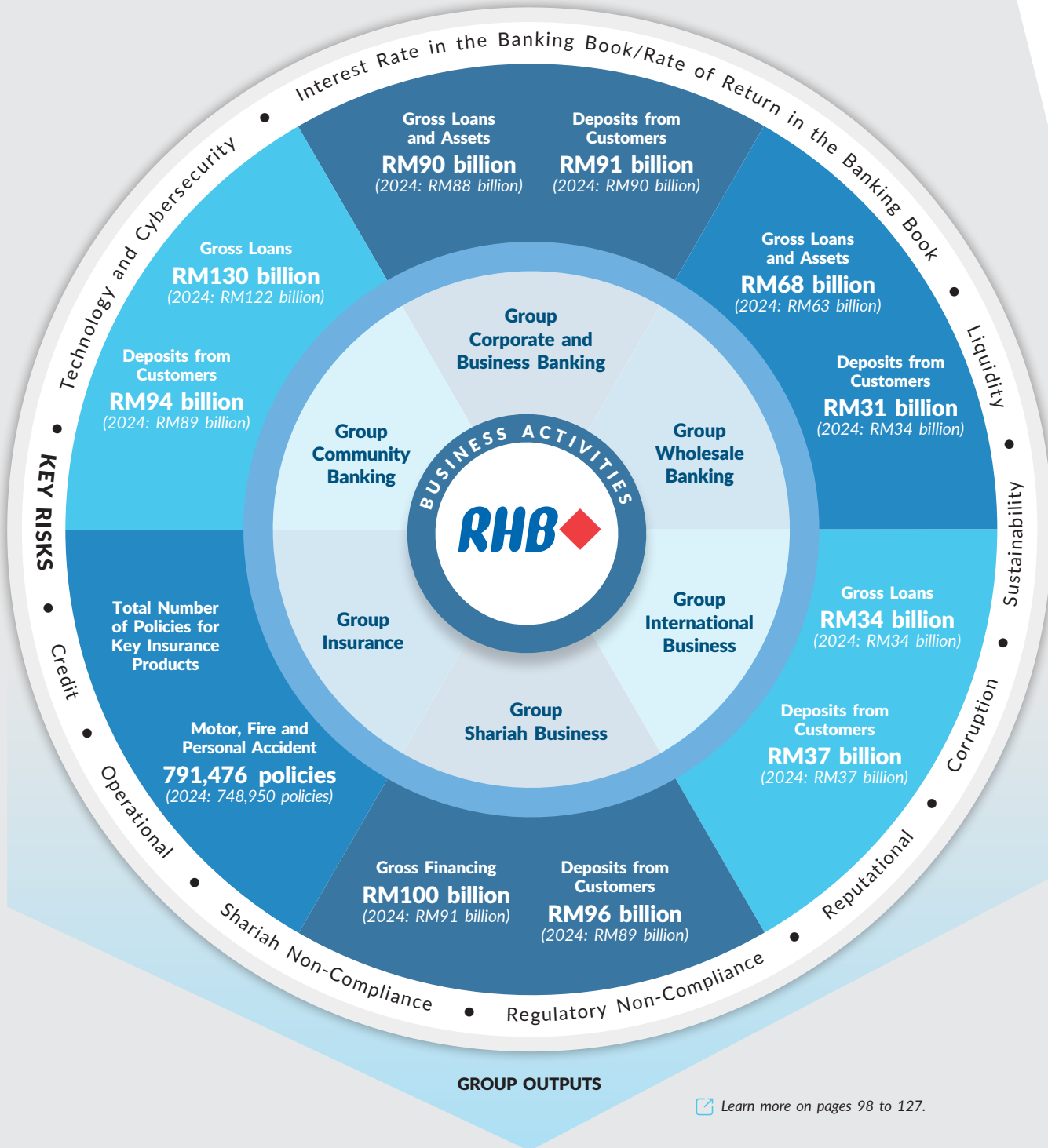
ES Environmental Stewardship

[Learn more on pages 58 to 61.](#)

PURPOSE STATEMENT > **MAKING PROGRESS HAPPEN FOR EVERYONE**

BRAND PROMISE > **TOGETHER WE PROGRESS**

...ACTIVITIES THAT CREATE...



[Learn more on pages 98 to 127.](#)

Gross Loans: RM251 billion (2024: RM238 billion)	Gross Written Premium ("GWP"): RM848 million (2024: RM914 million)	Asset Under Management ("AUM"): RM57 billion (2024: RM54 billion)	Cost-to-Income Ratio: 47.3% (2024: 46.7%)	Return on Equity: 10.5% (2024: 10.0%)
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Our Value Creating Business Model

...VALUE FOR OUR STAKEHOLDERS.

OUTCOMES	LONG-TERM VALUE FOR OUR STAKEHOLDERS	HOW WE CONNECT
<p>FC FINANCIAL CAPITAL</p> <p>RHB strengthens earnings quality, financial resilience and shareholder returns.</p> <ul style="list-style-type: none"> Gross loans: RM251 billion (2024: RM238 billion) Asset under management ("AUM"): RM57 billion (2024: RM54 billion) Gross written premium ("GWP"): RM848 million (2024: RM914 million) Return on equity ("ROE"): 10.5% (2024: 10.0%) Dividend payout ratio: 65% (2024: 60%) 	<p>We allocate capital prudently to sustain profitability, strengthen balance sheet resilience, and deliver attractive returns, supporting our PROGRESS27 ambition for high profitability and disciplined growth.</p>	<p>We deploy financial capital across our lending, investment, and funding activities to support customer growth while enabling investments in digital capabilities, talent development, and sustainability initiatives.</p>
<p>MC MANUFACTURED CAPITAL</p> <p>RHB achieves scalable, cost-efficient service delivery through digital adoption and operational optimisation.</p> <ul style="list-style-type: none"> Cost-to-income ratio ("CIR"): 47.3% (2024: 46.7%) 94.5% of transactions conducted via digital channels (2024: 92.2%) ATM transactions: 84,397,210 (2024: 68,237,117) Cash deposit machine transactions: 16,486,085 (2024: 16,078,543) Online banking customers increase to 3.4 million (2024: >2.9 million) Delivered RM158 million in cost savings through efficiency improvements 	<p>We continuously enhance our digital and physical platforms to deliver faster, more seamless and convenient banking experiences, advancing our goal of being Best in Service.</p>	<p>Our digital platforms, branch network and operational infrastructure enable secure and efficient delivery of financial services while supporting seamless customer journeys and operational productivity.</p>
<p>IC INTELLECTUAL CAPITAL</p> <p>RHB strengthens operational efficiency, innovation capability, and risk management maturity through automation and system modernisation.</p> <ul style="list-style-type: none"> Brand Value: USD916 million (2024: USD793 million) 78.2% of systems modernised (2024: 75%) Strengthened governance and risk management frameworks 	<p>We strengthen our data, analytics and innovation capabilities to improve decision-making, risk management and product development, enabling sustainable and profitable growth.</p>	<p>Our governance frameworks, data capabilities and institutional knowledge support informed decision-making, strengthen risk management, and enable the development of innovative financial solutions.</p>
<p>HC HUMAN CAPITAL</p> <p>RHB builds a future-ready workforce that is engaged, capable, and aligned to its purpose.</p> <ul style="list-style-type: none"> 444,984 training hours (34 hours per employee) (2024: 392,871 training hours) Sustainable Engagement Score: 89% (2024: 87%) Employee retention rate: 85.5% (2024: 85.4%) Workforce diversity: 60.4% female, 39.6% male (2024: Female: 60% Male: 40%) 	<p>We nurture a skilled, purpose-driven workforce equipped with the capabilities to deliver service excellence, innovate responsibly and drive long-term organisational resilience.</p>	<p>Our employees translate strategy into action by delivering service excellence, building trusted customer relationships, and driving operational and digital transformation.</p>
<p>SRC SOCIAL & RELATIONSHIP CAPITAL</p> <p>RHB deepens trust with customers, communities and suppliers, strengthening its franchise and stakeholder relationships.</p> <ul style="list-style-type: none"> Net Promoter Score ("NPS") (Malaysia): +28 (Rank #2) (2024: +24 (Rank #2)) NPS (Singapore): +50 (Rank #1) (2024: +29, (Rank #1)) Cumulatively empowered 1,545,927 individuals and businesses through social impact programmes Cumulatively supported 936,632 tertiary students, enhancing financial access and digital financial adoption Cumulatively reached 228,198 individuals through financial literacy programme (2024: 157,253) Cumulatively empowered 1,073 micro-SMEs through RHB #JomBiz (2024: 721) 19,460 beneficiaries supported through community outreach initiatives Local supplier expenditure: RM818 million (2024: RM677 million) >2,000 employees participated in volunteer initiatives, contributing 1,216 hours 	<p>We deepen trusted relationships with customers, partners, and communities by delivering solutions that meet real needs and support inclusive economic participation.</p>	<p>Strong relationships with customers, partners, regulators, and communities enable us to deliver relevant financial solutions and expand inclusive economic participation.</p>
<p>NC NATURAL CAPITAL</p> <p>RHB advances its Net Zero commitment while reducing operational and financed emissions.</p> <ul style="list-style-type: none"> 49.9% reduction in operational greenhouse gas ("GHG") emissions against 2016 baseline (2024: 45.5%) 13.2% reduction in financed emissions against 2022 baseline (2023: 6%) <p>Note: Financed emissions data is reported as of 31 December 2024, with a 12-month lag due to data availability from clients and investees.</p>	<p>We integrate sustainability into our business and financing decisions to support a responsible transition to a low-carbon economy while creating enduring value for society.</p>	<p>We deploy capital towards sustainable financing and manage resource consumption across our operations to align business activities with environmental priorities.</p>

OUR VALUES >

P
PROFESSIONAL

R
RESPECT

I
INTEGRITY

D
DYNAMIC

E
EXCELLENCE

ACTIONS TO ENHANCE OUTCOMES

TRADE-OFFS

RELATED STAKEHOLDERS

RELATED UNSDGs

Maintain prudent balance sheet management and portfolio optimisation to sustain earnings durability and long-term shareholder value.

Delivering stronger profitability and targeted loan growth requires disciplined capital allocation and selective risk-taking. While prioritising asset quality and capital strength may moderate short-term expansion, it supports sustainable returns and financial resilience over the long-term.

SI



Strengthen omni-channel banking capabilities and operational infrastructure to support efficient and reliable service delivery.

Advancing digital platforms improves speed, convenience, and operational efficiency, strengthening our ambition to deliver best-in-class service. At the same time, we balance digital acceleration with continued investment in physical touchpoints to preserve accessibility and customer trust.

SI

CU



Elevate enterprise information capabilities and technology architecture to support innovation, insight-led decisions, and operational precision.

Enhancing data, analytics and automation capabilities strengthens service personalisation and operational productivity. These investments may increase near-term costs, but they are essential to sustaining long-term competitiveness and profitability.

SI

RE

CU



Strengthen organisational capability through targeted capability building, leadership development, and performance culture.

Building a future-ready workforce requires sustained investment in skills, leadership and new ways of working. While workforce transformation takes time and resources, it enables our people to deliver service excellence and support long-term organisational performance.

EM



Broaden stakeholder engagement and collaborative ecosystems to reinforce franchise strength and customer relevance.

Expanding financial inclusion and strengthening ecosystem partnerships deepen customer relationships and societal impact. Although these initiatives may not yield immediate financial returns, they reinforce trust, relevance, and the long-term strength of our franchise.

CO



Expand sustainable and transition financing, and improve energy and resource efficiency across operations to accelerate emissions reduction.

Limiting exposure to higher-emitting sectors and investing in sustainability initiatives may impact short-term returns and increase costs, but strengthens long-term resilience and responsible growth.

SI

CO



Our Stakeholder Engagement & Value Creation

We engage our key stakeholders through structured platforms to understand their expectations and evolving priorities. The insights gathered inform our strategies and decision-making, enabling us to strengthen relationships and deliver sustainable value for our stakeholders and the business.

<p>Quality of Relationship</p> <ul style="list-style-type: none"> No Existing Relationship Poor Relationship Relationship Established – Room for Improvement Good-Quality Relationship Strong Relationship Excellent Relationship 	<p>Frequency of Engagement</p> <ul style="list-style-type: none"> D Daily W Weekly M Monthly T Every 2 Months B Bi-Annually Q Quarterly A Annually R As Required
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BD BOARD OF DIRECTORS

Quality of Relationship:

The Board of Directors is the Group's highest governing body, entrusted with setting strategic direction, providing effective oversight of Management, and safeguarding the long-term interests of shareholders and other stakeholders.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

Engagement with the Board facilitates robust oversight of strategy, financial resilience, risk management, and governance standards. Through active deliberation and exercise of independent judgement, the Board steers sustainable value creation, reinforces accountability, and strengthens stakeholder confidence in the Group's long-term performance and corporate integrity.

ENGAGEMENT PLATFORM & FREQUENCY

Regular offsite meetings between the Board and Management	A R
Participation in knowledge-sharing sessions, forums, and conferences to stay informed on industry trends and governance matters	R
Board and Board Committee meetings to deliberate on key issues such as performance, risk, audit, and sustainability	M R
Engagements through corporate events hosted by the Group or external events	R
Independent discussions held without the presence of Management to facilitate dialogue on matters related to governance and Board effectiveness	A R

KEY CONCERNS RAISED

- Financial sustainability, including capital adequacy, asset quality and liquidity.
- Governance and risk management effectiveness in navigating a volatile, uncertain, complex, and ambiguous ("VUCA") environment.
- Reputation and stakeholder trust.

RISKS

- Board members may face challenges in staying current with rapidly evolving sustainability frameworks, regulatory requirements, and market developments, potentially creating gaps in strategic decision-making.
- Limited diversity or expertise within the Board may constrain its ability to address complex and emerging issues, including ESG-related risks and opportunities.
- Inadequate governance oversight may result in compliance failures, operational inefficiencies, and heightened reputational risk.

RESPONSES

- Conducted regular financial and capital reviews to enable timely oversight of capital adequacy, liquidity resilience, and asset quality.
- Strengthened governance and risk management frameworks through enhancements to risk appetite, Board and Board Committee effectiveness, the Three Lines of Defence, and improved identification and management of emerging risks.
- Reinforced oversight of the Group's conduct and culture, as well as stakeholder engagement, to uphold the Group's reputation and maintain stakeholder confidence.

OPPORTUNITIES

Value Created for Stakeholder

- Opportunity to shape the strategic direction of a leading financial institution, contributing expertise to ensure resilience, innovation, and alignment with stakeholder expectations in an evolving financial landscape.
- Recognition and fulfilment from championing governance excellence and sustainable value creation, while influencing decisions that meaningfully impact communities, customers, and the broader economy.

Value Created for RHB

- Provides strategic leadership and forward-looking direction, ensuring the Group is well-positioned for sustainable long-term growth and market competitiveness.
- Strengthens trust and stakeholder confidence by upholding robust governance, ethical conduct, and accountability across all levels of the Group.
- Drives optimised business performance through active oversight, continuous monitoring of key risks and opportunities, and data-informed decision-making.

BUSINESS INITIATIVES

Periodic reviews and guided by the following:

- Board's Terms of Reference.
- Board Governance Handbook.
- Code of Ethics and Business Conduct for Directors.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- 10 Board of Directors and 15 Management members attended various training and knowledge sharing sessions on governance, risk and compliance, sustainability and ESG, digital transformation, cybersecurity, and emerging economic developments.
- Preserved 30% women's representation on the Board of Directors.
- Conducted 14 Board meetings in 2025 for the RHB Banking Group Board of Directors, deliberating on strategic, financial, risk, sustainability, and governance matters.

Capitals: **FC SRC** Material Matters: **GB DC SF FI FC DO CC ES** SDGs: 

CU CUSTOMERS

Quality of Relationship: ●●●●●

Customers are at the heart of our business, as their trust, loyalty and satisfaction underpin our market presence and sustainable growth.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

Engaging customers enables us to anticipate and respond to evolving expectations for seamless, secure and accessible banking experiences. We engage customers as partners – not merely service recipients – to collaborate and create meaningful financial solutions that enhance lives, strengthen financial resilience and reinforce long-term value. Engaging customers effectively ensures that RHB remains relevant, competitive, and trusted.

ENGAGEMENT PLATFORM & FREQUENCY

Physical touchpoints at branches, sales centres, and premier banking centres	D R
Dedicated channels for service resolution, customer advocacy and feedback, such as our Customer Contact Centre and Centralised Complaints Resolution Team	D R
Communication across online, digital, and physical channels, including email, social media, letters, and notices	R D W
One-on-one engagements (in-person or virtual) with Senior Management, Relationship Managers, Branch Managers, Personal Bankers, or Customer Service Officers	R Q A
Customer networking events, such as seminars, forums, festive celebrations, appreciation events, campaigns or roadshows, high-teas, and cocktail sessions	M Q A
Alternative engagement channels, including customer surveys, focus groups and service design initiatives	R

KEY CONCERNS RAISED

- Expectations for seamless, secure and reliable banking experiences, particularly online and mobile.
- Protection against cybersecurity threats, financial fraud, and data privacy breaches.
- Timely and efficient loan and financing approval processes.
- Trade processing turnaround time, ease of use, range of services and features across digital platforms such as Reflex.
- Competitive returns on savings amid economic uncertainty.
- Broader branch coverage for enhanced accessibility.

RESPONSES

- Standardised the Customer Experience framework to ensure consistent service delivery across all channels.
- Established robust communication channels for fraud prevention and data privacy protection, supported by 24/7 security monitoring and incident response systems.
- Implemented comprehensive digital platforms and solutions for enhanced customer experience and fraud management.
- Launched the Deposit and Loan campaign with competitive rates
- Undertook sourcing for a better trade system.
- Enhanced focus on larger commercial and corporate clients.

RISKS

- Data privacy breaches and cybersecurity threats compromising customer trust.
- System reliability and digital access disruptions affecting service continuity.
- Financial stress among customers leading to repayment risk and default.
- Money laundering or fraudulent activities resulting in regulatory and reputational risks.
- Competition from traditional and non-traditional financial service providers.

OPPORTUNITIES

Value Created for Stakeholder

- **Build Trust** – Stronger trust through transparent communication, robust data privacy safeguards, and consistent service quality.
- **Deliver Convenience** – Greater convenience through seamless digital access, an integrated omnichannel experience and faster processing turnaround times.
- **Create Value** – More value through tailored solutions, competitive returns, financial planning support and loyalty rewards.
- Wider access to innovative customer-centric products and digital platforms such as RHB Reflex, RHB Investment Lab, and the enhanced goWave app, including cross-border account opening across Malaysia, Singapore and Cambodia.
- Affordable products and services tailored to the needs of underserved customers.

Our Stakeholder Engagement & Value Creation

Value Created for RHB

- Stronger customer loyalty, improved brand reputation and reduced risk exposure.
- Higher operational efficiency, increased engagement and scalable growth.
- Revenue growth and richer customer insights to strengthen competitive advantage.
- Higher conversions through smoother and more engaging customer journeys.
- Strengthen loyalty and expand market share across key segments by meeting evolving needs.
- Access new markets and additional revenue streams through financial inclusion initiatives.

- Expansion of Reflex capabilities, including Singapore Quick Response Code ("SGQR"), PayNow, fixed deposit placements, and streamlined navigation.
- goWave mobile app enhancements and Premier proposition improvements.
- Deposit campaigns, home loan refinancing initiatives and payroll propositions.
- Cross-border account opening for Bruneian residents and strengthened regional collaboration.
- Adoption of mortgage referral cash incentive for property agents, alongside promotional collaborations to advertise RHB mortgage loans in Brunei.

BUSINESS INITIATIVES

Continued to adhere with internal policies and initiatives to uphold robust and effective customer engagement:

- Customer Service Charter.
- RHB's Fair Treatment of Financial Consumers ("FTFC") Charter.
- RHB Banking Group Complaints Management Policy.
- RHB Way Playbook.
- RHB Way Recognition Programmes.
- Voice of Customer Programme.
- Annual Customer Survey.
- Internal Customer Effectiveness Survey.
- Customer Win-back Programme.

Key enhancements across markets included:

- Launch of Cross-Border Remittance Service enabling instant transfers between RHB Singapore and RHB Malaysia accounts.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Maintained NPS Rank at 2nd place in Malaysia in 2025, with score improving by 4 points from +24 to +28 and increasing faster than industry average of +3 points.
- Achieved 99.5% SLA for complaints resolution and 98.8% SLA for service requests.
- Attained 99% digital onboarding rate.
- Digital transactions accounted for 94.5% of total transactions.
- Recorded increased transaction volumes following launch of the Cross-Border Remittance Service.
- Surpassed 1,000 Premier Banking clients and opened 70 multi-currency accounts during the July 2025 event.
- Approved BND 8.3 million in mortgage loans via referrals.
- Received Digital CX Award 2025 – Best Customer Insights Initiative and TAB Global Excellence in Retail Finance Awards 2025 – Best Customer Experience Initiative in Asia Pacific.

Capitals: **FC IC MC SRC** Material Matters: **DC DI CX FC** SDGs:

EM EMPLOYEES

Quality of Relationship: ●●●●●

Employees are the backbone of the Group. Their skills, dedication, and commitment are central to achieving our strategic priorities and sustaining long-term performance.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage our employees to align the Group's PROGRESS27 strategy with workforce capabilities, strengthen ownership of RHB's purpose, values, and performance expectations, and foster a high-performing, inclusive, and future-ready culture.

Through continuous and meaningful engagement, we aim to:

- build critical skills and leadership capability;
- enhance employee experience and well-being;
- promote accountability and collaboration; and
- empower our people to drive sustainable growth, productivity and long-term value creation.

ENGAGEMENT PLATFORM & FREQUENCY

RHB's internal social media channel and internal communication platform	A	R
Ask GMD platform for direct engagement between leadership and employees (Ongoing)	A	R
RHB Top Leaders Connect platform	A	
Via RHB Intranet (Sharepoint, MyLink2HR, @HR system) and corporate emails (Ongoing)	Q	
GMD Chat Sessions and quarterly town halls by the Group Senior Management conducted across the region	Q	
Group Senior Leadership Forum and GMD Live Session	Q	R
Formal and confidential grievance channel (Ongoing)	R	
Engagement initiatives during festive seasons	R	

Social, sports, and recreational activities, including annual dinners	A
Annual Employee Engagement Survey ("EES") and Internal Customer Effectiveness Survey ("ICES")	A
Industry and regulatory working groups, briefings, forums, conferences, and consultation papers	R
Employee Wellness Initiatives	R
Regulatory engagements on new products and services, or initiatives, policies, strategic decisions or regulatory frameworks	R

KEY CONCERNS RAISED

- Building future-ready capabilities and culture reinforcement.
- Ensuring a relevant and competitive Employee Value Proposition.
- Improving efficiency through technology-enabled employee experiences.

RISKS

- Misalignment between workforce capabilities and evolving business requirements, impacting agility and strategy execution.
- Declining employee engagement and experience, affecting attraction, retention, morale and performance.
- Inefficient or fragmented systems and processes, increasing complexity, costs and inconsistency in employee experience.

RESPONSES

- Launched RHB Core Competencies and refreshed PRIDE Values to embed future-ready skills, strengthen cultural alignment, guide decision-making and integrate values consistently across the employee lifecycle.
- Enhanced the Employee Value Proposition ("EVP") to align with RHB's purpose and PROGRESS27, strengthening clarity around career growth, learning, flexibility, leadership, and well-being. This is supported by structured learning pathways, leadership development programmes, flexible work arrangements, and holistic wellness initiative.
- Leveraged an AI-driven HR platform with advanced analytics to automate and optimise people processes, improve data reliability and deliver more personalised, intelligent employee experiences.

OPPORTUNITIES

Value Created for Stakeholder

- Enhanced employee experience and employability through access to continuous development, inclusive platforms and modern HR systems that support career growth, skills relevance, and future readiness.
- Stronger inclusion, trust and engagement driven by transparent communication, leadership accessibility, and employee networks that foster belonging and representation.
- Improved well-being and work sustainability through holistic wellness initiatives, flexible work practices and mental health support.

Value Created for RHB

- A resilient, high-performing workforce with stronger leadership pipelines, higher productivity, and greater adaptability to support strategic priorities.
- Improved operational efficiency and governance through streamlined processes, better workforce insights, and data-driven decision-making.
- Stronger employer brand and insights, sustainability, reinforcing RHB's position as an employer of choice in a competitive talent market.

BUSINESS INITIATIVES

Continued to undertake targeted development and engagement initiatives across all employee groups:

- Leadership Signature Programme.
- RHB Manager Programme.
- Management Associate Programme.
- Leadership Elevate Workshops.
- Women Impact Network and Women Leadership Programmes.
- Mentorship and Retirement Transition Programmes.
- Flexible Working Arrangement Policy.
- Employee Wellness Programme and EAP.
- Ask GMD Platform.
- RHB Humanitarian Fund, Natural Disaster Fund and Staff Welfare Fund.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Delivered more than 45 counselling sessions under the Employee Assistance Programme ("EAP").
- Provided employees access to a premium digital wellness platform, enabling personalised wellness journeys including health coaching, activity tracking and rewards.
- Trained 1,500 people managers on inclusive leadership and building a meaningful team culture.
- Successfully organised the Group's first Mini Olympics, strengthening engagement and cross-functional collaboration.
- Established RHB's first formal women leadership platform - Women Impact Network ("WIN")
- Recorded higher employee engagement scores (+2 points vs FY2024)
- Invested RM30.3 million in employee learning and development, covering 12,967 employees and 444,984 training hours.

Capitals: FC IC HC MC SRC

Material Matters: FI T EHS DO

SDGs: 

Our Stakeholder Engagement & Value Creation

SI SHAREHOLDERS AND INVESTORS

Quality of Relationship: ●●●●●

Shareholders and investors provide the capital and confidence that underpin the Group's long-term growth.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

Shareholders and investors play a vital role in driving sustainable growth. In supporting this, the Group provides timely and transparent disclosures to enable informed investment decisions. Consistent engagement reinforces confidence in our governance, strategy and financial resilience, strengthens shareholder trust, ensures continued access to capital, and supports long-term value creation.

ENGAGEMENT PLATFORM & FREQUENCY

Annual & Extraordinary General Meetings ("AGM/EGM")	A R	Online communications through email, corporate website and social media	R
Quarterly and annual financial results announcements	Q A	Bursa Malaysia announcements	Q R
Meetings and briefings with analysts and fund managers	Q R	Annual Reports/Integrated Reports	A
Roadshows, conferences, and roundtable discussions	R	Sustainability Reports	A

KEY CONCERNS RAISED

- Earnings and dividends outlook, future strategic priorities and updates on the Group's PROGRESS27 corporate strategy.
- Advancements in the Group's sustainability journey, including the financial impacts of ESG risks and opportunities.
- Corporate governance and risk management practices.
- Limited opportunity to attend physical AGMs.
- Lack of shareholder participation during general meetings.

RESPONSES

- Conducted regular engagements with shareholders and investors to share updates on the Group's financial performance, strategic priorities, and headway under PROGRESS27.
- Maintained a robust sustainability governance structure with transparent reporting on sustainability achievements and the financial implications of ESG initiatives.
- Reinforced corporate governance and financial crime compliance, encompassing anti-bribery, anti-corruption, and Anti-Money Laundering/Combating the Financing of Terrorism ("AML/CFT").
- Conducted hybrid AGMs to enhance accessibility and convenience for shareholders.
- Provided ample time for shareholders to raise questions during general meetings.

RISKS

- Erosion of investor confidence arising from missed KPI targets, governance gaps, or inadequate delivery on sustainability commitments.
- Heightened exposure to ESG-related risks within the banking portfolio, potentially affecting long-term asset quality and financial performance.
- Financial underperformance driven by ineffective risk management or unfavourable market conditions, potentially impacting profitability, shareholder returns, and long-term value creation.

OPPORTUNITIES

Value Created for Stakeholder

- Attractive and sustainable returns anchored in sound financial management and strong governance practices.
- Resilient investment options that proactively manage ESG risks while capturing emerging growth opportunities to support long-term value creation.
- Greater shareholder participation in general meetings through hybrid formats, enabling remote or physical attendance and deeper understanding of key matters deliberated.

Value Created for RHB

- Increased capital and liquidity to facilitate sustainable business growth and innovation.
- A fortified capital and liquidity position that supports strategic expansion and long-term value creation.
- Enhanced scrutiny and oversight on company's operations and activities which are material and important for long-term sustainability.

BUSINESS INITIATIVES

- A dedicated Investor Relations unit manages engagement and communication with the investing community. Further details are available in the Investor Relations section on pages 95 to 96.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Declared a dividend of 50 sen per share, translating to a 65% payout ratio for 2025.
- Delivered return on equity ("ROE") of 10.5% for 2025.
- Maintained strong capital positions with common equity tier 1 ("CET1") ratio of 15.2% and Total Capital Ratio of 17.6%.
- Share price appreciated 19% in 2025, ranking RHB among the top gainers on Bursa Malaysia (RM7.71 as at 31 December 2025 vs. RM6.48 as at 31 December 2024).
- Achieved 1-Year Total Shareholder Return of 26.7% as at 31 December 2025, the highest amongst the Top 6 banks.
- Recorded Price-to-Book value of 1.0x as at 31 December 2025, indicating a fair stock valuation.
- A total of 768 shareholders were present physically at the 59th AGM venue while 1,285 participated virtually via the Remote Participation and Electronic Voting ("RPEV") facilities. In total, these 2,053 shareholders represented 2,740,492,343 shares, amounting to approximately 62.86% of the Company's total shareholdings.

RE REGULATORS

Quality of Relationship: ●●●●●

Regulators oversee and supervise the Group to ensure compliance with laws, regulatory standards, and prudential requirements, safeguarding financial system stability and stakeholder interests.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

Our regulatory engagements are undertaken to seek supervisory feedback and to ensure that our practices and interpretations remain aligned with regulatory expectations and standards.

ENGAGEMENT PLATFORM & FREQUENCY

Regular meetings, supervisory engagements, and consultation sessions with regulators	R
Submission of periodic reports and updates to regulators	W
Participation in regulatory briefings, workshops, and industry dialogues	Q

KEY CONCERNS RAISED

- Where practices and interpretations are not aligned with regulatory expectations, there may be a risk of non-adherence to policies and increased organisational risk.

RESPONSES

- Upskilling of Group Compliance staff to complete or enroll in compliance related certification.

RISKS

- Non-compliance with laws and regulations may result in financial penalties, legal consequences, and reputational damage, potentially eroding stakeholder trust and market confidence.
- Limited awareness of regulatory developments and emerging requirements may lead to delays, gaps in compliance, and operational disruptions.

OPPORTUNITIES

Value Created for Stakeholder

- Effective supervision enabled through transparent engagement and timely regulatory reporting, supporting assurance that regulatory and compliance requirements are understood and met.
- Strengthened confidence in RHB's compliance through consistent adherence to regulatory expectations and ethical, compliant conduct.
- Credibility and long-term regulatory relationships reinforced through transparency, assurance and alignment with evolving legal and industry standards.

Value Created for RHB

- Clear regulatory direction that strengthens governance, risk management, and organisational resilience in a dynamic environment.
- Sustained customer trust and financial stability through disciplined compliance practices.
- Reinforced governance standards that promote a sound business environment and long-term stakeholder confidence.

BUSINESS INITIATIVES

- Undertook initiatives via Group Compliance to reinforce governance, operational discipline, and a risk-aware culture.
- Embedded compliance in day-to-day operations through awareness and engagement programmes.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Organised Compliance Compass 2025 under the theme "Navigate to Comply", reinforcing compliance as a shared responsibility across the Group. The programme engaged employees physically and virtually, providing practical insights into key compliance risks and industry best practices through talks, exhibitions, and interactive activities, while fostering collaboration with regulators, enforcement agencies and industry partners.
- Conducted Group-wide compliance training and issued learning publications to embed a robust compliance mindset.
- Performed compliance reviews across business units to identify regulatory risks and drive process improvements.
- Under the RHB AML/CFT/CPF Capabilities Enhancement ("RACE") Programme, the regional branches and subsidiaries have implemented key capabilities on the following areas:

i) Strategy & Culture

- Group-wide strategy and culture are cascaded top-down to all regional branches and subsidiaries.

ii) Governance & Supporting Capabilities

- Enhanced governance process for AML/CFT matters by leveraging on the Group AML Committee, as an advisory platform;
- Enhanced AML/CFT competency and role-based training;
- Implemented AML Risk Appetite Statement ("RAS"), and enhanced AML/CFT risk reporting.

iii) Process and controls

- Rolled-out AML Product Risk Rating ("PRR") methodology;
- Enhanced TM scenario coverage and optimisation of TM alerts generation (via threshold calibration);
- Improved data capturing and automation of CTR report generation;
- Enabled comprehensive payment screening via SWIFT SAA (Infra) hubbing;
- Enhanced screening and controls for Trade Finance.

iv) Systems, Data & Digital Capabilities

- Rolled out Group's AML system full capabilities;
- Enhanced data governance and management (for CDD-related data);
- Implemented customer/CRP data maintenance/capturing and reporting in AML Datamart.

Capitals: FC NC SRC

Material Matters: GB DC FC CC SR

SDGs:



Our Stakeholder Engagement & Value Creation

CO COMMUNITIES

Quality of Relationship: ●●●●●

Communities are integral to our long-term sustainability. We empower them through our products, services, and social impact initiatives by enhancing financial capability, expanding access to financial solutions, and strengthening community resilience - supporting inclusive socioeconomic growth and sustainable value creation.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage communities to promote financial inclusion, support social mobility, and strengthened resilience among underserved and vulnerable segments. Our approach focuses on addressing gaps in access, affordability, and capability through structured programmes, partnerships and responsible banking practices.

ENGAGEMENT PLATFORM & FREQUENCY

Interaction and collaboration with nonprofit and non-governmental organisations, associations, social enterprises, and government agencies through our Community Empowerment Programmes	R
Online communications (email, corporate website and social media)	R
On-ground and virtually conducted community engagement activities	R
Innovative digital platforms and mobile banking services that promote financial accessibility	R

KEY CONCERNS RAISED

- Limited access to affordable financial services and financial capability support.
- Barriers to education and skills development among underserved groups.
- Challenges faced by micro-businesses in accessing financing, knowledge and growth opportunities.
- Limited access to essential financial services and emergency financial assistance during and after natural disasters.

RESPONSES

- Strengthened stakeholder trust and brand reputation driven by consistent and measurable social impact outcomes.
- Expansion of the customer franchise through deeper engagement with underserved and emerging segments.
- Enhanced organisational credibility through responsible banking practices that support community resilience.
- Reinforced positioning as a purpose-led financial institution contributing to sustainable, long-term value creation.

RISKS

- Limited connectivity or infrastructure affecting access to financial services, and programme delivery.
- Low financial literacy affecting long-term financial well-being.
- Socioeconomic challenges increasing the risk of programme dropouts.

OPPORTUNITIES

Value Created for Stakeholder

- Scaling financial inclusion through digital platforms and ecosystem partnerships.
- Expand financial capability programmes to underserved and vulnerable segments.
- Strengthen disaster preparedness and recovery support through collaborative approach.

Value Created for RHB

- Strengthened stakeholder trust and brand reputation driven by consistent and measurable social impact outcomes.
- Expansion of the customer franchise through deeper engagement with underserved and emerging segments.
- Enhanced organisational credibility through responsible banking practices that support community resilience.
- Reinforced positioning as a purpose-led financial institution contributing to sustainable, long-term value creation.

SOCIAL IMPACT INITIATIVES

RHB continues to empower various communities through our products, services and initiatives:

- RHB MySISWA (*Financial Access for Individuals*).
- RHB Smart Money (*Financial Literacy for Individuals*).
- RHB Access (*Digital Inclusion for Individuals*).
- RHB Elevate (*Capacity-Building for Business*).
- RHB e-Solutions (*Digital Enablement for Business*).
- RHB X-Cel Academic Excellence Programme (*Tuition Assistance & Tertiary Scholarship for Individuals*).
- RHB #JomBiz (*Empowerment for Micro-businesses*).
- RHB SME Empower & RHB e-Solutions adoption support.
- RHB #Empower (*Capacity Building for Neurodivergent Youth*).
- Touch Hearts & Touch Hearts 360 (*Community aid, flood relief, volunteerism*).
- RHB BEST-BYOB (*Social Finance for Micro-Entrepreneur*).

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- More than 40,000 individuals empowered through RHB Smart Money, supporting improved financial literacy.
- 3,465 students enrolled in the RHB X-Cel Academic Excellence Programme, supporting access to education and academic progression.
- 352 MSMEs empowered through RHB #JomBiz with structured training & seed funding for business expansion to strengthen business capacity and growth potential.
- 42 school-based initiatives delivered under RHB Touch Hearts across Malaysia and the region, benefiting more than 8,000 individuals through financial literacy, student upskilling workshops and selected infrastructure improvements.

SS SUPPLIERS & SERVICE PROVIDERS

Quality of Relationship: ●●●●●

Our suppliers and service providers are essential partners in our value chain, playing a critical role in supporting our operations and strengthening our ability to deliver high-quality products and services.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage with suppliers to promote practices that strengthen our operational resilience and efficiency, ensuring that our business is supported by partners who uphold sustainable and ethical standards.

ENGAGEMENT PLATFORM & FREQUENCY

Formal engagements to share RHB Roadmap	A	RHB Supplier Code of Conduct sharing session	R
Formal and informal engagements during the procurement process	D	Company visits to supplier premises	R
Tender process and supplier feedback mechanism	A		

KEY CONCERNS RAISED

- The user-friendliness of the e-procurement system.
- Policies and requirements affecting vendor eligibility, including expectations around sustainable procurement.
- Protection of confidential information within contracts and business arrangements.

RESPONSES

- Continuously enhanced the e-procurement system to improve its functionality, ease of use, and efficiency.
- Offered support through guidance and knowledge-sharing sessions to help suppliers better understand procurement processes and requirements.
- Delivered training for vendors and suppliers – including Anti-Bribery and Corruption Awareness – as part of RHB’s supplier development efforts.
- Strengthened confidentiality protections by embedding clear confidentiality clauses in contracts and providing ongoing assurance to suppliers.

RISKS

- Limited understanding of sustainability practices among suppliers, which can impede progress towards RHB’s overarching sustainability ambitions.
- Potential unethical behaviour by vendors, exposing RHB to financial losses as well as reputational harm.
- Non-compliance with RHB’s anti-corruption and conflict of interest clauses, which may result in legal and financial consequences for the Group.

OPPORTUNITIES

Value Created for Stakeholder

- Transparent governance processes that emphasise consistency and fairness.
- Potential for developing long-term strategic partnerships with enhanced collaboration.
- Access to greater business opportunities through RHB’s contracts and procurement initiatives.
- Support for suppliers’ financial health and stability through predictable and timely cash flow.

Value Created for RHB

- Development of synergistic alliances that strengthen RHB’s innovation capabilities and operational efficiency.
- Improved competitive positioning through access to high-quality suppliers, specialised expertise, and market insights.
- Better product and service quality driven by strategic supplier partnerships and robust procurement practices.
- Collaboration on process improvements and digitalisation initiatives to enhance efficiency, scalability, cost-effectiveness and procurement practices.

BUSINESS INITIATIVES

- Implementation of updated Group Procurement Guidelines.
- Structured onboarding programmes for new vendors.
- Solution co-design workshops to foster collaborative problem-solving with suppliers.
- Regular engagement sessions to strengthen supplier relationships and alignment.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Successfully hosted Vendor Engagement Day 2025, bringing together more than 200 key vendors and strategic partners to share updates on PROGRESS27, the Group Technology Long-Term Strategy, and Strategic Procurement priorities.
- Conducted virtual and in-person training sessions to help vendors meet RHB’s Supplier Code of Conduct (“CoC”) requirements and strengthen responsible procurement practices.
- Total supplier spending amounted to RM942 million, with 87% directed on local suppliers.

Our Stakeholder Engagement & Value Creation

FI FINANCIAL INDUSTRY PEERS

Quality of Relationship: ●●●●●

Financial industry peers include banks, financial institutions and industry bodies with whom we collaborate to strengthen industry standards, drive innovation and promote responsible practices.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage financial industry peers to foster collaboration, exchange insights and promote best practices that strengthen the resilience and competitiveness of the financial sector. Through active participation in industry platforms, we support innovation, advance sustainability agendas and contribute to responsible market development.

ENGAGEMENT PLATFORM & FREQUENCY

- Industry forums and events, including conferences, roundtable discussions and working groups A
- Participation and membership in industry associations and committees D

KEY CONCERNS RAISED

- Evolving ESG and climate-related regulatory requirements.
- Rising cybersecurity threats, fraud risks and scams affecting the financial ecosystem.

RISKS

- Intensifying competition for market share, potentially affecting profitability.
- Increased collaboration creating potential exposure to anti-trust or competition law risks if not properly governed.

RESPONSES

- Established robust frameworks, policies and guidelines to mitigate ESG risks.
- Strengthened industry collaboration and knowledge-sharing initiatives to address cybersecurity threats and financial crime risks.

OPPORTUNITIES

Value Created for Stakeholder

- Mutually beneficial relationships that encourage knowledge-sharing.
- Stronger industry capabilities and opportunity for collaborative innovation.
- More effective channeling of financial flows to support sustainable national development.

Value Created for RHB

- Strengthened market leadership and visibility of sustainability efforts.
- Improved employee industry knowledge, expertise and capabilities.
- Greater trust and credibility in RHB as an industry leader in sustainable banking.

BUSINESS INITIATIVES

- Active membership in industry associations and committees such as the Joint Committee on Climate Change (“JC3”).
- Suite of internal policies and controls to support responsible collaboration and engagement:
 - Group Anti-Bribery & Corruption Policy;
 - Group Whistleblowing Policy;
 - Group’s Stance on Coal and No Deforestation, No Peat and No Exploitation (“NDPE”) Commitment; and
 - Sustainable and Transition Finance Framework and Guidelines.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Frequently participated in industry events and working group discussions throughout 2025.

Capitals: **SRC** **NC** Material Matters: **GB** **SF** **DI** **CC** **ES** SDGs:

BP BUSINESS PARTNERS

Quality of Relationship: ●●●●●

Business partners include strategic corporate allies, distributors, financial institutions and ecosystem collaborators who support our market expansion, product innovation and value creation across segments and geographies.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage business partners to create shared value, enhance resilience and expand market reach through strategic collaboration. These partnerships strengthen our ecosystem, support sustainable growth and enable the delivery of innovative financial solutions across retail, commercial and investment banking segments. In Group Investment Banking, strategic alliances enhance origination capabilities and cross-border reach, supporting high-value mandates across equity and debt capital markets.

ENGAGEMENT PLATFORM & FREQUENCY

- Participation in high-level industry forums, working groups, and investor conferences to align on sector-specific trends such as energy transition and digital infrastructure Q
- Roadshows, conferences, and round table discussions R
- Periodic meetings or discussions R M Q
- Online and digital communications via email, corporate website updates or social media R

KEY CONCERNS RAISED

- Alignment of business strategies with key strategic priorities.
- Need for stronger collaboration and stakeholder engagement to drive economic growth and transition to a sustainable, low-carbon economy.
- Expanding influence through joint advocacy initiatives.
- Uncertainty from global trade policies affecting businesses and capital markets in emerging economies.

RESPONSES

- Maintained active participation in industry associations and business chambers to strengthen collaboration and shared advocacy.
- Partnered with Dai-ichi Life to offer Life Insurance (via referral model) and Loan Shield Financing, enhancing customer protection and product value.
- Mitigated market volatility through the introduction of hedging instruments (Corporate Derivatives, Autocallables) and diversified revenue streams via resilient domestic infrastructure mandates and intra-regional listings (Singapore/China).

RISKS

- Unethical practices or non-compliance with RHB's policies and legal requirements by partners, potentially resulting in reputational, legal and financial risks.
- Limited sustainability awareness among partners, potentially affecting long-term collaboration and brand reputation.
- Delays in regulatory approvals potentially affecting market entry and relinquishing first-mover advantage to competitors.
- Heavy reliance on specific state mandates that require maintaining impeccable delivery, with delivery failure in one landmark deal potentially jeopardising future 'right-to-win' mandates.
- Inability to align with regional banks or financial sponsors in syndications, potentially leading to failed deals or underwriting exposure.

OPPORTUNITIES

Value Created for Stakeholder

- Long-term strategic partnerships aligned with mutual goals and shared success.
- Collaboration on projects and mandates that drive business growth and market expansion.
- Enhanced market sophistication and liquidity achieved through the introduction of innovative instruments and structured solutions, benefits partners such as regulators and exchanges.
- Tailored advisory and project financing solutions that support the infrastructure and economic development goals of state governments.

Value Created for RHB

- Strengthened alliances that foster a collaborative and innovation driven environment.
- Access to valuable expertise, knowledge, and skills through shared collaboration.
- Enhanced competitive advantage in the marketplace through effective partnerships.

- Build a culture of trust and mutual respect, facilitating value-driven innovation and shared success through collaborative partnerships.
- Generate new fee income from successful partnership launches, including from Corporate Derivatives, Autocallable, and SMF interest income.
- Securing landmark deals and IPO listings from foreign companies (Singapore/China) cements RHB's status as a top-tier regional investment bank.

BUSINESS INITIATIVES

- Collaborated with regulators to launch innovative instruments in under-served markets, specifically focusing on Cambodia ("CSX") and Indonesia.
- Established dedicated coverage teams to deepen relationships with Private Equity ("PEs"), Sovereign Wealth Funds ("SWFs"), and banking partners for loan syndication.
- Aligned internal coverage teams to target high-impact public sector projects, specifically with state governments and special economic zones.
- Delivered system enhancements that will pave the way for exciting new product offerings and improve customer experience.
- Undertook payroll initiatives and struck a bancassurance partnership with Dai-ichi Life in Cambodia, while strengthening everyday banking through KHQR-enabled, dual-currency and cross-border payment solutions.
- Collaborated with real estate agents and developers in Brunei to support property-related financing and customer acquisition.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Achieved non-national car sales of RM1.7 billion in 2025 through strategic distributor partnerships and awareness roadshows.
- Collaborated with OSK Property to launch Overseas Property Financing, offering access to residential properties in Melbourne, Australia.
- Expanded digital reach through partnerships across credit cards and personal financing platforms (e.g., RinggitPlus, iMoney, Jirnexu), and auto financing partnerships (e.g., Perodua, Volvo, BYD). As of December 2025, 38,900 digital cards approved, RM371.5 million personal financing disbursed, RM42.8 million mortgage accepted, and RM10.2 million auto financing disbursed.
- From the Dai-ichi Life partnership, generated referral fee income and enhanced product differentiation through Loan Shield Financing.
- In Brunei, approved BND 8.3 million in mortgage loans via referrals.
- Successfully launched Cambodia's first sub-bond.
- Issued Indonesia's first Put Warrant and deep strike warrants targeting long-term investors.
- Operationalised Financial Sponsor Coverage in Singapore to strengthen engagement with regional funds.
- Secured project financing mandates with the Sarawak State Government and participated in Johor-Singapore Special Economic Zone ("JS-SEZ") landmark deals.

Our Stakeholder Engagement & Value Creation

RA RATING AGENCIES

Quality of Relationship: ●●●●●

Rating agencies independently assess the Group’s financial strength, capital adequacy and risk profile, influencing investor confidence, funding costs and access to capital markets.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage rating agencies to ensure transparent, timely and comprehensive disclosure of our financial performance, capital position, asset quality and risk management practices. Proactive engagement supports accurate credit assessments, reinforces market confidence and sustains our ability to access debt capital efficiently.

ENGAGEMENT PLATFORM & FREQUENCY

Quarterly and annual financial results announcements	Q	A
Meetings and briefings with rating agencies	R	
Online communications via email, corporate website and social media	R	
Ratings review and assessment	A	

KEY CONCERNS RAISED

- Transparency and accuracy of financial disclosures, including capital structure, asset quality and liquidity, to maintain investor confidence.
- Effectiveness of corporate governance practices, focusing on compliance, risk management, and internal controls.
- Clarity and progress of sustainability initiatives, including how ESG risks and opportunities affect financial performance and strategy.

RESPONSES

- Provided detailed disclosures on capital adequacy, asset quality, and liquidity in reports to ensure transparency and foster investor trust.
- Strengthened governance practices and ensured alignment with industry best practices to reinforce trust.
- Maintained regular engagement with stakeholders on RHB’s sustainability journey, including providing details on the financial impacts of ESG risks and opportunities.

RISKS

- Exposure to market volatility and fluctuations in rating criteria.
- Potential negative impact from non-compliance with evolving ESG regulations.
- Reputation risk arising from inconsistent financial performance or governance weaknesses.

OPPORTUNITIES

Value Created for Stakeholder

- Transparent and consistent financial performance reporting and sustainability reporting in accordance with global standards and best practices.
- Strong governance practices supporting objective ratings assessments.
- Proactive engagement that enhances clarity on strategy, performance and risk positioning.

Value Created for RHB

- Stronger market positioning and investor confidence supported by stable positive ratings.
- Enhanced ability to access funding and capital markets efficiently through sustained rating strength and stakeholder trust.

BUSINESS INITIATIVES

- A dedicated Investor Relations unit manages engagement with rating agencies and oversees the annual credit rating review process. Further details are available in the Investor Relations section on pages 95 to 96.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- RAM Rating Services Berhad reaffirmed RHB Bank’s long-term financial institution rating of AA1 and short-term financial institution rating of P1 with a stable outlook.
- Moody’s Investors Service reaffirmed RHB Bank’s long-term bank deposits rating of A3, short-term bank deposits rating of P-2 and baseline credit assessment rating of baa1, with a stable outlook.

Capitals: **FC** **SRC**
 Material Matters: **DC** **SF** **FI** **SC** **EHS** **DO** **CC** **ES**
 SDGs:

AN ANALYSTS

Quality of Relationship: ●●●●●

Analysts provide independent research coverage and insights on the Group's performance, strategy and outlook, influencing investor sentiment and market perception.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage analysts to ensure timely, transparent and comprehensive communication of our financial performance, strategic direction and growth outlook. Consistent engagement supports informed research coverage, strengthens market understanding of our business fundamentals and reinforces investor confidence.

ENGAGEMENT PLATFORM & FREQUENCY

Quarterly and annual financial results announcements	Q	A
Meetings and briefings with analysts and fund managers	Q	R
Roadshows, conferences, and roundtable discussions		R
Online communications via email, corporate website, and social media		R
Bursa Malaysia announcements	Q	R

KEY CONCERNS RAISED

- The Group's ability to adapt its strategy to evolving market conditions and industry trends.
- Accuracy and reliability of financial guidance in meeting investor and regulatory expectations.

RESPONSES

- Provided regular updates on strategic priorities and alignment with prevailing market trends to demonstrate adaptability and resilience.
- Delivered consistent financial disclosures, data insights and performance tracking to enhance transparency and reliability.

RISKS

- Inaccurate or incomplete reporting may erode investor confidence.
- Misalignment with market trends may result in missed growth opportunities.
- Regulatory non-compliance may harm RHB's reputation and erode trust with analysts and investors.

OPPORTUNITIES

Value Created for Stakeholder

- Access to timely, transparent, and comprehensive information to support objective research, informed recommendations and accurate valuation assessments.

Value Created for RHB

- Strong relationships with analysts and broader investor community.
- Improved market visibility and credibility through consistent engagement and reliable performance disclosures.

BUSINESS INITIATIVES

- A dedicated Investor Relations unit manages engagement and communication with analysts. Further details are available in the Investor Relations section on pages 95 to 96.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Engaged 17 analysts.
- Ended FY2025 with 13 analysts with a "Buy" call, 3 analysts with a "Hold" call and 1 analyst with a "Sell" call.

Capitals: FC SRC

Material Matters: GB SF

SDGs: 

Our Stakeholder Engagement & Value Creation

ME MEDIA

Quality of Relationship: ●●●●●

The media serves as a key channel for communicating the Group's performance, strategy and initiatives, shaping public perception and influencing stakeholder confidence.

ENGAGEMENT PURPOSE (WHY WE ENGAGE)

We engage the media to ensure accurate, timely and balanced reporting of our financial performance, strategic priorities, and sustainability initiatives. Proactive media engagement strengthens transparency, reinforces public trust, and leverages media platforms for broader stakeholder reach.

ENGAGEMENT PLATFORM & FREQUENCY

News/Media Releases and corporate announcements	M	R
Media interviews via email, video calls, telephone, or in-person		R
Media briefings and press conferences	Q	R
Online communications through email, website, social media, and WhatsApp	W	R
Informal relationship-building activities such as lunches, festive celebrations, and media house visits	A	R

KEY CONCERNS RAISED

- Accuracy and timeliness of information shared with the media.
- Consistency in communication to ensure balance reporting.
- Access to RHB's key updates on performance and sustainability.
- Responsiveness during crisis or urgent developments.

RESPONSES

- Provided regular updates and media briefings to ensure accurate and timely dissemination of information.
- Maintained clear and consistent messaging across all communication channels.
- Facilitated proactive media engagement to ensure transparency on key initiatives.
- Strengthened collaboration through featured stories and exclusive interviews.

RISKS

- Misrepresentation or inaccurate reporting potentially affecting reputation.
- Inconsistent or limited messaging or communications weakening media relationships.
- Delays in addressing media queries impacting coverage quality and stakeholder trust.
- Negative publicity from lack of support provided during crisis situations.
- Mismanaged media relationships leading to loss of platforms to promote RHB's products, services, and campaigns or initiatives, affecting business growth.

OPPORTUNITIES

Value Created for Stakeholder

- Access to timely and relevant updates on RHB's performance, strategy, and sustainability initiatives.
- Opportunities for collaboration on industry insights, expert commentary or thought leadership.
- Clear and consistent communication that supports precise, objective reporting.
- Strengthened professional relationships and trust between members of the media and RHB employees.

Value Created for RHB

- Enhanced brand visibility and positive public perception.
- Strengthened relationships with key stakeholders through the media, including customers and investors.
- Increased trust and credibility through consistent and transparent media engagement.
- Improved crisis communications and reputation management.

BUSINESS INITIATIVES

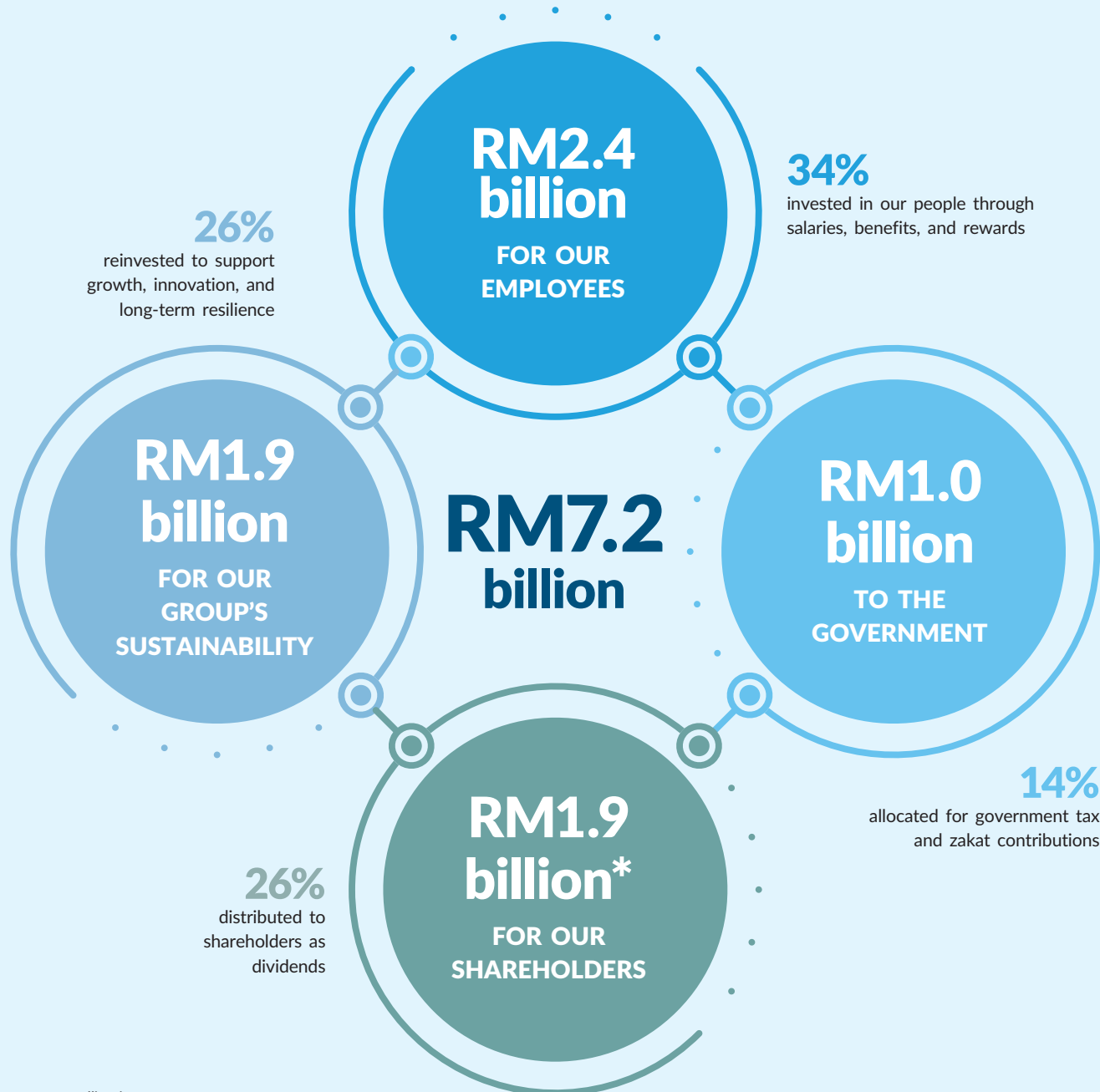
- Media networking events to foster stronger relationships, enhance collaboration, and provide regular updates on the Group's latest developments and strategic direction.

VALUE CREATION INDICATORS & HIGHLIGHTS/ACHIEVEMENTS

- Conducted proactive media outreach to provide timely updates and maintain transparency.
- Collaborated with media partners to share insights on industry trends and sustainability efforts, reinforcing RHB's thought leadership.
- Nurtured long-term relationships with media organisations to strengthen brand visibility and reputation.
- Maintained clear and consistent messaging to support accurate and balanced reporting.

How We Distribute Value Created

The value we create is distributed across our stakeholder ecosystem in a balanced and purposeful manner. In doing so, we aim to serve the interests of our employees, shareholders, and the wider economy, while continuing to strengthen the Group for the future. This reflects our belief that value creation should generate positive social impact and drive meaningful progress for all those we serve.



* Including non-controlling interest

Economic Review and Outlook

ASEAN ECONOMIC HIGHLIGHTS

Economic conditions across ASEAN in 2025 were mixed, shaped by ongoing geopolitical tensions, evolving trade dynamics, and rising tariff-related uncertainties that weighed on the external environment. Despite these headwinds, stable inflation, accommodative monetary conditions, and supportive government policies helped sustain resilient domestic demand across the region. As a result, GDP growth remained broadly steady in 2025, underpinning a cautiously optimistic outlook for 2026 across RHB's key ASEAN markets.

MALAYSIA

KEY MACRO DATA

GDP Growth (%)



Inflation (%)



Monetary Policy (%)



2025 OPERATING LANDSCAPE

Positive Developments

- Improved trade and manufacturing performance, supported by robust global demand and continued growth in Electrical and Electronics ("E&E") exports.
- Domestic economic activity remained robust, underpinned by steady investments, resilient household spending, and manageable inflation levels.
- Accommodative monetary policy and proactive government measures supported business confidence and overall economic stability.

Negative Developments

- Ongoing macroeconomic risks persisted, including potential shifts in U.S. trade policy and regional trade dynamics.
- The possible introduction of sector-specific levies, particularly on semiconductors, fuelled industry uncertainties.

2026 OUTLOOK

- Robust Domestic Demand to Anchor GDP Growth** – We maintain our 2026 GDP growth forecast at 4.7%, supported by strengthening domestic demand and continued supportive government policies. Domestic activity is expected to remain the primary growth driver, underpinned by steady investment, resilient private consumption, and proactive fiscal measures. On the external front, the outlook remains constructive with sustained strength in E&E exports as well as Malaysia's diversified product base and export destinations.
- Inflation to Rise Within Expected Range** – Inflation is projected to edge up to 1.8% in 2026, aligning with the upper end of the official 1.3% to 2.0% range. This increase reflects firmer domestic demand, supported by steady investment activity, resilient consumption, and expansionary fiscal measures.
- OPR Anticipated to Remain Stable** – We expect the Overnight Policy Rate ("OPR") to remain unchanged at 2.75% in 2026. Monetary policy is likely to stay data-dependent in the upcoming Monetary Policy Committee ("MPC") meetings, with decisions influenced by developments in global trade policies and their impact on Malaysia's external performance, alongside the sustainability of domestic consumption momentum.

SINGAPORE

KEY MACRO DATA

GDP Growth (%)



Inflation

	2024	2025	2026
Headline CPI (%)	2.4	0.9	1.5
Core CPI (%)	2.8	0.7	1.5

Monetary Policy (%)

	2024	2025	2026
S\$NEER	1.5%	*	0.5%
	with +/- 2.0%		with +/- 2.0%

*January 2025: MAS eased their policy parameters. S\$NEER at a +1.0% appreciation gradient (from prior 1.5%) with a +/-2.0% band. April 2025: MAS eased their policy parameters. S\$NEER at a +0.5% appreciation gradient (from prior 1.0%) with a +/-2.0% band. July and October 2025: No changes to monetary policy. S\$NEER kept at a +0.5% appreciation gradient with a +/-2.0% band.

2025 OPERATING LANDSCAPE

Positive Developments

- Resilient manufacturing and trade-related activity in second half of 2025.
- Improving global and domestic economic landscape amidst easing global monetary conditions.
- Continued government fiscal measures that supported overall economic stability.

Negative Developments

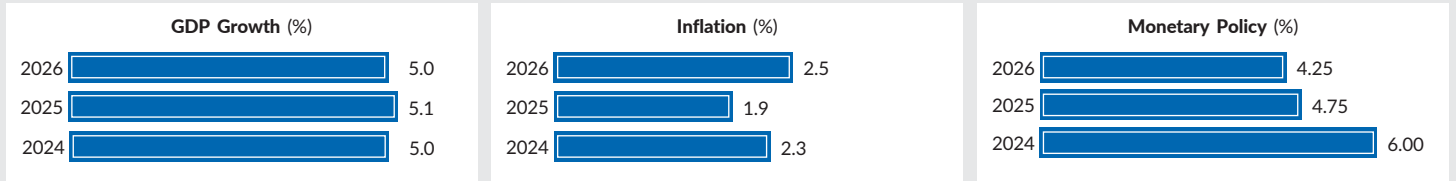
- Renewed tariff escalations that triggered broader global trade disruptions.
- Heightened geopolitical tensions impacted business sentiment.
- Ongoing risks of tighter-than-expected monetary policies raising funding costs and moderating economic activity.

2026 OUTLOOK

- **External Demand to Remain Supportive** – We project Singapore’s GDP growth to moderate to 3.0% in 2026, following 5.0% growth in 2025. External demand is expected to remain resilient, supported by sustained strength in manufacturing and trade-related sectors. The optimistic outlook is underpinned by improving trade dynamics, accommodative global monetary conditions, and continued economic momentum extending from stronger-than-expected performance in second half of 2025.
- **Inflation to Edge Higher but Remain Within Forecast Range** – Both headline and core inflation are expected to rise to 1.5% in 2026, between Monetary Authority of Singapore’s (“MAS”) official forecast range of 1.0% - 2.0%. We see upside bias to inflation risks, supported by a positive economic outlook underpinned by healthy domestic demand and external conditions, alongside low base effects from inflation in 2025.
- **Monetary Policy Expected to Remain on Hold** – MAS is expected to maintain its current monetary policy stance at least through the first half of 2026, following two policy easings in January and April 2025 and a pause in July and October. The MAS kept its policy parameters unchanged in its January 2026 MPC meeting. With the S\$NEER projected to appreciate at a modest +0.5% gradient within a ±2.0% band, and core inflation expected to ease towards 2.0% by July 2026, there is little near-term impetus for a policy adjustment, reinforcing the case for MAS to stay the course. However, we do not discount a potential tightening in the second half of 2026 should inflation pressures exacerbate into the year ahead.

INDONESIA

KEY MACRO DATA



2025 OPERATING LANDSCAPE

Positive Developments

- A boom in the palm oil industry supported export earnings and rural incomes.
- Stable commodity exports, underpinned by front-loaded global demand.
- Narrowing current-account deficit as trade performance improved.
- Headline inflation remained contained at around 2%.

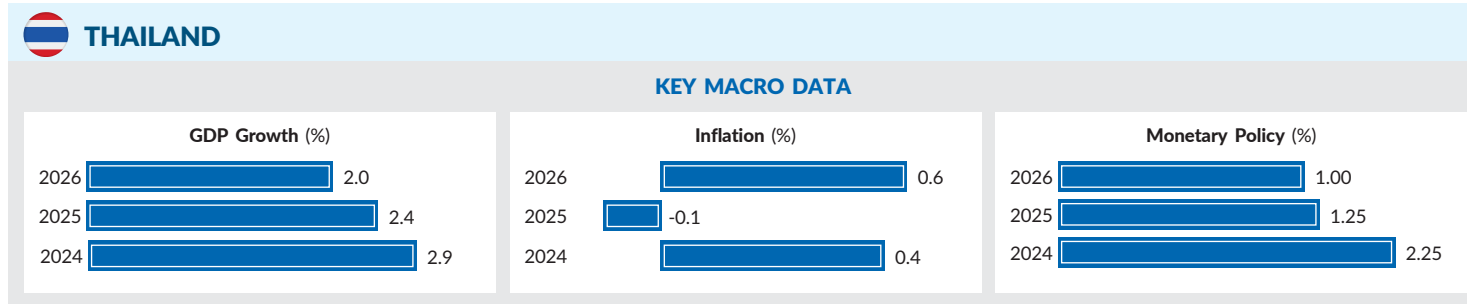
Negative Developments

- Nationwide protests weighed on consumption, retail sales, and consumer confidence.
- Delays in fiscal allocation and utilisation dampened business sentiment.
- Financial market volatility persisted, marked by ongoing bond outflows and rupiah weakness.

2026 OUTLOOK

- **Growth to Remain Aligned with Long-Term Trend** – We project Indonesia’s GDP growth at 5.0% in 2026, broadly in line with its long-term trend. Household consumption and investment are expected to remain key growth pillars, supported by labour market stability and moderate economic expansion. On the external front, export momentum is likely to soften amid weaker global industrial activity, continued uncertainty in international trade, and the fading impact of front-loaded demand from 2025.
- **Inflation Pressures Expected to Edge Higher** – Headline inflation is projected at 2.5% in 2026, with core inflation at 2.3%, reflecting a modest pickup in price pressures. This outlook is underpinned by three key factors. A low inflation base in first quarter of 2025, following temporary electricity tariff discounts, is expected to mechanically push up year-on-year (“YoY”) inflation readings, while volatile food prices will continue to drive up the Consumer Price Index (“CPI”) and higher minimum wage adjustments further contribute to cost-push pressures.
- **Monetary Policy to Turn More Growth-Supportive** – We maintain our view that Bank Indonesia (“BI”) will deliver two additional 25-basis-point rate cuts in 2026, bringing the policy rate to 4.25%. The near-term policy space remains constrained by the need to stabilise the rupiah amid heightened market uncertainty. As such, the timing of further BI-rate cuts is likely to remain closely aligned with changes in the Federal Funds Rate, with potential movement expected in second quarter of 2026.

Economic Review and Outlook



2025 OPERATING LANDSCAPE

Positive Developments

- A resilient performance from the agricultural sector.
- Export momentum and manufacturing front-loading supported economic growth.
- Tourism recovery strengthened, driven largely by increased arrivals from non-Chinese markets.

Negative Developments

- The Cambodian border dispute weighed on trade flows, tourism activity, and business confidence.
- Political uncertainty arising from frequent administrative changes dampened sentiment.
- Appreciation of the Thai baht reduced export and tourism competitiveness.
- Deflationary pressures signalled weak domestic demand conditions.

2026 OUTLOOK

- **Growth to Recover but Risks Remain Skewed to the Downside** – We expect Thailand's GDP to expand by 2.0% in 2026, reflecting a gradual recovery shaped by both external and domestic headwinds. Externally, growth is likely to moderate amid slowing global technology demand, the fading impact of front-loaded exports, and continued strength of the Thai baht. Domestically, demand is expected to remain fragile, constrained by elevated household debt, moderate wage growth, and cautious consumer sentiment. Public spending and investment are expected to provide a stabilising buffer.
- **Inflation to Remain Benign Amid Subdued Demand** – Headline inflation is projected to rise modestly to 0.6% in 2026, from -0.1% in 2025, while core inflation is expected to remain stable at around 1.0%. Moderating food and energy prices, which comprise a significant share of the consumer basket, will contribute to the persistently low inflation environment. Food inflation is likely to stay subdued, underpinned by stable agricultural output and improving domestic supply chains. The energy component continues to exert a deflationary effect, aided by low global energy prices and ongoing government cost-of-living relief measures.
- **Monetary Policy Expected to Turn More Accommodative** – On the policy front, we expect the Bank of Thailand ("BoT") to maintain the policy rate at 1.00% through the end of 2026. Our base case is that the easing cycle has effectively concluded at 1.00%, with further cuts contingent on a material deterioration in economic conditions. While downside risks to growth persist, the current rate is already accommodative. Additional rate cuts would likely only occur under a pronounced downside shock to growth.

Banking Sector Review and Outlook

BANKING INDUSTRY HIGHLIGHTS

The banking sector demonstrated resilience in 2025 amid an uncertain and challenging operating environment, particularly in the first half of the year. Business loan growth moderated, while household demand remained positive. Falling benchmark rates and tighter liquidity conditions in certain markets exerted margin pressures. Against this backdrop, asset quality remained broadly stable and capitalisation levels stayed sound. Looking ahead, improving liquidity conditions, easing monetary policy, and targeted government stimulus are expected to support a more constructive operating outlook in 2026.

MALAYSIA

Key Indicator	Positive Developments in 2025	Negative Developments in 2025	Outlook
Loan and Deposit Growth	<ul style="list-style-type: none"> Despite a volatile and uncertain year, system loans grew by a commendable 4.8% YoY in 2025, albeit down from the 5.5% YoY growth recorded in 2024. Household loan supported overall system growth with an expansion of 5.3% YoY (2024: 6.0%). Large-ticket household loans – particularly passenger car loans (+6.8% YoY vs +8.5% YoY in 2024) and residential mortgages (+5.9% YoY from 6.9% in 2024) – were key contributors to the expansion. Meanwhile, system deposit growth rose modestly to 3.4% YoY in December, from 3.0% YoY in 2024, driven by stronger deposit inflows from businesses. 	<ul style="list-style-type: none"> Non-household loan growth eased to 4.1% YoY from 5.0% in 2024, reflecting slower borrowing from sectors such as finance, insurance, and business activities. Despite improved deposit growth, deposits continued to lag loan expansion. 	<ul style="list-style-type: none"> We expect system loans growth to pick up pace in 2026 to 5-6%. Leading indicators including loan applications and approvals, point to healthy pipelines for the non-household segment, supporting firmer growth upon drawdown. Conversely, household loan applications and approvals were stable, which could suggest a further moderation in household loan growth ahead. Deposit growth is expected to improve, although it may continue to trail loan growth.
Liquidity	<ul style="list-style-type: none"> Liquidity buffers remained healthy, with the liquidity coverage ratio at 155%, well above the regulatory minimum of 100%. In May 2025, Bank Negara Malaysia reduced the Statutory Reserve Requirement (“SRR”) to 1.0% from 2.0%, releasing approximately RM19 billion into the banking system. This provided banks with additional liquidity to deploy into interest-earning assets and helped ease competitive funding pressures amid continued loan demand. 	<ul style="list-style-type: none"> The system loan-to-deposit ratio (“LDR”) increased further to 89%, from 87.8% at end-2024, as loan growth outpaced deposits. 	<ul style="list-style-type: none"> System LDR may tick up further in 2026 if loan growth continues to exceed deposit growth. Should loan demand pan out stronger than expected, this scenario could lead to heightened competition for deposits. That said, banks are expected to continue diversifying their source of funding by tapping the non-deposit funding, where liquidity has been ample.
Net Interest Margin (“NIM”)	<ul style="list-style-type: none"> Earlier expectations of policy rate cuts, coupled with the reduction in SRR, resulted in a 25-basis-point decline in the 3-month interbank rate between December 2024 and June 2025. This helped lower banks’ funding costs, reflected in a slight decline in the weighted average cost of funds to 2.72% in June 2025, from 2.77% in December 2024. 	<ul style="list-style-type: none"> Sector margins are expected to have experienced mild compression in 2025 due to: <ul style="list-style-type: none"> the July Overnight Policy Rate (“OPR”) cut, where lending rate adjustments initially outpaced funding cost reductions due to timing differences in repricing interest-sensitive assets and liabilities; yield dilution from new loans priced below the existing book average; and lower benchmark and policy rates across the region, impacting banks with overseas exposure. 	<ul style="list-style-type: none"> We expect sector NIM to stabilise in 2026 as the lagged impacts from the lower OPR begin to be felt via adjustments to deposit and funding costs, alongside the refinancing and rollover of these liabilities. For banks with regional operations, lower benchmark and policy rates in 2025 should translate into reduced funding costs in 2026, providing support to group margins.

Banking Sector Review and Outlook

Key Indicator	Positive Developments in 2025	Negative Developments in 2025	Outlook
Asset Quality	<ul style="list-style-type: none"> Overall asset quality remained sound, with the banking system's gross impaired loans ("GIL") ratio at 1.37%, compared with 1.44% in December 2024. Household GIL declined to 1.03%, from 1.08% at end-2024 amid an expanded household loan base. Business GIL improved to 1.88%, from 1.98%, driven by lower impairments in manufacturing, construction, finance, insurance, business activities, as well as mining and quarrying. 	<ul style="list-style-type: none"> Repayment challenges persisted among a small segment of borrowers, particularly SMEs. Despite improvements in the household GIL ratio, impaired passenger car loans increased. Similarly, business GIL rose in sectors such as wholesale and retail trade, transportation, communication, storage, and utilities. System loan loss coverage eased to 84.8% from 92.0% at end-2024. However, with the inclusion of regulatory reserves, the total loan loss coverage ratio stood at 129% as at December 2025, broadly stable compared to December 2024 and above the 2015–2019 average of 114%. 	<ul style="list-style-type: none"> Some portfolios may continue to face repayment challenges, though these are not expected to be systemic or materially weaken overall asset quality. With banks persisting with management overlays and prudent provisioning practices, credit costs are expected to remain stable.
Capital	<ul style="list-style-type: none"> The banking system remained well capitalised, with a common equity tier-1 ("CET1") ratio of 14.2% and total risk weighted assets ratio of 17.8%. Banks also benefited from valuation gains on bond holdings, driven by a decline in domestic bond yields. 	<ul style="list-style-type: none"> While US tariff developments raised concerns and uncertainties, Bank Negara Malaysia assessed that the range of potential outcomes would remain well within stress-testing thresholds. 	<ul style="list-style-type: none"> Malaysia's economic outlook remains supportive, which should underpin banks' profitability and capital generation. For banks adopting Basel III Standardised Approach ("SA") guidelines for credit risk, lower capital requirements are expected to provide an uplift to capital ratios.

SINGAPORE

Key Indicator	Positive Developments in 2025	Negative Developments in 2025	Outlook
Loan and Deposit Growth	<ul style="list-style-type: none"> System loan growth gained momentum, rising to 5.0% YoY, from 4.6% YoY in 2024. Growth was primarily driven by consumer loans, which expanded 7.5% YoY (2024: 2.9% YoY), supported by demand for big-ticket items such as cars and housing. While deposit growth moderated to 6.1% YoY from 7.5% YoY in 2024, Current Account Savings Account ("CASA") balances grew by a robust 11.7% YoY (2024: 9.0% YoY) on the back of strong liquidity inflows. 	<ul style="list-style-type: none"> Loans to businesses moderated to 4.0% YoY, from 5.3% YoY in 2024. Lending to sectors such as agriculture, mining and quarrying, construction and transportation, storage and communication decelerated, contributing to the slower pace of business loan growth. 	<ul style="list-style-type: none"> Singapore's economy is expected to remain firm, supported by resilient external demand, albeit with a slight moderation in growth compared to 2025. Accordingly, system loan growth in 2026 is projected to ease to around 3.5%–4.0%. A low interest rate environment should continue to support loan demand from both consumers and businesses. Deposit growth is expected to stay healthy, supported by sustained liquidity inflows.
Liquidity and NIM	<ul style="list-style-type: none"> Liquidity conditions remained ample, supported by strong inflows and healthy deposit growth. Robust CASA growth enabled banks to replace higher-cost deposits with lower-cost CASA balances, cushioning the impact of lower benchmark rates. Commercial banks' non-bank loan-to-deposit ratio eased further to 67.7%, from 68.4% in 2024, reflecting the strong liquidity inflows. 	<ul style="list-style-type: none"> The 3-month Singapore Overnight Rate Average ("SORA") fell by over 180 basis points in 2025, driven by a combination of a lower US Federal Funds Rate ("FFR") and liquidity inflows, among other factors. This exerted pressure on yields and banks' NIM. As a result, the NIM for Singapore banks is estimated to have experienced double-digit compression in 2025. 	<ul style="list-style-type: none"> The liquidity of Singaporean banks is expected to remain robust in 2026 amid continued inflows. While the NIM is likely to remain under pressure, compression is expected to moderate to around single-digit levels. The decline in benchmark rates is anticipated to be less severe than in 2025, and, together with the lagged impact of deposit repricing, these factors should help mitigate the effects of any further US FFR cuts.

Key Indicator	Positive Developments in 2025	Negative Developments in 2025	Outlook
Asset Quality	<ul style="list-style-type: none"> Asset quality across the banking system remained sound, with the sector's non-performing loan ("NPL") ratio declining to 1.1% as at December 2025, from 1.31% at end-2024. The improvement was largely driven by better performance in consumer loans and sectors such as manufacturing, building and construction as well as general commerce. 	<ul style="list-style-type: none"> Notwithstanding the overall improvement, some upticks in business NPLs were observed in sectors such as agriculture, mining, and quarrying. 	<ul style="list-style-type: none"> Amid resilient economic activity, asset quality is expected to remain stable in 2026. The outlook is supported by banks' efforts to strengthen loan loss coverage in 2025, proactively raising coverage and marking down collateral values in sectors such as commercial real estate.
Capital	<ul style="list-style-type: none"> Strong growth in capital-light non-interest income, coupled with slower loan growth, supported solid capital positions across Singapore banks. With strong capitalisation levels, Singapore banks embarked on a programme to reward investors with capital returns encompassing capital return dividends and share buybacks. 		<ul style="list-style-type: none"> With expectations of modest loan growth and sustained non-interest income, capital generation is expected to remain healthy. This should support continued share buyback activities and higher dividends and/or capital return dividends from banks.

INDONESIA

Key Indicator	Positive Developments in 2025	Negative Developments in 2025	Outlook
Loan and Deposit Growth	<ul style="list-style-type: none"> Deposit growth accelerated to around mid-teens, up from single-digit growth in 2024. This improvement was driven by a combination of liquidity injections by the Indonesian government and lower Bank Indonesia ("BI") benchmark rates. 	<ul style="list-style-type: none"> Sector loan growth slightly slower in 2025, compared with near mid-teens growth in 2024. The slowdown reflected weaker economic activity and tighter liquidity conditions faced by banks during the early part of the year. 	<ul style="list-style-type: none"> We expect loan growth to accelerate in 2026, supported by government stimulus programmes such as <i>Koperasi Desa Merah Putih</i> and the Free Meal Programme, in addition to increased corporate loan demand. As liquidity conditions continue to ease, this should further support loan expansion.
Liquidity and NIM	<ul style="list-style-type: none"> Liquidity conditions began to ease in the second half of 2025 as a series of BI rate cuts took effect. By our estimates, the loan-to-deposit ratio ("LDR") declined to 90% as at December 2025, from 94% a year earlier. In line with improving liquidity, recent NIM trends suggest that margin pressure has started to stabilise from levels felt earlier in the year. 	<ul style="list-style-type: none"> Banks faced tighter liquidity conditions during the early part of 2025, driven by a combination of relatively high BI benchmark rates and intense competition for deposits, particularly from higher-yielding fixed income instruments such as the Bank Indonesia Rupiah Securities ("SRBI"). As a result, Indonesian banks' NIMs compressed to an estimated 5.3% in December 2025, from 5.5% in the same period last year. 	<ul style="list-style-type: none"> A combination of steady economic growth and continued government stimulus is expected to support deposit growth and improve liquidity conditions. As liquidity tightness eases and the impact of lower BI benchmark rates filters through to deposit costs, funding costs are expected to decline in 2026 and provide a positive impact for NIM.
Asset Quality	<ul style="list-style-type: none"> NPLs and loans-at-risk ("LAR") have improved significantly compared with levels seen during the COVID period. The investment loan NPL ratio improved to 1.40%, from 1.48% in 2024. 	<ul style="list-style-type: none"> Some softening in asset quality was observed in specific portfolios, particularly within the MSME segment and lower-income consumer segment. Consequently, working capital NPLs edged up to 2.64%, from 2.57% in 2024, while consumer NPLs increased to 2.37%, from 1.90% in 2024. 	<ul style="list-style-type: none"> Asset quality is expected to improve in 2026, supported by stable economic conditions and continued government initiatives to stimulate economic activity. Sumatra disaster may impact some banks' LAR, especially those with significant exposure in Aceh (such as Bank Syariah Indonesia), however sector risk should be still manageable.
Capital	<ul style="list-style-type: none"> Indonesian banks remained well capitalised, supported by strong common equity tier 1 ("CET1") and total capital ratios. In line with this, dividend payouts have continued to trend higher. 		<ul style="list-style-type: none"> We estimate sector earnings to rebound in 2026, recording low-teens growth following the contraction seen in 2025. This should support further capital accumulation and sustain dividend payouts across the sector.

Market Trends

RHB closely monitors key market trends shaping the banking and operating environment, recognising their implications for our strategy, risk profile, and long-term performance. By leveraging timely insights and staying attuned to evolving customer, technological, regulatory, and macroeconomic developments, we are able to respond proactively to sustain our competitiveness and deliver enhanced value for our stakeholders.

TREND 1: Digital Acceleration, Innovation & Technology Transformation

DESCRIPTION

Digital innovation has evolved from an enabling function into a core driver of growth for the banking industry. Broader trends such as generative AI, cloud-native architectures and value-boosting ecosystems are reshaping how banks deliver services. These developments are reflected in the Group's roadmap, positioning RHB to capture emerging growth opportunities through technology-led transformation.

POTENTIAL IMPACT

- Rising demand for innovative, always-available financial services.
- Increasing need for advanced data analytics to strengthen risk management, enhance fraud prevention and proactively safeguard customer experiences.
- Heightened customer expectations for personalisation at scale, with banking services increasingly benchmarked against personalised offerings from non-bank and lifestyle platforms.

KEY RISKS

- Increased sophistication of banking frauds and scams, including deepfake and AI-assisted threats.
- Risk of losing market relevance and share if digital innovation does not keep pace with customer expectations and industry benchmarks.

OPPORTUNITIES

- Continued learning and maturing of AI chatbots and other AI-powered capabilities will support drive business growth and operational efficiency.
- Strengthen RHB's position within the digital-only banking ecosystem through substantial investment into Boost Bank.

RESPONSE

- Progressed a digital-first culture through more mature Agile delivery, the establishment of a unified digital product-operations model, and partnerships with fintech and platform ecosystem players to deliver embedded financial services.
- Advanced analytics and AI capabilities enhanced our ability to detect emerging risks, personalise offers and anticipate customer behaviour.
- Strengthened BNM-mandated fraud prevention measures, including secure online application onboarding, to reinforce our resilience against security threats.
- Our 24x7 self-serve Personal Financing digital application now promises real-time Approval in Principle ("AIP") notifications, supporting a 26% contribution to total digital sales in 2025.
- Transformed collections operations with an advanced Voice AI Solution, enabling natural, two-way conversations in local languages and driving productivity and efficiency.

Results achieved include:

- Total digital users increased by over 16% in FY2025, rising to 3.4 million from 2.9 million in FY2024.
- Total digital transactions increased to 94.5% in FY2025 (2024: 92.2%), demonstrating stronger digital adoption and reinforcing the Group's competitiveness in an increasingly digital landscape.

Our solutions garnered industry recognition via two awards from The Digital Banker in 2025:

- Excellence in Digital Innovation.
- Outstanding Interactive Chatbot Service by a Retail Bank.

OUTLOOK

The Group will continue to prioritise technology-led innovation, including cloud architecture, modernisation of legacy systems and deeper listening to customer needs from a service perspective. In parallel, we aim to establish measurable targets for sustainable digital financing by 2026. Through enhanced digital analytics, platforms and partnerships, we will strengthen our ability to monitor sustainability metrics and deliver digital solutions that support customers in transitioning towards more sustainable operations.

Capitals: **FC** **IC** **HC** **MC** **SRC**

Material Matters: **DC** **FI** **DI** **CX** **FC** **T**

Strategy Pillars: **BS**

Key Risks: **OR** **TCR** **RNC** **RR**

TREND 2: Evolving Ways of Working and Employee Expectations

DESCRIPTION

The workforce landscape is undergoing a structural shift, driven by rising employee expectations for meaningful work, flexibility, skills relevance and inclusive leadership. Accelerated adoption of digital and AI-enabled work models has further reshaped how work is designed and delivered. Employees increasingly seek personalised career pathways, transparent leadership and environments that support well-being across life stages. In response, RHB is evolving its people strategy to build a future-ready, skills-based and agile workforce underpinned by purposeful work design, data-driven talent decisions and an inclusive workplace culture.

POTENTIAL IMPACT

- Intensifying competition for future-ready and specialised skills, increasing pressure on talent attraction, development and retention.
- Higher expectations for flexibility, purpose and inclusion reshaping how work is managed, measured and experienced.
- Unaddressed skills gaps potentially constraining productivity, innovation and operational resilience over the medium to long-term.

KEY RISKS

- Loss of institutional knowledge and critical capabilities due to attrition, particularly at senior levels.
- Reduced workforce effectiveness and collaboration if leadership, Diversity, Equity & Inclusion (“DEI”) practices and employee experience initiatives do not keep pace with evolving expectations.
- Misalignment between workforce capabilities and future business needs, impacting execution of strategic priorities.

OPPORTUNITIES

- Development of stronger internal talent pipelines and succession depth, reducing reliance on external hiring.
- Productivity uplift and innovation gains through deployment of future-ready skills and agile workforce models.
- Enhanced positioning of RHB as a progressive and inclusive organisation, strengthening long-term talent sustainability.

RESPONSE

- Leveraged AI-enabled HR analytics and workforce insights to redesign roles, improve span of control and support more flexible, purposeful and productive work models, including alternative employment arrangements.
- Invested in continuous upskilling and reskilling initiatives to develop a dynamic workforce, transitioning towards skills-based talent management supported by integrated talent dashboards covering personalised career pathways, internal mobility and succession planning.
- Strengthened the Employee Value Proposition through clearer career progression, inclusive leadership practices and targeted well-being initiatives to drive engagement and sustainable performance.
- Deployed data-driven tools and governance frameworks to enhance leadership accountability, talent transparency and workforce decision-making at scale.

OUTLOOK

Looking ahead, RHB believes workforce expectations will continue to evolve, requiring sustained focus on leadership capability, workforce agility and data-driven talent management. Key priorities include strengthening inclusive and ethical leadership, enhancing engagement strategies for a multi-generational workforce, deeper use of AI and workforce analytics to anticipate skills needs, and expanding DEI initiatives to accelerate diverse talent progression and reinforce inclusive behaviours across the organisation.

Capitals: **IC** **HC** **SRC** Material Matters: **CX** **T** **DO** **EHS** Strategy Pillars: **BS** Key Risks: **OR** **RR**

Market Trends

TREND 3: Growing Influence of Environmental, Social and Governance Factors

DESCRIPTION

The increasing prominence of ESG considerations is reshaping customer expectations and driving significant shifts across the financial sector. RHB continues to respond to this evolving landscape by embedding ESG considerations into our risk management processes, business activities, strategy and decision-making. In doing so, we aim to be a sustainably responsible financial services provider that delivers long-term value for our business and customers, while creating meaningful positive impact for our stakeholders.

POTENTIAL IMPACT

- Heightened regulatory requirements to integrate sustainability and climate-related considerations into risk management and business activities.
- Growing need for innovative, targeted sustainable financial solutions and deeper engagement with customers and communities.
- Increased expectations from external stakeholders for robust, transparent and credible sustainability disclosures.

KEY RISKS

- Elevated risk of regulatory non-compliance arising from sustainability and climate-related requirements.
- Inadequate management of ESG and climate risks potentially amplifying other risk types, including credit and operational risks.
- Insufficient oversight and controls over sustainability disclosures increasing exposure to greenwashing risk.

OPPORTUNITIES

- Demonstrate market leadership by developing innovative sustainable finance products and services.
- Partner strategically with customers to support adoption of sustainable business practices across supply chains.
- Expand community engagement initiatives to strengthen social responsibility and promote responsible financial management.

RESPONSE

- Cumulatively mobilised approximately RM60 billion in sustainable financial services, supporting the transition towards a more sustainable economy.
- Developed and launched the Sustainable and Transition Finance Framework to strengthen ESG governance and risk management.
- Launched innovative sustainable finance solutions, including ESG Deposits and the Sustainable Trade Finance Programme.
- Established a Group Climate Risk Management Framework and Policy, embedding climate-related risk considerations into relevant policies, frameworks and guidelines.
- Cumulatively empowered over 1.5 million beneficiaries through our social impact programmes, supporting financial inclusion and community resilience.

For comprehensive details on our overall approach to ESG management, please refer to our Sustainability Report 2025.

OUTLOOK

RHB will continue to scale up sustainable financial services, broaden its ESG product offerings and deepen customer relationships to support transition journeys. In parallel, we will continue to decarbonise our operations and portfolio, strengthening the integration of sustainability across our business activities and operations.

Capitals: **FC** **IC** **SRC** **NC**

Material Matters: **GB** **SF** **CE** **CC** **ES**

Strategy Pillars: **RP**

Key Risks: **SR** **RNC** **CR** **OR** **RR**

TREND 4: Rising Competition from FinTech

DESCRIPTION

The rise of mature fintech offerings presents a dual dynamic for traditional banks, introducing both heightened competition and opportunities for collaboration. As we navigate the shifting landscape, our overarching priority remains unchanged - to serve customers with secure, relevant, and trusted solutions that align with their evolving preferences and financial aspirations.

POTENTIAL IMPACT

- Increased competition in key areas such as payments services.
- Rising customer expectations driven by AI-powered personalisation and seamless user experiences, raising the bar for differentiation.
- Greater need for close collaboration with fintech partners to safeguard data integrity and customer security across shared ecosystems.

KEY RISKS

- Heightened exposure to data privacy, bias, compliance, and misuse risks arising from technology-enabled partnerships and platforms.
- Intensifying competition for younger, digital-native customers, potentially impacting customer acquisition and retention.

OPPORTUNITIES

- Extend digital reach and engagement, particularly among younger and more digitally savvy customer segments.
- Leverage innovation and fintech collaboration to reinforce competitive positioning.

RESPONSE

- Demonstrated increased commitment to leveraging technology to enhance productivity and deliver more efficient, customer-centric services.
- Recognising the differentiated positioning of digital banks relative to conventional banks, RHB continues to invest in Boost Bank to strengthen its presence within the digital banking ecosystem and capture growth in digital-native segments.

OUTLOOK

To remain competitive, we must balance the agility of fintech innovation with the resilience and trust associated with traditional banking. At the same time, we will continue investing in advanced analytics, automation and cybersecurity to deliver secure, service-driven banking experiences that meet evolving customer expectations while sustaining long-term profitability.

Capitals: **FC** **IC** **MC** **SRC** Material Matters: **DC** **FI** **DI** **CX** Strategy Pillars: **BS** Key Risks: **TCR** **OR** **RR**

Market Trends

TREND 5: Expanding Mobile Market Share and Digital Payment Adoption

DESCRIPTION

Mobile banking applications have evolved into a critical asset, serving not only as a channel for basic banking services, but also as a primary communication platform, digital wallet, sales enabler and service delivery tool. As digital adoption accelerates, RHB continues to position its mobile platforms at the centre of customer engagement across Malaysia and beyond.

POTENTIAL IMPACT

- Rising cybersecurity threats require continued enhancement of security measures to protect customer data and prevent fraud.
- Increasing need to embed a strong digital innovation mindset and closer cross-functional collaboration to ensure seamless execution of digital initiatives.

KEY RISKS

- Persistent and increasingly sophisticated fraud risks associated with digital payments and mobile banking channels.
- Risk of excluding certain segments of society, including the silver-haired community, from digital adoption if accessibility and usability are not adequately addressed.

OPPORTUNITIES

- Enhance our understanding of customer digital and mobile app needs continuously to meet evolving expectations in both domestic and cross-border payment environments.
- Investment in market leading data analytics to enable near real-time payment insights, personalised offers and new revenue opportunities.

RESPONSE

- Launched the renewed Mobile Banking App in June 2025, which won *Best Mobile Banking Initiative* from The Digital Banker at the Global Retail Banking Innovation Awards.
- Enhanced app security through SecurePlus, with multi-app fraud detection and strengthened multi-currency account operations, including improved foreign currency transactions and cross-currency conversions.
- Introduced Malaysia's first customisable mobile banking widget, enabling users to make payments and transfers directly from their smartphone home screen without launching the full app.
- Enabled Single Global Multi-Currency ("SG-MY") account linking to support dual-country account management, offering greater convenience for cross-border customers.
- Introduced Cross-Border QR payment capabilities on the mobile banking app, making international travel and payments more seamless for customers.

OUTLOOK

The Group will continue to enhance its digital payments ecosystem by strengthening secure transaction frameworks, improving user experience and expanding mobile-first product features. These efforts will support further growth in mobile market share while deepening customer engagement in digital payments.

Capitals: **FC** **IC** **MC** **SRC**

Material Matters: **DC** **FI** **DI** **CX**

Strategy Pillars: **BS**

Key Risks: **TCR** **OR** **RR**

TREND 6: Heightened Governance, Compliance and Regulatory Demands

DESCRIPTION

Strong governance remains fundamental to the Group's ability to operate sustainably and responsibly. It provides the moral, legal and regulatory compass that guides ethical decision-making at the Board and management levels, supports effective risk and compliance management, and reinforces a zero-tolerance stance towards bribery and corruption. Together, these elements safeguard public trust and support long-term value creation for stakeholders.

POTENTIAL IMPACT

- Weak or ineffective governance could undermine the Group's long-term growth, reputation and resilience.
- Increased exposure to corporate liability under Section 17A of the Malaysian Anti-Corruption Commission Act 2009 in the absence of adequate preventive and detective controls as well as responsive action.
- Heightened regulatory expectations requiring additional operational effort, documentation and enhanced compliance oversight.

KEY RISKS

- Inadequate risk oversight and governance effectiveness.
- Insufficient accountability and oversight over anti-corruption initiatives at Board and management levels.
- Corrupt practices or bribery acts leading to corporate liability.
- Lack of awareness on new and amended regulations leading to inadvertent regulatory breaches.
- Operational, strategic or stakeholder risks arising from inconsistent application of ethical standards and controls.

OPPORTUNITIES

- Avoid financial and reputational damage arising from regulatory sanctions, litigation or criminal proceedings.
- Strengthen stakeholder trust and confidence through proactive governance practices and strong ethical leadership.

RESPONSE

- Established Integrity and Governance Charter to ensure effective implementation, monitoring and review of the T.R.U.S.T. Principles under Section 17A of the Malaysian Anti-Corruption Commission Act 2009, with Board oversight to detect, deter and combat bribery and corruption.
- Reinforced ethical decision-making and maintained regular reviews of risk and compliance frameworks to ensure continued relevance and effectiveness.
- Continued to build a strong culture of integrity through ongoing guidance, communication and training across the Group, supporting sustainable value creation and stakeholder trust.

OUTLOOK

As regulatory and stakeholder expectations continue to evolve, the Group will place increased emphasis on leveraging digitalisation and technology to enhance governance, monitor corruption risk events and strengthen anti-bribery and corruption controls. At the same time, we will continue to reinforce tone from the top, strengthen speak-up processes and enhance whistleblowing mechanisms to maintain stakeholder confidence and proactively manage governance and compliance risks in support of long-term sustainability.

Capitals: **FC** **IC** **MC** **SRC**

Material Matters: **GB** **FC** **T**

Strategy Pillars: **RP**

Key Risks: **RNC** **CPR** **OR** **RR**

Market Trends

TREND 7: Evolving Customer Needs and Preferences

DESCRIPTION

Customer expectations continue to evolve towards greater personalisation, seamless digital experiences and faster, more intuitive access to financial services. Across the Group, customers increasingly expect tailored solutions delivered through a combination of relationship-led advisory and digital self-service channels. Commercial and corporate clients continue to value personalised relationship management for complex financing needs, while retail and affluent customers favour lifestyle-driven, instant and mobile-first banking experiences. In parallel, institutional and investment banking clients are demanding more sophisticated, data-driven solutions, bespoke capital market structures and real-time market access to navigate increasingly complex market environments.

POTENTIAL IMPACT

- Higher investment requirements to support digital platforms, analytics and personalised customer journeys across business segments.
- Increased opportunity to grow fee-based income through digital trading, wealth solutions and advisory services.
- Rising importance of differentiated execution capabilities, particularly in investment products, structured solutions and cross-border services.

KEY RISKS

- Elevated exposure to digital security, fraud and data protection risks as customer engagement becomes increasingly digital.
- Client retention risks arising from heightened competition and service disruptions.
- Risk of losing relevance if product capabilities, execution speed or personalisation do not keep pace with customer expectations.
- Market volatility and geopolitical uncertainty impacting investment behaviour, deal flows and cross-border activity.

OPPORTUNITIES

- Enhance customer experience and operational efficiency through digital enablement and process streamlining.
- Lower cost-to-serve through migration to digital channels and self-service platforms.
- Monetise data and analytics to deliver hyper-personalised offers and insights.
- Expand regional reach and capture cross-border opportunities across ASEAN.
- Develop tailored products and advisory solutions to capture demand from corporate, institutional and high-net-worth clients.

RESPONSE

- Adopted a multi-channel service model integrating digital platforms, branches and contact centres to deliver seamless customer experiences.
- Enhanced mobile and digital platforms with features such as digital onboarding, eKYC, cost-efficient commercial banking services and improved ecosystem connectivity for instant payments.
- Expanded corporate lending and ESG-aligned portfolios to strengthen resilience and support sustainable growth.
- Prioritised treasury activities and cross-border business to grow non-interest income.
- Accelerated development of digital trading platforms with advanced execution capabilities, real-time analytics and personalised investment alerts for retail and institutional investors.
- Actively structured bespoke financing and advisory solutions for high-growth sectors such as data centres and renewable energy, including large-scale sustainability-linked and green financing programmes.
- Transformed client coverage and sales models, including the creation of hybrid coverage teams and dedicated regional capabilities, to better match client sophistication and deepen engagement across markets.

OUTLOOK

The Group will continue to strengthen digital and relationship-led capabilities to support evolving customer preferences across retail, commercial, corporate and institutional segments. Priorities include deepening personalisation through advanced analytics, enhancing digital trading and payments infrastructure, strengthening cross-border connectivity and improving operational efficiency and compliance. Through these efforts, we aim to deliver more relevant, resilient and customer-centric solutions while sustaining long-term growth and profitability.

Capitals: **FC** **IC** **HC** **MC** **SRC**

Material Matters: **DC** **FI** **DI** **CX** **FC**

Strategy Pillars: **BS**

Key Risks: **TCR** **OR** **MR** **RR**

TREND 8: Geopolitical and Economic Developments

DESCRIPTION

Ongoing geopolitical tensions and shifting economic conditions continue to shape the global operating environment. US tariff measures and rising protectionism have disrupted global trade flows, while prolonged US-China tensions and broader geopolitical fragmentation persist. At the regional level, a softening US economy and subsequent adjustments to the Federal Funds Rate bear the potential to impact market dynamics. Concurrently, developments such as border tensions between Thailand and Cambodia have affected tourism and trade, contributing to heightened economic uncertainty across parts of ASEAN.

POTENTIAL IMPACT

- Headwinds for export-oriented sectors, including weaker external demand and order flows.
- Slower economic growth across ASEAN markets amid heightened uncertainty.
- Continued pressure on net interest margins ("NIM") arising from shifts in Federal Funds Rate.

KEY RISKS

- Reduced profitability from lower net interest income due to margin compression
- Higher credit provisions linked to stress in affected sectors and markets.
- Increased exposure to interest rate and foreign exchange volatility.

OPPORTUNITIES

- Strengthen intra-ASEAN trade and deepen Malaysia-Singapore economic cooperation.
- Leverage government initiatives and support programmes for businesses affected by tariffs and trade disruptions.
- Diversify financing structures and revenue streams to enhance resilience.

RESPONSE

- Expanded corporate lending and ESG-aligned portfolios to strengthen.
- Intensified engagement with affected customers, supported by closer monitoring of asset quality and proactive restructuring and recovery actions where necessary.
- Pivoted towards fee-based income to mitigate pressure on interest income.
- Strengthened risk management frameworks to enhance monitoring of market, credit and liquidity risks.
- Enhanced client advisory and support capabilities, including the provision of timely hedging and risk management solutions.
- Maintained strong capital and liquidity buffers to preserve balance sheet resilience.

OUTLOOK

Despite ongoing trade tensions and tariff-related uncertainties, global demand remains relatively resilient, especially from key trading partners. Nonetheless, geopolitical and tariff risks are expected to remain elevated and may continue to influence investment flows, market sentiment and economic conditions in the period ahead.

Capitals: **FC** **SRC** Material Matters: **GB** **SF** Strategy Pillars: **HP** **RP** Key Risks: **CR** **MR** **LR** **IBR** **RR**

Material Matters

MATERIALITY ASSESSMENT PROCESS

Our material matters form the basis of RHB’s sustainability strategy and reporting, guiding us in addressing the most significant sustainability- and climate-related risks and opportunities affecting the Group and our stakeholders. In this regard, RHB adopts a forward-looking and strategic approach to identifying and prioritising our material sustainability matters.

In 2025, we validated that the 14 material sustainability matters identified during our 2023 materiality assessment remained relevant in light of global sustainability trends, regulatory developments, and sustainability-related frameworks and standards. We further enhanced our approach by conducting a financial materiality assessment, the results of which complemented the impact materiality assessment completed in 2023 and enabled the Group to establish a double materiality matrix.

By integrating financial materiality considerations, we evaluated how sustainability-related risks and opportunities could influence enterprise value, cash flow, access to capital and cost of capital. The assessment considered the Group’s business segments, key geographies and value chain, ensuring relevance to the Group’s strategy and operating environment.

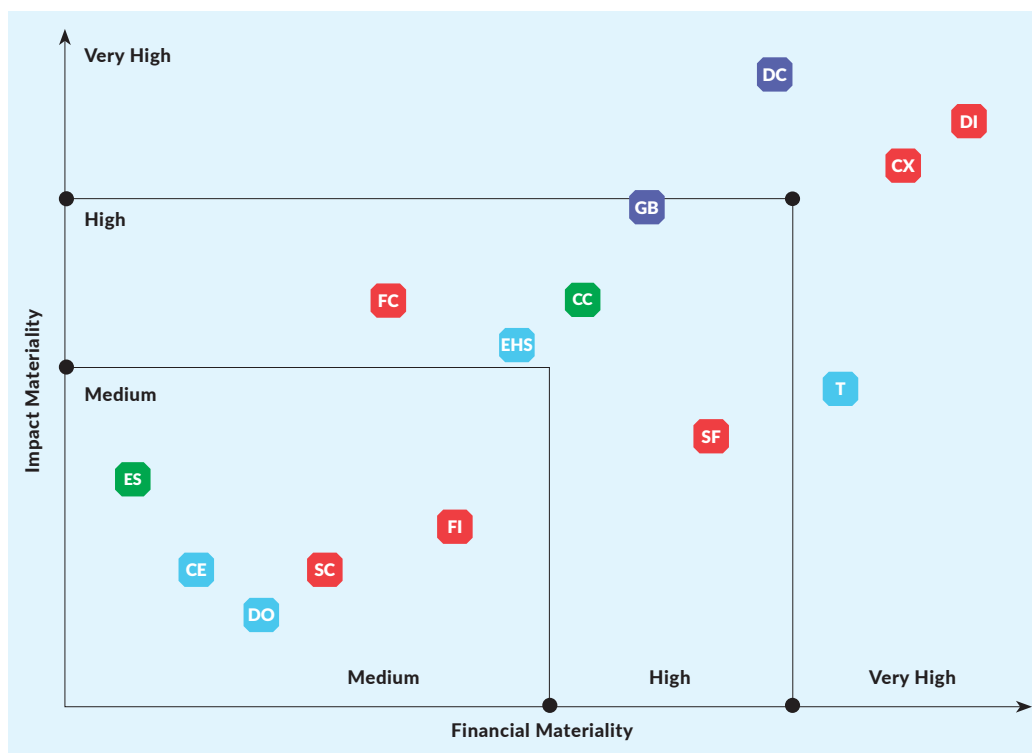
Our approach aligns with International Financial Reporting Standards (“IFRS”) S1 and the National Sustainability Reporting Framework (“NSRF”), providing RHB with a clearer understanding of how sustainability-related risks and opportunities may affect our financial performance, position and business resilience across the short, medium and long term.

Materiality Assessment Process

Identification of Sustainability-related Risks and Opportunities	<ul style="list-style-type: none"> RHB’s 14 material sustainability matters were validated against sustainability-related frameworks and standards, global sustainability trends, and local regulatory requirements, ensuring their continued relevance. The sustainability matters were mapped across RHB’s business operations and value chain to identify potential financial risks and opportunities, informed by global trends, industry standards, and peer comparison.
Assessment and Prioritisation	<ul style="list-style-type: none"> Key internal stakeholders, comprising senior leaders from the Group’s business and functional groups, were engaged through a materiality assessment workshop. The workshop aimed to assess and prioritise the sustainability matters, by considering the following metrics for each potential sustainability-related risk and opportunity identified: <ul style="list-style-type: none"> Magnitude: Derived based on the potential magnitude of financial impact to RHB (positive or negative), and strategic relevance to RHB’s business model. Likelihood: The likelihood of the sustainability-related risk or opportunity impacting RHB over different time horizons. The materiality assessment workshop produced a preliminary double materiality matrix, which would be subjected to validation by Senior Management and the Board.
Validation and Governance Oversight	<ul style="list-style-type: none"> The double materiality matrix was reviewed and validated by the Group Sustainability Committee (“GSC”), with the final double materiality matrix being approved by the Board Sustainability Committee (“BSC”).

Materiality Matrix

RHB’s double materiality matrix highlights the prioritisation of RHB’s material sustainability matters based on their significance to both the Group and our stakeholders, reflecting both impact and financial materiality perspectives.



GOVERNANCE

- GB Good Business Governance
- DC Data Protection and Cybersecurity

ECONOMIC

- SF Sustainable Financial Services
- FI Financial Inclusion
- DI Digitalisation and Investment in Technology
- CX Customer Experience
- FC Fair Treatment of Financial Consumers
- SC Sustainable Supply Chain

SOCIAL

- T Talent
- EHS Employee Health, Safety, and Wellness
- DO Diversity and Equal Opportunity
- CE Community Enrichment and Empowerment

ENVIRONMENT

- CC Climate Change
- ES Environmental Stewardship

For more information about our material matters, please refer to the Material Matters section in our Sustainability Report 2025.

GOOD BUSINESS GOVERNANCE

GB

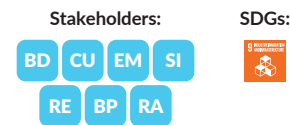
Prioritising good business conduct through regulatory compliance, ethical practices, robust governance, proactive risk management for corruption, fraud, money laundering, and anti-competition, while addressing human rights risks across our value chain.



DATA PROTECTION AND CYBERSECURITY

DC

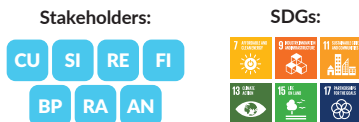
Maintaining a secure digital infrastructure, continuously enhancing cybersecurity capabilities, and protecting the data privacy of our customers, employees, and stakeholders.



SUSTAINABLE FINANCIAL SERVICES

SF

Supporting businesses and customers' sustainability needs by offering financial products and services that create positive social and environmental impacts while managing ESG and climate-related risks across our lending, financing, capital markets, wealth management, investment, asset management, and insurance businesses.



FINANCIAL INCLUSION

FI

Empowering consumers with the ability to make sound financial decisions and meaningfully participate in the financial system by providing underserved individuals and businesses with affordable and inclusive products and solutions, as well as appropriate financial literacy education.



DIGITALISATION AND INVESTMENT IN TECHNOLOGY

DI

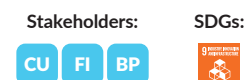
Leveraging technology investments to seize opportunities, mitigate risks, deliver innovative products, and drive customer digital adoption.



CUSTOMER EXPERIENCE

CX

Delivering service excellence aligned with RHB's Customer Service Charter, earning customer trust through competitive, innovative products.




Material Matters

FAIR TREATMENT OF FINANCIAL CUSTOMERS FC

Ensuring fair treatment of customers in all interactions by providing accurate, clear, and easily understandable information about our products and services.



Strategic Pillars: BS RP Sustainability Pillars: SRF Capitals: FC SRC

Stakeholders: EM CU RE RA SDGs: 

SUSTAINABLE SUPPLY CHAIN SC

Instilling responsible, ethical, fair, and transparent procurement practices while promoting sustainability across our supply chain.






Strategic Pillars: HP RP Sustainability Pillars: EGP Capitals: MC SRC

Stakeholders: BD CO SS SDGs:  

CLIMATE CHANGE CC

Supporting our clients' transition to a low-carbon economy by managing climate-related risks and opportunities, advocating for climate adaptation and mitigation, and reducing operational GHG emissions, aligned with our commitment to carbon neutrality by 2030 and net-zero emissions by 2050.


Strategic Pillars: HP RP Sustainability Pillars: ANZ Capitals: FC MC NC SRC

Stakeholders: CU SI RE RA
AN FI SDGs:   
 

ENVIRONMENTAL STEWARDSHIP ES

Advocating responsible use of resources and promoting eco-efficient practices in materials, energy, water consumption, and waste management to minimise environmental impact.

Strategic Pillars: RP Sustainability Pillars: ANZ Capitals: FC NC SRC

Stakeholders: EM RA AN SDGs: 

TALENT T

Cultivating talent through continuous learning, optimised management, and employee engagement, fostering a future-proof, high-performance culture where employees are proactive, innovative, and take ownership of their work.



EMPLOYEE HEALTH, SAFETY, AND WELLNESS EHS

Prioritising efforts to improve the physical, mental and emotional well-being of RHB's employees as well as promoting work-life balance to enhance overall engagement and productivity.



DIVERSITY AND EQUAL OPPORTUNITY DO

Fostering a diverse and inclusive workplace by providing equal opportunities across gender, age, ethnicity, disability, and nationality, while embedding Diversity, Equity & Inclusion ("DEI") in our practices and decision-making.



COMMUNITY ENRICHMENT AND EMPOWERMENT CE

Creating a positive impact in our communities through education, economic development, social welfare, and capacity-building initiatives, including skills development programmes.



Key Risks and Mitigation

Risk management is a fundamental process at RHB in driving sustainable growth, enhancing shareholder value, and safeguarding the Group's competitive edge.

We are firmly committed to proactively addressing risks, as a central part of the Group's operating environment. In the face of broader economic environment-related challenges, the Group has consistently delivered strong performance and upheld solid risk fundamentals. While some segments may have experienced increased risk exposure, the Group took necessary measures to ensure operational stability. RHB continues to conduct comprehensive portfolio reviews and stress-testing exercises to anticipate potential impacts and implement suitable risk management actions.

The Risk Management Framework serves the following purposes:

Provides a holistic overview of the risk landscape and control mechanisms within the Group. Its primary objective is to minimise losses and safeguard against potential losses that could otherwise arise.

Outlines the contribution of the risk management function to the value creation process. This contribution primarily stems from the sophistication of risk management practices and the improved quantification of risks, aiming to optimise risk-adjusted returns.

[For further details on the Group's Risk Management Framework, refer to the Statement on Risk Management and Internal Control on pages 182 to 191 of this Report.](#)

Risk Appetite Statement

The key focus of the risk appetite statements of the Group are on capital and risk management for sustainability and value enhancement; as follows:

- We will manage capital prudently to maintain a strong capital position to drive sustainable business growth and seek strategic opportunities to enhance value.
- We will drive sustainable growth and shareholder value through proactive risk management.

[For further details on the Risk Appetite Statement, refer to the Statement on Risk Management and Internal Control on pages 182 to 191 of this Report.](#)

Risk Heat Map

Residual Risk	Risk Category		
	2023	2024	2025
CR Credit Risk	●	●	●
MR Market Risk	●	●	●
IBR Interest Rate Risk in the Banking Book/Rate of Return Risk in the Banking Book	●	●	●
LR Liquidity Risk	●	●	●
OR Operational Risk	●	●	●
SNC Shariah Non-Compliance Risk	●	●	●
TCR Technology and Cyber Risk	●	●	●
RNC Regulatory Non-Compliance Risk	●	●	●
RR Reputational Risk	●	●	●
CPR Corruption Risk	●	●	●
SR Sustainability Risk	●	●	●

Table 1: Summary of Key Risks in FY2025

RHB Bank maintains a robust risk management framework to identify, assess, and mitigate key risks that could impact our strategic objectives. The risk heat map shows the Group's residual risk trends across all risks with mitigation actions by RHB outlined on the following pages. By continuously updating our risk assessments, we ensure ongoing alignment with the Group's strategic priorities, consistent with prior periods.

Legend

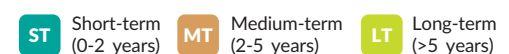
Risk Impact



Risk Trend



Time horizon



CR CREDIT RISK

Risk Impact: Risk Trend: Time horizon: **ST**

DESCRIPTION

The risk of loss arising from customers or counterparties' failure to fulfil their financial and contractual obligations in accordance to the agreed terms. It stems primarily from the Group's and the Bank's lending/financing, trade finance, placement, underwriting, investment, hedging, and trading activities from both on- and off-balance sheet transactions. Credit Risk does not typically happen in isolation; as depending on certain risk events (e.g. fluctuation of interest rate, foreign exchange) presence of other risks may also arise.

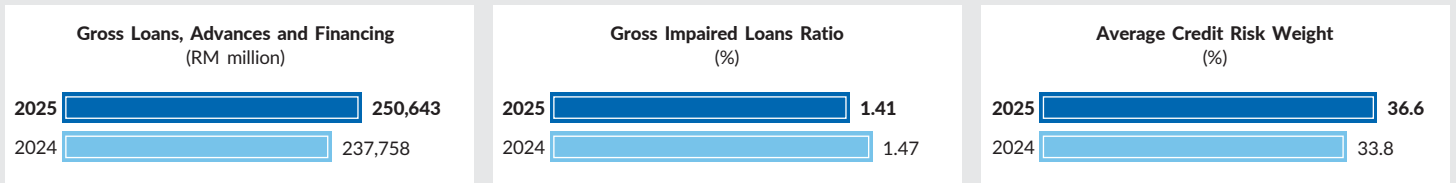
IMPLICATIONS FOR VALUE CREATION

Effective credit risk management is critical in maintaining financial stability and protecting the Group's capital base. By assessing borrowers' creditworthiness across economic and credit cycles, the Group ensures that risks are appropriately identified, measured, and mitigated. This is achieved through the use of credit scoring models, comprehensive risk-based pricing, and covenants designed to protect the Group's interests.

MITIGATION ACTIONS

- Implemented effective credit controls and parameters in the credit value chain, such as Risk Acceptance Criteria, exceptional credits/deviation approval capping, impositions of covenants, and collateral requirements.
- Adopted various early warning tools to identify high-risk segments or accounts, enabling proactive intervention, closer monitoring and, where necessary, the implementation of account for portfolio strategies.
- Imposed credit risk appetites/limits and risk posture guidance to ensure all credit undertaken remains within our Bank's approved risk appetite.
- Assessed the potential impact of emerging portfolio risks via stress testing and thematic reviews.
- Implemented end-to-end credit transformation initiative to protect asset quality while driving growth, including improving credit approval, turnaround time, and collection/recovery processes.

RISK MOVEMENT



- The Group's gross loans, advances, and financing grew by 5.4% year on year to RM250.64 billion, mainly contributed by the growth in Group Community Banking, Group Corporate and Business Banking, and Singapore segments.
- The Group's gross impaired loans ("GIL") ratio improved to 1.41% (RM3.54 billion) as at December 2025 from 1.47% (RM3.49 billion) as at December 2024 contributed by the resolution of distressed corporate customer's exposures and proactive credit management. Domestic GIL ratio of 1.20% as at December 2025 is better than the industry's ratio (1.37% as at December 2025).
- The average credit risk weight increased by 2.8% year-on-year ("YoY"), largely attributable to growth in corporate exposures with higher-than-average risk weights.

OPPORTUNITIES ARISING FROM THIS RISK

- Strengthen client relationships and diversify our portfolios to support sustainable growth.
- Leverage proactive risk management to identify new opportunities.
- Mitigate potential losses by monitoring vulnerable industries.
- Improve asset quality through enhanced collection strategies.

OUTCOMES IN 2025

Stable credit performance across Corporate, Commercial, Overseas, and Retail & SME Portfolios. GIL ratio improved to 1.41% for December 2025. Credit cost improved to 13 bps (FY2024: 22 bps). Cambodia and Thailand elevated asset quality remains a concern, mitigated via continuous collection and recovery efforts undertaken. Sector risks, such as US tariff-impacted sectors, remain contained, supported by sufficient Expected Credit Loss ("ECL") provision to cushion the downside risk.

OUTLOOK

Malaysia 2026 outlook remains positive (export growth FY26F: 9.3%, FY25: 6.5%) supported by easing tariff risks, diversified product base and export destinations, continued resilience in Electrical and Electronics ("E&E") exports, and improved clarity following the U.S.–Malaysia Reciprocal Trade Agreement. Overnight Policy Rate ("OPR") remained unchanged at 2.75% in 2026, with limited downside risk on NIM. The Group will remain cautious by enhancing credit underwriting standards and conducting regular reviews of the Group's credit risk policies to ensure they remain effective in identifying, measuring, monitoring, and controlling credit risk. The Group will remain cautious by enhancing credit underwriting standards and conducting regular reviews of the Group's credit risk policies to ensure they remain effective in identifying, measuring, monitoring, and controlling credit risk.

Key Risks and Mitigation

MR MARKET RISK

 Risk Impact: Risk Trend: Time horizon: **ST**

DESCRIPTION

Market risk is the risk of losses arising from adverse movements in market drivers, such as interest/profit rates, credit spreads, equity prices, currency exchange rates, and commodity prices. Under this definition, market risk will constitute:

- the interest/profit rate and equity risks pertaining to financial instruments in the trading book; and
- foreign exchange risk and commodities risk in the trading and banking books.

IMPLICATIONS FOR VALUE CREATION

Adverse movement in key market drivers could negatively affect the Group's asset valuations, profitability and capital position. To mitigate these risks, comprehensive risk management strategies are in place to minimise potential adverse effects, safeguard financial stability, and sustain portfolio performance in line with the Group's approved risk appetite.

MITIGATION ACTIONS

- Upheld robust, sound, and effective market risk governance structure and processes, independent of the Group's trading operations.
- Deployed effective risk policies and measurement methodologies for detecting potential market volatilities, leveraging our established framework that enhances risk management through regular reviews and evaluations of risk appetite, particularly in response to adverse market conditions.
- Ensured our risk mitigation controls and risk appetite are adjusted and aligned with short-term and long-term business objectives, reinforced by stress scenario analyses.
- Strengthened oversight through more comprehensive risk reporting and increased engagement with both Management and Board-level risk management committees.

RISK MOVEMENT

Initial bouts of risk aversion observed in the first half of 2025 proved short-lived, as global economic indicators and investor confidence improved toward the latter part of the year. Investors were buoyed by easing tariff concerns and lower central bank policy rates, which should continue to support the medium-term global growth outlook. Notably, the U.S. Federal Reserve implemented a cumulative 75 basis-point rate cut in September, October, and December while most ASEAN economies also experienced a more accommodative monetary environment throughout the year. We hold a particularly positive outlook on Malaysia, underpinned by the strong momentum from a better-than-expected macroeconomic performance in 2025, and a favourable policy environment driven by Budget 2026 and the 13th Malaysia Plan.

That said, potential volatility cannot be ruled out, especially from external shocks and region-specific challenges. Geopolitical tensions and domestic political developments such as the aftermath of riots in Indonesian and political uncertainty in Thailand, which has seen its third government in two years and faces the prospect of snap elections in 2026 could weigh on regional stability and investor sentiment.

The increase in Market RWA was mainly due to an increase in interest rate risk exposure for MYR arising from an increase in trading bond positions.

Market RWA
(RM million)



OPPORTUNITIES ARISING FROM THIS RISK

- Strengthen risk governance to meet evolving regulatory standards.
- Enhanced risk mitigation through advanced data analytics and scenario modelling.
- Heightened ability to respond quickly to market volatility with agile risk strategies.
- Improved financial resilience through diversification across markets and asset classes.

OUTCOMES IN 2025

In 2025, the global economy navigated a complex landscape characterised by sluggish growth, moderating yet persistent inflation, and heightened geopolitical risks. While commodity prices broadly declined, precious metals surged amid geopolitical uncertainty and financial market volatility. Businesses adopted conservative investment strategies, emphasising operational resilience, digital transformation, and enhanced risk management frameworks to cope with policy tightening and supply chain disruptions. Financial markets faced intermittent turbulence, reinforcing the need for robust internal controls and adaptive strategies to sustain performance in an unpredictable environment. Nevertheless, in line with the Group's approved business strategies and risk appetite, exposures were effectively managed within the limits set by the Board.

OUTLOOK

We remain cautiously optimistic about the outlook for 2026. The global economy has demonstrated resilience amid trade disruptions, with equity markets trending positively through most of 2025. Moderating inflationary pressures and stable commodity prices are likely to provide central banks with the flexibility to adopt accommodative policies, if when required, in the coming year. A continued easing of tariff and geopolitical tensions would further support risk appetite and market confidence. Conversely, persistent uncertainties could weigh on financial markets, influencing investor sentiment and overall market dynamics.

 Capitals: **FC**

 Strategy: **HP**

 Stakeholders: **RE CU SI FI**

 Material Matters: **GB SF**

IBR INTEREST RATE RISK IN THE BANKING BOOK/ RATE OF RETURN RISK IN THE BANKING BOOK

Risk Impact: Risk Trend: Time horizon: **ST**

DESCRIPTION

The risk of losses in earnings and economic value of equity due to adverse movements in interest or benchmark rates. These risks arise from mismatches in the repricing of assets and liabilities, changes in the slope and shape of the yield curve, basis risk, and optionality.

IMPLICATIONS FOR VALUE CREATION

The financial impact of failing to manage this risk effectively may erode profit margins and reduce the overall financial value of the Group's portfolio, while the reputational impact includes the potential loss of public confidence due to non-compliance with regulatory requirements.

MITIGATION ACTIONS

- Monitored risk exposures against risk limits (Management Action Triggers ("MAT") and our Risk Appetite ("RA") while conducting regular projections to assess impacts from new or revised business strategies.
- Implemented Interest Rate Risk in the Banking Book ("IRRBB") behavioural models in internal risk reporting to improve gap risk.
- Conducted regular stress test to assess impact to net interest income, and adequacy of capital following movements in various interest benchmark rates.

RISK MOVEMENT

The Overnight Policy Rate ("OPR") is expected to remain stable following a 25-basis-points cut in July 2025. However, we remain vigilant to potential impacts from movements in the US Federal Funds Rate and ongoing geopolitical tensions.

In September 2025, BNM issued an IRRBB Exposure Draft and requested industry feedback, together with a Quantitative Impact Study ("QIS") submission by January 2026.

The proposed changes are intended to align local requirements with the Basel IRRBB framework and are expected to affect Pillar 2 risk-weighted assets ("RWA"). At this stage, it is still premature to determine the net impact on the industry, given that implementation is expected to take effect in one year' time post issuance of Policy Document (tentative issuance in 2027).

OPPORTUNITIES ARISING FROM THIS RISK

- Optimise net interest income ("NII") by actively managing risk exposures through continuous monitoring and forward projections.
- Strengthen strategic decisions making with regular projections as market conditions evolve.
- Enhance risk management through implementation of IRRBB behavioural models aligned with Basel and industry standards.
- Assess capital efficiency by leveraging on stress testing result to evaluate resiliency and potential capital optimisation.

OUTCOMES IN 2025

In 2025, IRRBB RWA has been optimised following the implementation of behavioural models. We also assessed the impact of various interest rate shock scenarios on Earnings at Risk and Economic Value of Equity to evaluate potential losses under the Group's prevailing balance sheet structure.

OUTLOOK

We anticipate BNM to maintain the OPR unchanged at 2.75% in 2026, supported by signs of easing US tariffs and resilient domestic demand.

Capitals: **FC** Strategy: **HP** Stakeholders: **RE CU SI FI** Material Matters: **GB SF**

Key Risks and Mitigation

LR
LIQUIDITY RISK

Risk Impact:
Risk Trend:
Time horizon: ST

DESCRIPTION

The risk of being unable to maintain sufficient liquid assets to meet its financial commitments and obligations when they fall due and transact at a reasonable cost. Liquidity risk also arises from the inability to manage unplanned decreases or changes in funding sources.

IMPLICATIONS FOR VALUE CREATION

The financial implication includes excessive funding cost due to funding difficulties, while the reputational impact involves a potential loss of public confidence, non-compliance with regulatory requirements.

MITIGATION ACTIONS

- Monitored risk exposures against predefined risk limits, including Management Action Triggers (“MAT”) and Risk Appetite (“RA”) thresholds, and Liquidity Crisis Triggers (“LCT”).
- Conducted regular stress testing to assess funding capacity under adverse conditions and evaluate available recovery options.
- Performed liquidity crisis simulation exercises to assess the awareness and alertness of responsible units, ensuring preparedness for effective management and escalation of potential liquidity issues.

RISK MOVEMENT

High Quality Liquid Assets (“HQLA”) (RM million)	Average Liquidity Coverage Ratio (“LCR”) (%)	Loan-to-Deposit Ratio (“LDR”) (%)
<div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 80%; height: 15px; background-color: #0070c0; margin-bottom: 2px;"></div> <div style="width: 15%; text-align: right; font-weight: bold;">59,894</div> </div> <div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 80%; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="width: 15%; text-align: right; font-weight: bold;">50,589</div> </div>	<div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 80%; height: 15px; background-color: #0070c0; margin-bottom: 2px;"></div> <div style="width: 15%; text-align: right; font-weight: bold;">136.7</div> </div> <div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 80%; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="width: 15%; text-align: right; font-weight: bold;">137.9</div> </div>	<div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 80%; height: 15px; background-color: #0070c0; margin-bottom: 2px;"></div> <div style="width: 15%; text-align: right; font-weight: bold;">99.2</div> </div> <div style="display: flex; align-items: center; justify-content: center;"> <div style="width: 80%; height: 15px; background-color: #add8e6; margin-bottom: 2px;"></div> <div style="width: 15%; text-align: right; font-weight: bold;">95.3</div> </div>
2025	2025	2025
2024	2024	2024

The Group’s liquidity position remained healthy in 2025, with the Group’s Liquidity Coverage Ratio (“LCR”) and Net Stable Funding Ratio (“NSFR”) managed at target levels above the regulatory minimum of 100%. There have been no incidences of the Group’s inability to meet its funding obligations.

Following Bank Negara Malaysia (“BNM”) OPR cut in July 2025, competition for Current Account and Savings Account (“CASA”) remains high, as customers have showed a preference for shorter-tenor fixed deposits. In response, the Group remained agile in funding strategies, securing longer-term and more stable funding at opportune times to mitigate pressures from higher-cost customer deposits.

OPPORTUNITIES ARISING FROM THIS RISK

- Diversify funding sources to strengthen financial resilience amidst changing market conditions.
- Improve cost efficiency through an optimal mix of funding sources and tenors.
- Optimise liquidity buffers to seize market opportunities while meeting regulations.
- Identify and monitor potential vulnerabilities through stress testing and contingency funding exercises.

OUTCOMES IN 2025

In 2025, we established or renewed issuances of long-term funding, including senior or sub-debt to diversify our funding sources at opportune time. In addition, we implemented periodic tracking of deposit performance, making agile revisions to our deposit strategies in response to market competition.

OUTLOOK

The OPR is expected to remain stable following a 25-basis-points cut in July 2025. However, we remain vigilant to potential impacts from movements in the US Federal Funds Rate and on-going geopolitical developments. Overall, market liquidity in the Malaysian banking system is expected to remain healthy.

Capitals: FC
Strategy: HP

Stakeholders: RE CU SI FI

Material Matters: GB SF

OR OPERATIONAL RISK

Risk Impact: Risk Trend: Time horizon: **ST**

DESCRIPTION

Operational risk refers to the potential of losses arising from inadequate or failed internal processes, human errors, system breakdowns, or external events. It encompasses IT, legal, and Shariah non-compliance risks, while excluding strategic and reputational risks. Such failures may disrupt operations, impair financial performance, and undermine service resilience, brand reputation, and shared values. Effective management of operational risk requires strong governance, timely incident response, and continuous improvement of internal controls to safeguard organisational stability and stakeholder trust.

IMPLICATIONS FOR VALUE CREATION

By proactively managing operational risk, the Group not only safeguard against financial and service disruptions but also creates long-term value. Strengthened governance frameworks, enhanced reporting through the Integrated Risk Intelligence System ("IRIS"), and adoption of digital automation improve efficiency, resilience, and regulatory compliance. These measures support faster decision-making, reduce systemic vulnerabilities, and reinforce stakeholder confidence. Ultimately, operational risk management becomes a driver of sustainable value creation, balancing cost efficiency, environmental responsibility, and trust in the institution's ability to deliver consistent performance.

MITIGATION ACTIONS

- Bolstered our governance of change management, which included implementing more rigorous evaluations and expanding periodic business continuity tests, to alleviate concerns related to operational disruptions.
- Launched a transformation initiative to enhance business continuity by fostering greater service and operational resilience.
- Established a robust escalation framework for emerging fraud tactics, significant operational losses, internal fraud, and reputational risks to ensure timely reporting to leadership, and regulators.

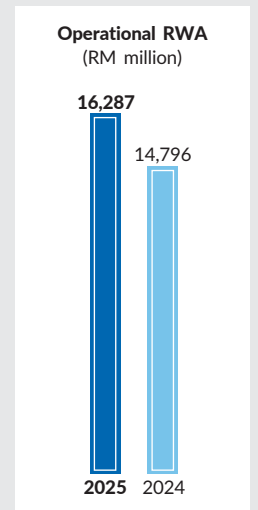
RISK MOVEMENT

In 2025, operational risk management remained a key focus as the Group navigated increasing regulatory scrutiny and evolving business complexities. We continued to strengthen our governance framework with improvement to internal controls, more rapid response to material incidents, improved change management processes, and regular business continuity exercises to reinforce resilience against operational disruptions.

To mitigate emerging risks, we implemented a robust escalation framework for significant operational losses, internal fraud, and reputational risks, ensuring timely reporting to Senior Management, the Board, and regulators. This proactive approach supports faster and more-informed decision-making, while strengthening risk oversight.

We also progressed the implementation of the IRIS which will replace the existing Operational Risk Evolution System ("EVO"), with full implementation of all modules targeted in Q1 2026. IRIS will enhance our reporting capabilities, improve operational efficiency, and reduce risks associated with legacy systems. Additionally, our continued adoption of digital and automation supports cost efficiency while minimising environmental impact.

The Group adopted the Basel III methodology for calculation of regulatory operational risk capital and Risk Weighted Asset ("RWA") since January 2025. The increase in Operational RWA of 10.08% in 2025 was due to change in RWA calculation from Basel 2 to Basel 3 and relevant data item mapping, where all Business Indicator (Interest/Profit Component, Services Component, Financial Component) increased as compared to Basel 2 figure.



OPPORTUNITIES ARISING FROM THIS RISK

- Strengthen operational resilience to ensure seamless service during disruptions.
- Enhance fraud detection using advanced analytics to mitigate risks.
- Drive process efficiency through automation and continuous improvements.
- Improve governance to ensure regulatory compliance.
- Build agility in change management to drive rapid adaptation to business and regulatory shifts.

OUTCOMES IN 2025

Several milestones were achieved over the past year. Key outcomes included successful development and implementation of the Operational Nerve Centre Dashboard, providing management with visibility into key risk indicators. In addition, through the rollout of the IRIS, the digitalisation of risk processes has been improved, data integrity has been strengthened, and reporting capabilities have been enhanced. Risk appetite metrics have also been revisited and refined, to reflect current trends, with adjustments made to external fraud loss thresholds and a new reputational risk metric introduced during 2025. Alongside the continued embedding of digitalisation and strengthening of oversight, we remain well-positioned to respond effectively to emerging risks while supporting sustainable value creation for stakeholders.

Key Risks and Mitigation

OUTLOOK

In 2026, operational risk exposures across the Group are expected to evolve in line with increasing regulatory expectations and growing business complexities. Key priorities include enhancing the timeliness of incident escalation and reporting to ensure quicker resolution and more effective communication with Senior Management, and the Board. We additionally aim to strengthen Third-Party oversight with the introduction of new third-party risk management guidelines and processes. This will improve supervision of external service providers, ensuring critical dependencies are managed effectively.

Engagement with stakeholders across the Bank will also be carried out to reinforce a strong risk awareness culture. This includes targeted awareness programs, training, and communication initiatives to ensure that risk ownership and accountability are embedded at every level of the organisation.

By focusing on these priorities, the Group aims to build a more agile risk management framework. These efforts will not only safeguard against emerging threats but also enhance stakeholder confidence, operational efficiency, and long-term value creation.

Capitals: **FC**Strategy: **BS** **HP**Stakeholders: **RE** **CU** **SI** **FI**Material Matters: **GB** **SF**

SNC SHARIAH NON-COMPLIANCE RISK

Risk Impact: Risk Trend: Time horizon: **ST**

DESCRIPTION

Risk of regulatory sanctions, financial loss or non-financial implications, including reputational damage arising from the failure to comply with the rulings of the Shariah Advisory Council ("SAC") of local regulatory bodies (such as the SAC of the BNM for Malaysia operations), standards on Shariah matters issued by the local regulator or decisions or advice of the Shariah committee/advisor appointed by the respective RHB entities. Such risks could undermine public confidence in the Group's ability to deliver Shariah-compliant financial services, affecting market position and brand value.

IMPLICATIONS FOR VALUE CREATION

Ensuring strict adherence to Shariah principles is fundamental to sustaining the Group's integrity, reputation, and long-term stakeholder trust. A robust framework for effective Shariah risk management is essential to identify, assess, monitor, and control any potential risks of non-compliance with Shariah requirements across all operations, products, and services. By embedding Shariah governance and compliance controls within every level of decision-making and business activity, the Group reinforces its commitment to ethical conduct, transparency, and accountability. This proactive approach not only safeguards the interests of shareholders, customers, and regulators but also enhances the Group's credibility as a trusted Islamic financial institution that operates in full alignment with its core values and religious obligations.

MITIGATION ACTIONS

- Conducted continuous training and awareness programmes on Shariah Non-Compliance risk management to strengthen knowledge and understanding. These sessions cover not only employees of the RHB Islamic Bank Berhad, but also the leveraged workforce supporting Shariah businesses and transactions within RHB Bank Berhad and RHB Investment Banking Group.
- Incorporated Shariah non-compliance risk considerations into the planning and implementation of Group-level transformation initiatives. This includes strengthening our risk culture and enhancing systems and technology to improve Shariah-related incident reporting to Bank Negara Malaysia.
- Developed a Shariah Risk Forward-Looking Scorecard built on our Shariah Risk Profiling methodology, to guide the Shariah Committee in assessing the potential impact of an incident prior to determining its status.

RISK MOVEMENT

Similar to other regulatory frameworks, Shariah-related regulations undergo continual evolution in tandem with market dynamics. To uphold stringent compliance standards, we closely monitor our performance and actively engage in bolstering our Shariah governance and oversight. This proactive approach ensures that any non-compliance findings are promptly addressed, with measures implemented to mitigate recurrence. As RHB's Islamic entities strive to deliver enhanced value for our Islamic customers, we acknowledge that the risk of non-compliance may escalate in tandem with the expansion of this business segment, driven by factors such as increasing product complexity, rapid business growth, heightened regulatory expectations, system and process limitations, and human-error vulnerabilities within operational environments.

OPPORTUNITIES ARISING FROM THIS RISK

- Strengthen leadership in Islamic finance by maintaining strict Shariah compliance.
- Build stakeholder trust through transparent Shariah governance and proactive risk management.
- Drive innovation with Shariah-compliant solutions through digital transformation.
- Improve operational efficiency using technology for better Shariah risk monitoring.
- Enhance workforce competency with continuous Shariah training and awareness programmes.
- Unlock new revenue streams by expanding into markets with growing demand for Islamic finance.

OUTCOMES IN 2025

Despite three actual Shariah non-compliance events being reported, our Shariah non-compliance risk remained stable, supported by our stringent effort to maintain a robust Shariah compliance culture.

OUTLOOK

Managing Shariah Non-Compliance risk remains a key priority, reflecting the Group's commitment to upholding Shariah principles across our Islamic banking activities. The outlook for this risk continues to be shaped by supervisory expectations, business growth and the increasing complexity of Islamic financial products and services. Supported by strong governance structures, we remain focused on minimising compliance lapses and maintaining a robust control environment.

To further strengthen our capabilities, we have invested in a systemisation initiative to enhance Shariah non-compliance risk management processes. This initiative is expected to improve turnaround time for Shariah non-compliance incident evaluations by closing process gaps, reducing manual intervention and strengthening consistency of assessment. It will also enable the development of a centralised database to support regulatory Shariah non-compliance stress testing exercises and other analytics required by the Shariah risk control function.

At Group level, the replacement of the existing operational risk system and platform is also expected to enhance end-to-end management of Shariah compliance risk, through the integration of Shariah non-compliance into the Group's operational risk systems and infrastructure.

Capitals:

Strategy:

Stakeholders:

Material Matters:

TECHNOLOGY AND CYBER RISK

Risk Impact: Risk Trend: Time horizon:

DESCRIPTION

Technology Risk refers to the business risk associated with the use, ownership, operation, involvement, influence and adoption of Information Technology ("IT") within the Group. Cyber risk refers to threats and vulnerabilities arising from the connectivity of internal technology infrastructure to the Internet. As the banking industry increasingly adopts digital channels for service delivery, this risk remains inherent and significant. The Group acknowledges the importance of managing cyber risk and, as part of its governance framework, continuously evaluates and deploys suitable security technologies, strengthens detection and response capabilities, and ensures adequate allocation of skilled resources to safeguard the organisation's technology environment and customer data.

IMPLICATIONS FOR VALUE CREATION

Effective management of technology and cyber risks creates value by ensuring that the IT systems and digital platforms operate securely, reliably and in compliance with regulatory expectations. By proactively identifying and mitigating risks arising from the use, ownership, and integration of technology – both internally and through third-party dependencies – the Group safeguards business continuity, protects customer trust, and strengthens its reputation. Robust cyber resilience enables the Group to confidently pursue digital innovation and operational efficiency while maintaining the integrity and security of its information assets.

MITIGATION ACTIONS

- Conducted due diligence on external third parties, including partners, vendors, and service providers, to ensure ongoing compliance with both internal requirements and external regulations.
- Developed guidelines for emerging technologies, such as Artificial Intelligence ("AI"), bolster governance and provide guardrails for responsible and ethical adoption.
- Progressed implementation of Extended Detection & Response ("XDR") to strengthen threat monitoring and detection capabilities.
- Maintained optimal system health and capacity utilisation through centralised monitoring, enabling early detection and mitigation of potential IT issues.
- Newly established Responsible & Ethical Artificial Intelligence Risk Management ("REAIRM") Guideline has been published to provide guiding principles for responsible AI usage.
- Improved robustness of AI testing by establishing a Test Strategy template and incorporating it into the Group Software Testing Operational Manual.
- Enhanced resilience against data breaches by commencing implementation of an air-gapped backup solution that ensures critical data remains uncompromised and can be securely recovered.

Key Risks and Mitigation

RISK MOVEMENT

While the Group's accelerated deployment of product and services enabled by cloud technology provides growth opportunities, it simultaneously exposes our increasingly digital business model to heightened cyber threats. These include a rise in scam cases involving malicious applications shared via internet links, social media, and third-party platforms.

In conjunction with this, the Group employs a two-pronged approach: enhancing fraud detection through advanced analytics, including via AI and machine learning, and increasing customer awareness via targeted campaigns. These measures ensure proactive threat detection, safeguard IT infrastructure, and maintain compliance with evolving regulations and data privacy standards.

Meanwhile, the rapid integration of AI technologies in recent years has introduced both strategic advantages and emerging risks. While AI has enhanced automation, data analytics and threat detection capabilities, it has also brought new challenges associated with AI model inaccuracies or 'hallucination', data privacy concerns, algorithmic bias and misuse of generative AI for creating deceptive or harmful content. These developments collectively underscore the need for stronger governance, continuous monitoring and enhanced controls to ensure secure and responsible use of digital and AI-driven technologies.

In 2025, risks are primarily focused on growing sophistication of AI-enabled cyberattacks, treating AI as largely as a tool used by the threat actor to enhance traditional threat vectors such as phishing, malware and ransomware. By 2026, the risk landscape has shifted towards deeper systemic challenges associated with AI itself, including data leakage, model misuse, governance failure, and unintended consequences of widespread AI deployment.

OPPORTUNITIES ARISING FROM THIS RISK

- Build customer confidence through secure and reliable digital banking solutions.
- Drive innovation through ethical and responsible adoption of emerging technologies.
- Boost operation resiliency by adopting advanced cybersecurity solutions.
- Strengthen third-party risk management through rigorous due diligence.
- Enhance the Group's resilience, readiness and response to sophisticated cyber threats and data loss breaches.

OUTCOMES IN 2025

The Group has strengthened its position as a trusted and digitally resilient institution supported in part by advancing the ethical and responsible adoption of AI, ensuring transparency, fairness and accountability in all AI-driven initiatives. An AI Working Group has been established to provide governance, address ethical considerations, manage risks, and ensure alignment with the Group's strategic objectives. In addition to AI governance, the Group also reinforced third-party risk management through enhanced oversight, rigorous due diligence and continuous monitoring to safeguard against evolving technology and cyber threats. At the same time, the Group's cyber readiness and response capabilities have been elevated through proactive threat intelligence, advanced detection, and coordinated incident response to protect customer privacy and uphold operational resilience. These efforts have been complemented by initiatives to foster a strong culture of cyber awareness and accountability across the Group through targeted training, periodic phishing simulations, and ongoing internal communications to encourage secure behaviours across the Group. Together, these initiatives reflect the Group's comprehensive approach to strengthening digital trust, resilience, and responsible technology use.

The Group exited 2025 with a fundamentally redefined risk posture. Cyber and technology risk were no longer treated as a low-frequency, high-impact events but as a persistent balance-sheet and franchise risks requiring continuous oversight at Board and Senior Management level in line with regulatory requirement. With the release of the revised RMIT in November 2025, the Group has to assess on not only on innovation and growth, but on the ability to prevent severe disruptions, contain cyber events, and recover within acceptable tolerance levels – cementing technology resilience as a defining pillar of regulatory credibility and long-term institutional sustainability.

OUTLOOK

In an increasingly digital economy, technology and cyber risks are expected to remain prominent and will continue to evolve alongside rapid advancements in digital transformation and the adoption of emerging technologies such as AI. Balancing innovation with customer expectations will be essential, as the Group must ensure technological progress does not outpace the maturity of the risk and controls environments.

As AI adoption accelerates, we will closely monitor AI-specific risks such as model bias, data integrity, ethical use and increased exposure to sophisticated cyber threats. In line with Bank Negara Malaysia ("BNM") increasing focus on AI governance and cybersecurity resilience, the Group will continue to demonstrate stronger accountability and transparency in the use of digital and intelligent technologies.

Amidst these developments, there is a continued emphasis on strengthening cybersecurity to combat fraud and scams, which have grown in scale and complexity. This requires the Group to implement and maintain robust security boundaries that instil trust as we continue to enhance customer experiences and drive operational connectivity. The success of digital transformation will ultimately depend on the Group's ability to foresee and mitigate technology and cyber risks proactively. This demands continuous strengthening of the lines of defence, sustained investment in cybersecurity infrastructure, alongside the necessary upskilling of talent to manage emerging threats, particularly those associated with AI and automation.

Cyber risk has become a multi-dimensional risk that intersects with supply chain, regulatory frameworks and governance. Cyber incidents are increasingly shaped by technology sovereignty concerns and dependencies on global digital infrastructure. Additionally, the focus is also shifted towards ecosystem-level vulnerabilities, particularly third-party, cloud, and supply chain dependencies as opposed to the previous concern associated with rapid digital adoption.

In 2026, the focus is expected to shift from policy adequacy to demonstrable outcomes specifically on how the Group can withstand, absorb and recover from severe but plausible technology and cyber events without compromising financial stability or customer confidence. AI-driven fraud, data governance failure and concentration risk arising from cloud and critical service providers are likely to dominate the risk agenda, placing pressure on Group's operating models, cost structure, and innovation velocity. Against this backdrop, digital resilience becomes a differentiating factor rather than a minimum requirement like embedding technology risk into strategic planning, capital considerations, and ecosystem governance will be better positioned to maintain regulatory credibility and competitive relevance.

Capitals:

Strategy:

Stakeholders:

Material Matters:

REGULATORY NON-COMPLIANCE RISK

Risk Impact: Risk Trend: Time horizon:

DESCRIPTION

Regulatory compliance involves adhering to laws, rules, standard and regulatory expectations designed to meet banking, financial and anti-money laundering regulatory requirements, to ensure the safety, integrity and transparency of a financial institution. Group Compliance remains focused in driving a robust compliance function through continuous innovation to support business objectives and effective compliance management. This is achieved through innovation, supporting business resilience, assurance, embedding compliance culture, building a skilled compliance workforce, and financial crime operational excellence.

IMPLICATIONS FOR VALUE CREATION

The risk of regulatory sanctions arising from non-compliance to laws, rules, standards, and regulatory requirements (including any ruling of the Shariah Advisory Council) relevant to a financial institution's activities in all jurisdictions in which the financial institution or any of its branches or subsidiaries conducts its activities may result in the financial institution suffering financial loss or reputational damage. Failure to adhere to legal, regulatory, or industry standards across jurisdictions could expose the Group to financial penalties, reputational damage, or the revocation of operating licenses. These risks can disrupt operations, erode public trust, and compromise the Group's ability to meet its obligations effectively.

MITIGATION ACTIONS

- Bolstered the compliance ecosystem through various projects including enhancement of process digitisation via regional implementation of the RHB AML/CFT Enhancement Program ("RACE"), enhancement of our AML/CFT Risk Appetite Statement ("RAS"), application of data analytics, artificial intelligence and machine learning, foreign exchange notice ("FEN") system, FATCA/CRS reporting and ongoing compliance risk assessment ("CRA").
- Updated RHB's policies, circulars, and guidelines to align operational and business processes with regulatory standards.
- Utilised data analytics to support data driven monitoring/review activities, while continuously conducting compliance reviews, assessments and monitoring.
- Continuously provided reliable and easily accessible compliance resources to support staff awareness.

Key Risks and Mitigation

RISK MOVEMENT

The regulatory landscape is evolving rapidly with increased requirements for cybersecurity and ESG compliance, driven by digital transformation and a growing emphasis on sustainable financing. As digitisation become embedded across business models and operations, increasing mandates for assessing critical technological systems reflect a growing focus to strengthen digital resilience against escalating cyber threats and operational disruptions.

These developments require robust governance across the three lines of defence to ensure alignment with standards and readiness to adapt in complex compliance environment.

OPPORTUNITIES ARISING FROM THIS RISK

- Strengthen market confidence through a robust compliance framework and digital monitoring.
- Improve operational efficiency by digitalising compliance processes and leveraging real-time monitoring.
- Gain a competitive edge through strong compliance practices in new markets and products.
- Enhance adaptability through regular policy updates and compliance reviews.
- Build customer trust through transparent reporting and adherence to regulatory standards.

OUTCOMES IN 2025

In 2025, Group Compliance strengthened the compliance ecosystem, enhanced business resilience and further optimised the compliance governance structure by integrating data analytics, digital innovation and ESG priorities. The Group remained committed to reinforcing compliance risk management across all lines of defence and fostering a strong compliance culture through ongoing training programmes, workshops and forums. Efforts also continued to strengthen the competency of frontline staff and Business Risk Compliance Officers ("BRCOs").

OUTLOOK

In order to support the Group's long-term goals, Group Compliance is committed to several key priorities, including becoming a leading force in driving innovation in compliance and shaping industry discussions on regulations and policies. We aim to optimise the compliance governance structure to better support the Group's strategic aspirations while strengthening stakeholder confidence in Group Compliance. We will also establish a holistic and forward-looking approach to reviewing regulatory compliance risks, undertake efforts to embed a robust culture of compliance throughout the organisation, and focus on attracting and developing future-ready compliance talents. These key priorities collectively aim to holistically expand coverage and oversight amidst an increasingly efficient financial crime ecosystem.

Capitals: **IC** **HC** **MC**

Strategy: **RP**

Stakeholders: **RE** **CU**

Material Matters: **GB** **SF**

RR REPUTATIONAL RISK

Risk Impact: Risk Trend: Time horizon: **ST**

DESCRIPTION

Reputational risk is defined as the risk that negative publicity regarding the conduct of the Group or any of the entities within the Group, and its business practices or associations, whether true or not, will adversely affect its revenues, operations or customer base, or require costly litigation or other defensive measures. It also undermines public confidence in the Group, affecting the share price.

IMPLICATIONS FOR VALUE CREATION

This risk can affect revenue, operations, customer trust, and market confidence, potentially leading to financial loss, share price decline, or costly mitigation efforts. Robust governance and proactive stakeholder engagement are essential to safeguard the Group's reputation and maintain public confidence.

MITIGATION ACTIONS

- Prioritised robust corporate governance and fostered a culture of integrity throughout the Group.
- Sustained an exceptionally low-risk tolerance, with zero tolerance for events detrimental to the Group's reputation.
- Implemented effective risk management strategies, including the cultivation of "reputation capital" and the nurturing of goodwill among crucial stakeholders.
- Established rigorous mechanisms to promptly detect and address any significant breaches in regulatory compliance or matters posing reputational risks.
- Leveraged existing process to monitor and swiftly respond to potential events that may impact our reputation should they escalate.

RISK MOVEMENT

The likelihood and impact of reputational risk are influenced by a range of underlying risk drivers, and may therefore fluctuate as conditions change. To address this, the Group maintains a Reputational Risk Management Policy, encompassing essential components such as a code of conduct, governance practices, risk management strategies, policies, procedures, and training guidelines. Recognising the material impact reputational risk can have on value creation, the Policy places strong emphasis on robust corporate governance and on sustaining a culture of integrity and trust across the Group.

OPPORTUNITIES ARISING FROM THIS RISK

- Strengthen brand reputation by promoting integrity and robust corporate governance.
- Cultivate stakeholder confidence through effective risk management frameworks, clear communication and prompt issue resolution.
- Bolster crisis preparedness and resilience by developing proactive risk mitigation strategies to safeguard and recover reputation.
- Fortify regulatory relationships by maintaining rigorous compliance standard and demonstrating robust risk governance.

OUTCOMES IN 2025

During the year, the Group experienced several system disruption incidents that resulted in service outages and customer complaints. In response, business units and support functions collaborated closely to improve incident response times and enhance the customer experience. These efforts led to marked improvements in system reliability in the second half of 2025.

OUTLOOK

As we continue to monitor and mitigate a broad range of risks, we remain focused on communicating our proactive risk management efforts in a clear and timely manner to maintain stakeholder confidence and safeguard against reputational risks. Our past efforts have enabled us to establish RHB's reputation as a trusted community banking partner. To reinforce this positive standing, we will continue to remain vigilant in preventing and addressing potential reputational risks as they evolve across the business landscape.

Capitals: **FC SRC** Strategy: **BS RP** Stakeholders: **RE CU SI AN ME** Material Matters: **GB SF FC**

CPR CORRUPTION RISK

Risk Impact: Risk Trend: Time horizon: **MT**

DESCRIPTION

The risk faced by the Group in the event RHB's directors, officers, employees, agents or other business partners are implicated in an act of bribery or corruption, whether directly or indirectly, with or without knowledge and consent/permission, to secure, retain or influence an improper business decision or advantage. These abhorrent acts are prohibited by the Group, as they violate the law and the code of ethics and its policy and procedures.

IMPLICATIONS FOR VALUE CREATION

Such acts could damage public trust, harm business relationships, and result in regulatory fines, legal penalties, and reputational harm. Strong governance and ethical business practices are essential to mitigating this risk and maintaining stakeholder confidence.

MITIGATION ACTIONS

- The Group is aligning its anti-bribery and corruption program to be in line with the Ministerial Guidelines on Adequate Procedures guided by the T.R.U.S.T. Principles.
- Continued to review and monitor key initiatives and targets of the Group's Organisational Anti-Corruption Plan ("OACP") 2022-2026, which serves as a blueprint to address any weakness and material gaps identified within the Group's existing internal controls.
- Continued to incorporate anti-bribery and corruption clauses into new agreements and contracts.
- Performed corruption risk assessments through the semi-annual Material Risk Assessment ("MRA") and annual Risk & Control Self-Assessment ("RCSA") exercises to identify and manage high-risk areas and ensure control adequacy.

RISK MOVEMENT

Malaysia's Corruption Perceptions Index ("CPI") score of 50 in both 2023 and 2024 suggests that corruption remains a continuing concern, particularly in areas such as business operations and procurement. As a financial institution, we recognise the risk that our products and services could be misused by criminals or unsuitable customers seeking to gain improper access to banking facilities. This may include attempts to influence officers through bribery to circumvent internal controls, obtain preferential treatment or secure facilities illicitly and subsequently misuse the financial system to launder proceeds from unlawful activities.

Key Risks and Mitigation

OPPORTUNITIES ARISING FROM THIS RISK

- Enhance market trust and reputation through strong anti-corruption measures, reinforcing public confidence and brand value.
- Strengthen business partnerships by fostering transparent relationships with clients, investors, and regulators, supporting long-term growth.
- Improve operational efficiency by identifying and addressing vulnerabilities through regular risk assessments and enhancing internal controls.
- Enrich our competitive advantage as a responsible financial services partner by maintaining a zero-tolerance stance on corruption and leveraging our strong reputation to enable growth in new emerging markets.
- Reduce legal and financial risks through proactive monitoring and strict compliance with anti-bribery laws, protecting the Group from penalties and losses.

OUTCOMES IN 2025

The Group continues to regard Corporate Liability risk as a material risk and maintains zero tolerance for any corrupt practices, including bribery, kickbacks or facilitation payments. During the year, the Material Risk Assessment was periodically reviewed and challenged to identify and address emerging risks. Our focus remained firmly on prevention, detection and responds towards bribery and corrupt practices, supported by strong governance, robust due diligence processes, ongoing anti-bribery and corruption awareness and training, as well as continuous communication and promotion of the Group's dedicated whistleblowing channel to reinforce an ethical workplace culture.

OUTLOOK

We remain committed to upholding a corruption-free environment across our business operations. Our tone from the top continues to be strong and is reinforced through the Group's OACP 2022–2026. Looking ahead, we will continue to dedicate sufficient resources to ensure our business practices remain compliant with applicable, anti-bribery and corruption related policies, guidelines, laws, and regulations. We will also strengthen the application of the P.R.I.D.E Values and T.R.U.S.T Principles across the Group, embedding integrity and transparency as priorities in our daily conduct and decision-making.

Capitals: **FC** **SRC**

Strategy: **RP**

Stakeholders: **RE** **CU** **SI** **AN** **ME**

Material Matters: **GB** **SF** **EHS**

SR SUSTAINABILITY RISK

Risk Impact: Risk Trend: Time horizon: **MT**

DESCRIPTION

Sustainability Risk is defined as Environmental, Social and Governance (“ESG”) risks arising from own operations as well as through customers, clients or investees operations. If left unmanaged, these risks may pose a negative impact to the Group's business and operations as well as reputational image.

IMPLICATIONS FOR VALUE CREATION

Robust management of sustainability risks through strong ESG frameworks ensures resilience, compliance, and sustained stakeholder trust. Additionally, it enables RHB to provide comprehensive sustainable financial services. to our customers, to support their low-carbon transition.

MITIGATION ACTIONS

- Established a robust sustainability governance structure, and a Sustainability Strategy and Roadmap, alongside clear internal policies and guidelines, and comprehensive ESG risk management processes that integrate climate-related risk considerations, to improve organisational resilience and ensure sound management of sustainability risks.
- Established a dedicated Group Sustainability pillar reporting to the Group Managing Director to reinforce the Group's commitment to sustainability, and enhanced sustainability governance by appointing a Head of Group Sustainability Strategic Management and Governance and a Head of Sustainable Finance.
- Embedded BNM's Climate Risk Management and Scenario Analysis (“CRMSA”) Policy requirements, as well as BNM Climate Change Principle and Taxonomy (“CCPT”) considerations into our ESG risk management processes.
- Developed our Net Zero by 2050 Commitment and Strategy, the Group's stance on no new coal and NDPE Policy, Prohibited Credits, sector playbooks for 5 high-impact sectors, simplified financed emissions calculator, and Sustainable and Transition Finance Framework and Guidelines. These collectively steer the Bank's portfolio towards decarbonisation, whilst bolstering our management of sustainability and climate-related risks.
- Implemented climate risk appetite metrics since 2023, which are monitored and reported on a monthly basis to the Group Capital & Risk Committee, Board Risk Committee, and Board of Directors, as part of the Group Risk Report.
- Instituted robust oversight and control mechanisms through the climate risk dashboard since 2023 to ensure systematic monitoring of climate-related risks, enabling effective tracking and management across underwriting, investment, and operational activities.
- Progressed the Group's journey towards National Sustainability Reporting Framework (“NSRF”) compliance and adoption of IFRS S1 and S2 standards, ensuring our sustainability disclosures remain robust and transparent.

RISK MOVEMENT

While the trend remains unchanged, the Group continues to treat sustainability risks as a high priority, given that these risks are continuously and quickly evolving. This includes new developments in areas such as climate change and decarbonisation, sustainable and transition finance, labour and human rights, natural catastrophes, sustainable supply chains, and changes in regulations.

Movements in sustainability risks will continue to be driven by rising stakeholder expectations and regulatory requirements for financial institutions to integrate sustainability considerations into their business activities and operations, which can create potential implications from a reputational, legal, and compliance standpoint. Environmental drivers, such as climate change and ecosystem degradation, pose increasing challenges to the physical environment for businesses to operate in, further exacerbating risks. For these reasons, the Group continues to strengthen our sustainability governance, frameworks, policies, and guidelines to ensure robust and comprehensive management of sustainability-related risks.

OPPORTUNITIES ARISING FROM THIS RISK

- Drive business growth by supporting clients' low carbon and sustainable transition leveraging opportunities from the National Energy Transition Roadmap ("NETR") and other national sustainability-related projects and initiatives.
- Strengthen reputation and ensure compliance through clear Environmental, Social and Governance ("ESG") related framework, policies, and commitments.
- Enhance risk management by integrating climate-related risks and impacts across the Group.
- Bolster internal capabilities and expertise through targeted sustainability training programmes and initiatives aimed at improving our practices and driving cost savings.

OUTCOMES IN 2025

In 2025, the Group achieved several notable outcomes. The mobilisation of Sustainable Financial Services surpassed the FY2025 annual target of RM15.6 billion, reflecting strong momentum in advancing sustainable financing. The launch of the Sustainable and Transition Finance Framework ("STFF") further strengthened sustainable finance mobilisation while enhancing our management of sustainability-related risks. The Group also continued to progress along our decarbonisation pathway, reinforcing our commitment to achieving Net Zero by 2050.

OUTLOOK

In light of the urgency to achieve the sustainable development goals and align with the Paris Agreement's recommendations, managing sustainability and climate-related risks remains a key priority for the Group. We continue to advance Sustainability and climate-risk management in alignment with, PROGRESS27, our new three-year corporate strategy which embeds sustainability as a core strategic priority. Our efforts are guided by the Group Sustainability Strategy and Roadmap, underpinned by four pillars, Sustainable and Responsible Finance, Committed to Achieving Net Zero by 2050, Embedding Good Practices, and Enriching and Empowering Communities. This framework integrates sustainable practices across our business activities, operations, and decision-making processes, and plays a critical role in supporting long-term value for the Group and our key stakeholders.

[For detailed insights into our Group-wide sustainability endeavours, please refer to our 2025 Sustainability Report.](#)

Capitals: **FC** **HC** **MC** **SRC** **NC** Strategy: **RP** Stakeholders: **BP** **CU** **EM** **SI** **RE** **CO** **SS** **FI** **BP** **RA** **AN** **ME**

Material Matters: **GB** **DC** **SF** **FI** **DI** **CX** **FC** **SC** **T** **EHS** **DO** **CE** **CC** **ES**

Our Strategy

PROGRESS27: Charting Our Next Chapter of Growth

Purpose Statement
"MAKING PROGRESS HAPPEN FOR EVERYONE"

PROGRESS27 TARGETS

≥12% Return-On-Equity
by 2027

≤44.8% Cost-to-Income Ratio
by 2027

≤1.3% Gross Impaired Loans
by 2027

STRATEGIC OBJECTIVES

Best In Service

Delivering faster, more convenient, and delightful customer experiences through service excellence, enhanced digital journeys, and strengthened data, analytics, and innovation capabilities.

High Profitability

Improving the Group's profitability through focused revenue expansion, targeted operational enhancements and cost optimisation efforts powered by digital and analytics capabilities.

Responsible & Purposeful

Advancing sustainability leadership across all aspects of banking while adopting a purposeful, segment-led approach that transforms how we respond to customer needs.

TRANSFORMATION PROGRAMMES

Promote Domestic
CASA Growth

Remodel Corporate
Client Relationship

Retail Wealth
Management Focus

Expand International
Business Synergies

Optimise Costs
& Productivity

Sustainability through
ESG Strategies

Grow Domestic
Loans Portfolio

Scale Digital &
Technology

PROGRESS27 marks the start of RHB's next strategic chapter – a three-year plan launched in 2025 to accelerate our growth trajectory and build on the strong foundation set during Together We Progress 2024 ("TWP24"). This new strategy sharpens our focus on what matters most: delivering service excellence, driving sustainable and profitable growth, and creating long-term value for all stakeholders.

At its core, PROGRESS27 sets clear ambitions for 2027: achieving a return on equity ("ROE") of 12%, bringing our cost-to-income ratio below 44.8%, and maintaining a gross impaired loan ("GIL") ratio of under 1.3%. These targets reflect our commitment to disciplined operational performance and financial resilience.

Equally important, PROGRESS27 defines the kind of bank we aspire to be. Anchored on three strategic objectives – *Best in Service*, *High Profitability*, and *Responsible & Purposeful* – PROGRESS27 provides a deliberate framework to elevate customer experience, enhance returns, and strengthen our role as a responsible financial institution.

To deliver these objectives, eight transformation programmes have been introduced, each designed to advance specific business and operational levers. Together, these priorities position RHB for long-term resilience and ensure we continue to create lasting value for our customers, employees, and the communities we serve.

THE CORE THRUSTS OF OUR STRATEGIC OBJECTIVES

Best in Service

RHB's ambition to be Best in Service reflects our belief that our long-term right-to-win lies in delivering the most trusted, seamless, and intuitive banking experience in Malaysia.

- **Leading Service Excellence** – Strengthening service quality and speed across all touchpoints to ensure consistent, reliable, and high-quality experiences
- **Market-Leading Digital Journeys** – Empowering teams to create the most fulfilling digital experiences in Malaysia for daily banking, wealth, and protection
- **Stronger Data and Analytics** – Advancing our analytics, data, and innovation capabilities to design more relevant, intuitive, and personalised journeys

Together, these efforts cement our position as a bank known for excellence, convenience, and customer delight.

High Profitability

Our *High Profitability* objective focuses on driving strategic growth in targeted segments while strengthening the quality and resilience of our earnings.

- **Above-Market Growth** – Targeting domestic loans growth of more than 6% annually, with stronger expansion in higher-yield segments such as mid-sized Malaysian companies

- **Improved Funding Mix** – Growing domestic CASA by over 10% per year through targeted propositions, supporting the goal of achieving a CASA ratio above 30% by 2027
- **Enhanced Fee Income** – Reshaping the structure and incentives of our Corporate Client Coverage teams and strengthening the tools and capabilities of our retail wealth and protection personnel to uplift fee income
- **Disciplined Cost Management** – Optimising costs and executing cost take-out initiatives to keep cost growth low
- **Digital-Enabled Efficiency** – Leveraging digital and analytics capabilities to lower customer acquisition cost and cost-to-serve

This integrated approach recalibrates our profit centres and enhances cost efficiency to support stronger, long-term financial performance.

Responsible & Purposeful

Being *Responsible & Purposeful* lies at the core of how we intend to operate and grow – with integrity, impact, and a deep understanding of customer needs.

- **Leading Sustainability Practices** – Strengthening our approach to sustainable financing, environmental protection, social outreach, and governance
- **Needs-Led Engagement** – Shifting culturally from “product sellers” to “segment banking needs solvers” who deliver solutions guided by real customer needs
- **Evolving Performance Measures** – Aligning rewards with value creation through increased share-of-wallet, total relationship value, and improved segment-specific metrics

Our focus on responsibility and purpose strengthens trust, deepens customer relevance, and ensures our growth benefits the communities and segments we serve.

STRATEGIC PERFORMANCE REVIEW

We support and track our performance under PROGRESS27 through eight targeted transformation programmes that collectively drive the strategic outcomes we aim to deliver. These programmes are designed to translate our three strategic objectives into action, each featuring key initiatives to drive specific business and operational levers across the Group, alongside defined key performance indicators (“KPIs”) that enable monitoring of results and progress.

PROGRAMME 1 PROMOTE DOMESTIC CASA GROWTH

Key Priorities

Create new and differentiated propositions to grow our domestic CASA balances, thereby containing overall deposits costs.

Resource Allocation

- Deploy **Financial Capital** to invest in digital enhancements, analytics capabilities, and targeted propositions that strengthen CASA acquisition and retention.
- Leverage **Manufactured, Intellectual, and Social & Relationship Capital** to improve platform convenience, deepen customer engagement, and build stronger merchant ecosystems that support this programme.

Focus Areas and Key Initiatives (2025–2027)

Retail Customers

- Increase retail CASA through digital and analytics-driven initiatives that enhance convenience and stickiness across RHB’s internet and mobile banking channels.
- Develop new, unique banking propositions tailored to priority retail segments such as families, university students, and travellers.

Non-Retail Customers

- Drive higher merchant acquisition via improved “one-stop-shop” solutions that integrate financing, payments, and operational support.
- Collaborate with large DuitNow QR point-of-sale (“POS”) merchant acquisition partners to expand onboarding.
- Deepen merchant relationships by offering solutions that capture the entirety of their transactional, operational, and business needs.

2025 KPIs & Achievement

- Group CASA Growth of 11.6%
- Domestic CASA Growth of 9.2%
- CASA Ratio of 30.4% (increased from 27.6% in 2024)

Capitals: **FC MC IC SRC**

Risks: **LR IBR OR RR**

Material Matters: **DC FI DI CX**

Stakeholder Groups: **CU BP**

Our Strategy

PROGRAMME 2

RETAIL WEALTH MANAGEMENT FOCUS

Key Priorities

Enhance our wealth product propositions and deliver them to customers through strengthened and more effective distribution channels.

Resource Allocation

- Deploy **Financial, Intellectual and Human Capital** to uplift advisory tools, sales capabilities, and reward structures across wealth segments.
- Leverage **Manufactured and Social & Relationship Capital** to enhance digital wealth platforms and deepen partnerships that broaden our investment and protection offerings.

Focus Areas and Key Initiatives (2025–2027)

Distribution Channels

- Transform sales team culture and reward structures to emphasise long-term Asset Under Management (“AUM”) persistency in addition to commissions.
- Roll out enhanced wealth advisor tools to strengthen engagement quality and improve sales effectiveness.
- Strengthen self-service capabilities by enhancing digital service platforms such as MyInvest and RHB Mobile Banking.

Product Proposition

- Drive an uptick in fund performance by curating a portfolio of attractive, well-performing funds that maximise customer returns.
- Improve wealth and protection offerings through closer collaboration with partners.
- Enhance the Islamic Wealth Management (“IWM”) proposition by introducing a wider range of shariah-compliant investment options.

2025 KPIs & Achievement

- RHB Asset Management AUM Growth of 5.3%
- RHB Bank Retail Investment Sales Growth of 24.7%

Capitals: **MC** **HC** **IC**

Risks: **MR** **OR** **RR** **RNC**

Material Matters: **DI** **CX** **T**

Stakeholder Groups: **CU** **EM**

PROGRAMME 3

OPTIMISE COSTS & PRODUCTIVITY

Key Priorities

Effect changes to drive efficiency across our human capital, technology and systems, and operational processes.

Resource Allocation

- Deploy **Human and Intellectual Capital** to strengthen organisational structures, build internal capabilities, and uplift process efficiency.
- Utilise **Manufactured Capital** to optimise systems, technology infrastructure, and branch operations for stronger productivity.

Focus Areas and Key Initiatives (2025–2027)

Resource Efficiency

- Redesign the organisational structure and optimise resources to streamline layers, improve spans of control, and enhance performance management.

Systems Efficiency

- Streamline IT systems to remove redundancies and duplications.
- Build in-house capabilities to improve efficiency and strengthen resiliency.
- Enhance procurement strategy to ensure all acquired systems serve RHB's best interest.

Operational Efficiency

- Optimise the branch network by ensuring branches are “fit-for-purpose” within their operating locations.
- Leverage automation and AI to reengineer processes end-to-end across multiple operations (e.g., lending, onboarding, recoveries).

2025 KPIs & Achievement

- Group Cost to Income Ratio (“CIR”) of 47.3%
- Baseline overhead reduction of RM158 million
- Improvement in employee productivity (profit before tax (“PBT”) per employee) of 12.1%

Capitals: **MC** **HC** **IC**

Risks: **OR** **RR** **TCR**

Material Matters: **DC** **FI** **DI** **CX** **SC** **T** **ES**

Stakeholder Groups: **EM** **SS**

PROGRAMME 4 GROW DOMESTIC LOANS PORTFOLIO

Key Priorities

Differentiate our products, revamp our service model, and streamline processes to enable rapid, high quality-loans growth.

Resource Allocation

- Deploy **Human and Intellectual Capital** to strengthen service model capabilities, enhance risk management, provide customised customer-centric products, and bolster underwriting expertise.
- Utilise **Manufactured Capital** to improve digital lending platforms, streamline end-to-end application processes, and support the adoption of AI-driven tools.

Focus Areas and Key Initiatives (2025–2027)

Service Model Enhancements

- Revamp our service model through enhanced inter-business collaboration to enable greater cross-selling.
- Leverage digitalisation to streamline and simplify loan applications for retail customers through online channels.
- Introduce differentiated product specifications tailored to customer needs (e.g., expedited processing, differentiated pricing).

Asset Quality and Risk Management

- Revamp underwriting processes to assess customer credit holistically, considering financial health and past transactional behaviour.
- Strengthen risk management and recovery through the use of AI as a support tool across the lending cycle.
- Incentivise teams to deliver strong customer service while remaining selective to ensure new loans are of high quality.

2025 KPIs & Achievement

- Overall Domestic Loans Growth of 6.2%
- Domestic Retail Loans Growth of 6.9%
- Domestic Non-Retail Loans Growth of 5.1%
- Domestic Gross Impaired Loans ("GIL") Ratio of 1.20%

Capitals: **MC** **HC** **IC**

Risks: **CR** **IBR** **LR** **OR**

Material Matters: **DI** **FC** **CX** **T**

Stakeholder Groups: **CU** **EM**

PROGRAMME 5 REMODEL CORPORATE CLIENT RELATIONSHIPS

Key Priorities

Adopt a new product-agnostic approach to ensure clients are serviced by the full-extent of RHB as a universal bank.

Resource Allocation

- Deploy **Human and Intellectual Capital** to strengthen relationship management capabilities, enhance advisory skills, and embed product-agnostic coverage models.
- Leverage **Social & Relationship Capital** to support coverage expansion into new overseas markets.
- Leverage **Manufactured Capital** to enhance data platforms, analytics tools, and integrated systems that support holistic client management.

Focus Areas and Key Initiatives (2025–2027)

Client Relationship Model

- Strengthen the Client Coverage Team structure by expanding into new international markets to support clients' overseas banking needs.
- Establish clear transition processes and criteria for high-potential SMEs shifting to Group Wholesale Banking ("GWB") coverage to ensure seamless relationship management as they grow in size and complexity.
- Promote a product-agnostic approach to enhance cross-selling and ensure all customer needs are holistically fulfilled.

Technology and Tools

- Leverage advanced data capabilities to build a 360-degree view of clients, integrating insights and analytics to improve deal origination, ideation tracking, and ongoing client management.
- Integrate enhanced lead management tools powered by modern data capabilities to equip relationship managers with stronger insights for advisory services.

2025 KPIs & Achievement

- Large Cap Client Non-Interest Income ("NOII") Growth of 6.3%
- Mid and Small Cap Client NOII Growth of 2.8%

Capitals: **MC** **HC** **IC**

Risks: **CR** **MR** **OR** **RR**

Material Matters: **DI** **CX** **T**

Stakeholder Groups: **CU** **EM**

Our Strategy

PROGRAMME 6

EXPAND INTERNATIONAL BUSINESS SYNERGIES

Key Priorities

Step-up cross-border propositions to capture growth opportunities in Singapore and the Indochina region.

Resource Allocation

- Deploy **Manufactured and Intellectual Capital** to strengthen cross-border infrastructure, enhance product capabilities, and support integrated regional propositions.
- Leverage **Social & Relationship Capital** to deepen partnerships, expand regional client networks, and amplify collaboration between Malaysia, Singapore, and Indochina markets.

Focus Areas and Key Initiatives (2025–2027)

Singapore

- Treat Malaysia and Singapore as a single market and connected ecosystem to promote cross-border activities and enhance client offerings (e.g., wealth management, cross-border transactions).
- Capture synergistic non-retail business opportunities through a cross-border Corporate & Investment Banking hub-and-spoke model.

Indochina

- Drive a regional treasury business to maximise returns from treasury services provided across Cambodia, Thailand, and Laos through the RHB Mekong Region Treasury, while minimising back-end costs.
- Target known corporate clients to grow the balance sheet with high-quality loans.
- Tighten asset quality standards and reinforce prudent asset quality and cost management in response to volatile market conditions in the region.

2025 KPIs & Achievement

- Singapore Loans Growth of 4.3%
- International Businesses PBT Contribution to the Group of 5.9%

Capitals: **MC** **HC** **IC**

Risks: **CR** **MR** **LR** **OR** **RR**

Material Matters: **CX** **T**

Stakeholder Groups: **CU** **EM**

PROGRAMME 7

SUSTAINABILITY THROUGH ESG STRATEGIES

Key Priorities

Integrate ESG in our business strategies as we accelerate a responsible transition towards a low-carbon economy.

Resource Allocation

- Deploy **Intellectual and Human Capital** to strengthen ESG integration, enhance sustainability capabilities, and effectively manage sustainability risks.
- Utilise **Financial and Manufactured Capital** to scale sustainable financing solutions, support decarbonisation initiatives, and strengthen systems for impact tracking and reporting.
- Leverage **Social & Relationship Capital** to deepen partnerships with regulators, industry players, and communities to advance financial inclusion and climate action.
- Manage **Natural Capital** responsibly to drive progress towards Net Zero by 2050.

Focus Areas and Key Initiatives (2025–2027)

Sustainable & Responsible Finance

- Integrate ESG considerations into business strategies to drive sustainable finance across three key areas i.e. SME opportunities arising from the National Energy Transition Roadmap (“NETR”), asset management, and insurance.
- Continue expanding sustainable financing opportunities across corporate and retail customer segments.

Achieving Net Zero by 2050

- Accelerate a just and responsible transition towards a low-carbon economy, guided by the Group’s Net Zero by 2050 strategy.
- Leverage NETR opportunities to support decarbonisation in five priority sectors: Energy Supply, Palm Oil, Oil & Gas, Property & Construction, and Transportation.

Empowering Communities

- Create long-term positive social impact by expanding financial inclusion programmes, strengthening the measurement and tracking of social outcomes, and increasing strategic community-driven partnerships.

2025 KPIs & Achievement

- Sustainable Financial Services Amount of approximately RM60 billion
- Estimated Financed Emissions Reduction of 0.33 tCO₂e mn in 2025
- Over 1.5 million Individuals and Businesses Empowered

Capitals: **FC** **IC** **HC** **MC** **SRC** **NC**

Risks: **SR** **RNC** **CR** **RR**

Material Matters: **SF** **FI** **CE** **CC**

Stakeholder Groups: **CU** **BP** **CO**

PROGRAMME 8 SCALE DIGITAL & TECHNOLOGY

Key Priorities

Uptick digital and analytics capabilities to enhance the customer experience and lower internal costs for acquiring and serving customers.

Resource Allocation

- Deploy **Manufactured and Intellectual Capital** to enhance customer platforms, strengthen system integration, and scale digital capabilities.
- Utilise **Human Capital** to build digital talent, uplift customer experience teams, and drive customer adoption of new digital services and processes.

Focus Areas and Key Initiatives (2025–2027)

Customer Experience

- Position RHB as Malaysia’s preferred online and mobile banking platform through the launch of a refreshed RHB Mobile Banking app with enhanced capabilities.
- Roll out seamless, end-to-end journeys for existing customers to apply for additional products.
- Enable single sign-on (“SSO”) and automatic data completion across RHB platforms to maximise convenience.

Customer Satisfaction

- Position RHB as a digital banking leader by enhancing the Internet Banking (“IBK”) and Mobile Banking (“MBK”) platforms with improved user experience, faster performance, and personalised features to bolster engagement.
- Increase digital transaction activity by activating non-transacting digital customers through targeted in-app campaigns, educational prompts, and reward-based engagement initiatives.

2025 KPIs & Achievement

- Net Promoter Score (“NPS”) ranking of #2 among banks in Malaysia
- Internet Banking (“IBK”) CSAT score of 85%
- Mobile Banking (“MBK”) CSAT score of 75%

Capitals: **MC** **HC** **IC**

Risks: **TCR** **OR** **RNC** **RR**

Material Matters: **DC** **DI** **CX**

Stakeholder Groups: **CU** **EM**

Key Performance Indicators

In addition to the three headline KPIs of our PROGRESS27 blueprint, we have established a broader set of performance metrics to track progress across each of our strategic objectives. These indicators provide a structured view of how our initiatives are performing and whether they are translating into the outcomes we intend to achieve, enabling us to identify areas requiring intervention or additional resources.

PROGRESS27 Headline KPIs

	2022 Achievements	2023 Achievements	2024 Achievements	2025 Achievements	2025 Targets
Return on Equity ("ROE") (%)	9.6	9.5	10.0	10.5	10.4 - 10.8
Cost to Income Ratio ("CIR") (%)	44.2	47.5	46.7	47.3	45.5 - 46.0
Gross Impaired Loans ("GIL") (%)	1.55	1.74	1.47	1.41	1.40 - 1.50

Strategic Objective 1: Best in Service

	2022 Achievements	2023 Achievements	2024 Achievements	2025 Achievements	2025 Targets
Net Promoter Score ("NPS") Rank (#)	#3	#2	#2	#2	Top-3
Customer Satisfaction ("CSAT") Score for Mobile Banking App (%)	78	81	81	75	>81

Strategic Objective 2: High Profitability

	2022 Achievements	2023 Achievements	2024 Achievements	2025 Achievements	2025 Targets
CASA Ratio (%)	29.2	27.9	27.6	30.4	28.0 - 29.0
Loans Growth (%)	6.9	4.8	6.9	5.4	5.0 - 6.0
Net Interest Margin ("NIM") with liability management (%)	2.25	1.93	1.96	1.88	1.88 - 1.91
Credit Charge Ratio (bps)	15	16	22	13	15 - 20

Strategic Objective 3: Responsible & Purposeful

	2022 Achievements	2023 Achievements	2024 Achievements	2025 Achievements	2025 Targets
Cumulative Sustainable Financial Services (RM billion)	13.5	25.3	42.0	~60.0	55.6
Individuals & Businesses Empowered (#)	408,869	925,554	1,219,514	1,545,927	1,364,000



Group Chief Financial Officer's Review

MOHAMED RASTAM
SHAHROM

Preserving Steady Growth and Robust Fundamentals

In 2025, RHB Banking Group continued to raise the bar on our financial performance, delivering another new high in profitability. Customer-led innovation and disciplined execution of PROGRESS27 strengthened operational efficiency, risk management, cost optimisation and value creation across the Group.

PERFORMANCE SUMMARY

Amidst a complex and evolving operating landscape, the Group delivered a strong set of results in FY2025. Net profit rose 7.8% year-on-year ("YoY") to RM3.4 billion, marking another record high for the Group. Total income increased 2.0% to RM8.8 billion, supported by continued expansion in net fund-based income. This was partly offset by softer non-fund based income, reflecting lower net gains from foreign exchange and derivatives, reduced brokerage activity, lower gain on disposal of subsidiaries, and the absence of a significant one-off mark-to-market unrealised gain from a private equity fund recorded in the prior year.

Group Chief Financial Officer's Review

KEY FINANCIAL HIGHLIGHTS

Profit Before Tax
RM4.4 billion

↑ **8.9%**

Credit Cost
13 bps

↓ **9 bps**

Gross Loans
RM251 billion

↑ **5.4%**

GIL Ratio
1.41%

↓ **6 bps**

Customer Deposits
RM253 billion

↑ **1.2%**

CASA
RM77 billion

↑ **11.6%**

The year's performance reflects disciplined capital allocation, sustained cost optimisation efforts, prudent credit cost management, and continued improvement in asset quality. Together, these factors reinforce the resilience of our earnings profile and the strength of our risk governance framework.

Our balance sheet remains firmly positioned for growth. Total assets increased 2.3% to RM358 billion, while gross loans expanded 5.4% to RM251 billion, led by strong growth in the Group Community Banking (6.9%), Group Corporate and Business Banking (4.8%), and Singapore (4.3%). Notably, domestic loans grew by 6.2%, outperforming the industry average of 4.8%, while Islamic financing continued to gain traction, contributing 46.4% of total domestic financing, up from 44.6% in the prior year.

Customer deposits grew 1.2% to RM253 billion, with an 11.6% increase in our Current Account and Savings Account ("CASA") balances lifting the CASA ratio from 27.6% in the prior year to 30.4% and enhancing our liquidity resilience and funding stability. Our common equity tier 1 ("CET1") ratio of 15.2% and Total Capital Ratio of 17.6% remain comfortably above regulatory requirements, providing strong capital buffers to navigate external uncertainties while supporting future growth priorities.

ASSET QUALITY & RISK MANAGEMENT

The Group continued to strengthen its asset quality in FY2025, with the gross impaired loans ("GIL") ratio improving by six basis points to 1.41% from 1.47% in FY2024. Our domestic GIL ratio of 1.20% compares favourably against the industry average of 1.37%, reflecting the prudence of our underwriting standards and disciplined portfolio management.

Loan loss coverage ("LLC") stood at 76.6%, while total coverage, including regulatory reserves, improved to 118.2%. Supported by broad-based asset quality improvements across both domestic and international portfolios, Expected Credit Losses ("ECL") declined significantly by 60.0%, from RM535 million to RM214 million.

These metrics reinforce the resilience of our portfolio in a dynamic operating environment.

ENHANCING COST EFFICIENCY

Cost discipline remains a central pillar of PROGRESS27. Through sustained digital transformation, automation, and process optimisation initiatives, we continued to drive structural efficiency across the Group. As a result, the Group managed to optimise cost to the tune of RM158 million in FY2025, while cost growth was contained at 3.3%, which was significantly lower than the prior year's 9.0% increase.

SEGMENTAL PERFORMANCE

Our segmental performance in FY2025 reflects the strength of our diversified business in cushioning market volatility, alongside the emerging benefits of PROGRESS27 execution. Across segments, we remained focused on quality assets growth, prudent funding, and disciplined cost and risk management amid evolving market conditions.

GROUP COMMUNITY BANKING

Maintained steady growth momentum, with gross loans expanding 6.9% YoY to RM130 billion, supported by continued growth in mortgage (+7.8%) and auto finance (+9.6%). Customer deposits grew 5.9% to RM94 billion, driven by growth in fixed deposits (+6.6%) and CASA (+3.8%), reinforcing funding stability.

Total income grew 6.0% supported by growth in both net fund based and non-fund based income, closing the year with a profit before tax ("PBT") of RM1.1 billion.

GROUP CORPORATE AND BUSINESS BANKING

Delivered a strong performance in its first year as a consolidated business segment, with PBT rising 23.6% YoY to RM1.9 billion. Gross loans expanded 4.8% to RM83 billion, driven by growth across key segments, including Corporate (+6.7%), Commercial (+12.0%), and middle market SMEs (+6.7%), reflecting targeted expansion in higher-yielding portfolios. Customer deposits increased by 0.7% to RM90 billion, supported by healthy CASA growth of 12.5%, partly offset by lower fixed deposits.

GROUP WHOLESALE BANKING

Gross loans grew by 13.2% to RM3 billion, while customer deposits declined by 7.9% to RM31 billion. Delivered a stable performance, with PBT increasing by 0.6% YoY to RM1.5 billion.

GROUP INTERNATIONAL BUSINESS

Delivered a significantly improved performance, with PBT rising to RM257 million, more than doubling YoY, supported mainly by improved ECL. Gross loans increased by 0.9% to RM34 billion, driven primarily by continued growth in Singapore (+4.3%), while customer deposits eased slightly by 0.5% to RM37 billion.

GROUP SHARIAH BUSINESS

Gross financing grew strongly by 10.4% to RM100 billion, raising the segment's contribution to the Group's total domestic gross financing to 46.4%, up from 44.6% a year ago. PBT broadly stable YoY at RM1.1 billion.

GROUP INSURANCE

Posted a solid performance, with PBT increasing 25.6% YoY to RM103 million, attributable to higher net income from insurance business and investment income. Claims ratio improved to 53.7% from 55.3% in the prior year.

STRATEGIC PRIORITIES

Building on a strong 2025 performance which concludes the first year of the PROGRESS27 three-year strategy – the Group is well-positioned to advance its strategic priorities. Investments are being strategically directed to reinforce a strong foundation for growth. Combined with customer-centric initiatives, innovation, and strengthened digital capabilities, these efforts will enable the Group to drive sustainable long-term value and deliver consistent, steady growth.

From a financial management standpoint; our priorities remain clear: maintaining strong risk and credit discipline, accelerating cost efficiencies, and optimising capital and liquidity to preserve resilience while delivering healthy sustainable returns to shareholders.

Mohamed Rastam Shahrom

Group Chief Financial Officer
RHB Banking Group

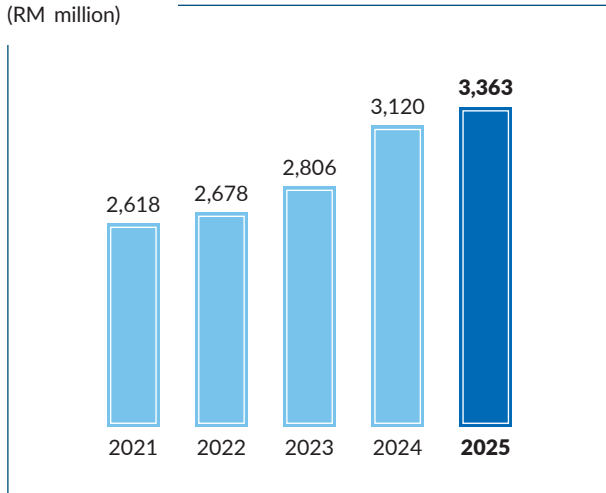
5-Year Group Financial Summary

	2025	2024	2023	2022	2021
OPERATING RESULTS (RM million)					
Operating profit before allowances	4,620	4,583	4,081	4,554	4,266
Profit before tax	4,378	4,020	3,753	4,133	3,529
Net profit attributable to equity holders of the Bank	3,363	3,120	2,806	2,678	2,618
FINANCIAL POSITION (RM million)					
Total assets	358,104	349,915	328,692	310,752	289,467
Gross loans, advances and financing	250,643	237,758	222,416	212,200	198,512
Total liabilities	323,914	317,383	297,781	281,988	261,387
Deposits from customers	252,537	249,565	245,083	227,160	218,733
Shareholders' equity	34,146	32,492	30,875	28,732	28,045
Commitments and contingencies	427,187	413,060	246,063	206,796	157,777
SHARE INFORMATION					
Gross dividend per share (sen)	50.00	43.00	40.00	40.00	40.00
Net assets per share (RM)	7.83	7.45	7.20	6.76	6.77
Net tangible assets per share (RM)	7.03	6.65	6.39	5.96	5.96
Basic earnings per share (sen)	77.13	72.02	65.69	63.99	64.65
Share price (RM)	7.71	6.48	5.45	5.79	5.37
Market capitalisation (RM million)	33,630	28,249	23,361	24,592	22,247
FINANCIAL RATIOS (%)					
Profitability					
Net return on average equity	10.5	10.0	9.5	9.6	9.6
Net return on average assets	1.0	0.9	0.9	0.9	0.9
Cost-to-income ratio	47.3	46.7	47.5	44.2	45.2
Liquidity					
Gross loans to deposits ratio	99.2	95.3	90.8	93.4	90.8
Asset Quality					
Gross impaired loans ("GIL") ratio	1.41	1.47	1.74	1.55	1.49
Dividend					
Dividend yield	6.5	6.6	7.3	6.9	7.4
Dividend payout ratio	65	60	61	63	63

5-Year Group Financial Highlights

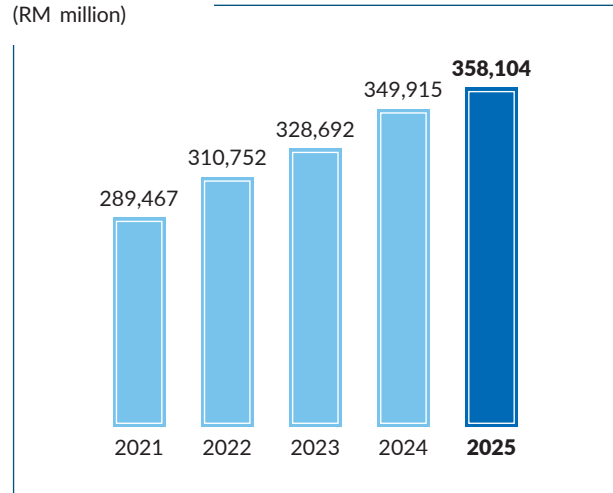
NET PROFIT

(RM million)



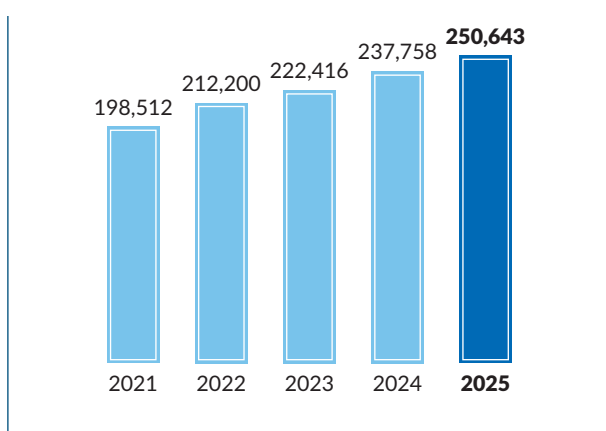
TOTAL ASSETS

(RM million)



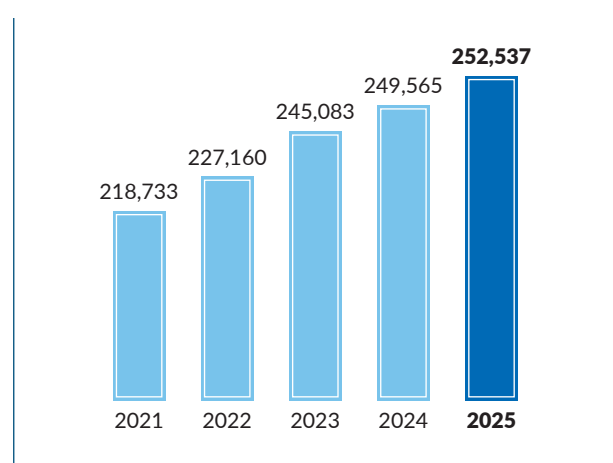
GROSS LOANS, ADVANCES AND FINANCING

(RM million)



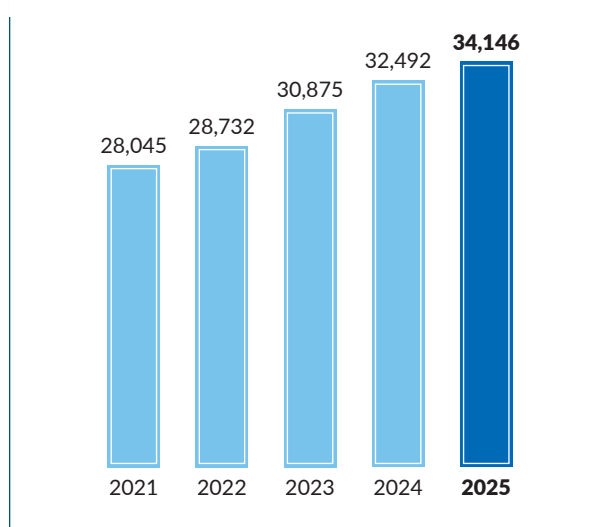
DEPOSITS FROM CUSTOMERS

(RM million)



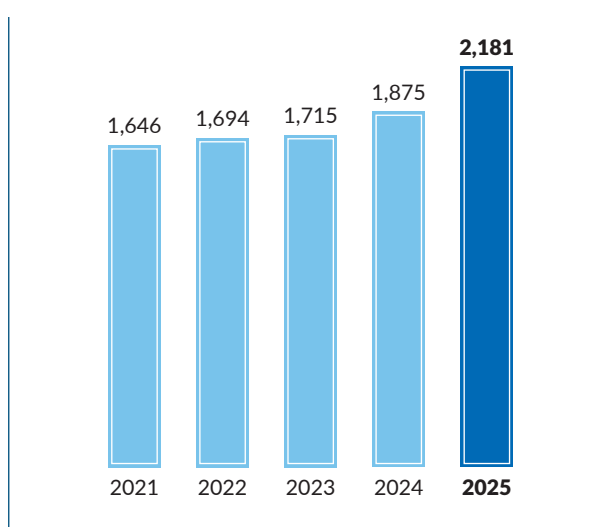
SHAREHOLDERS' EQUITY

(RM million)



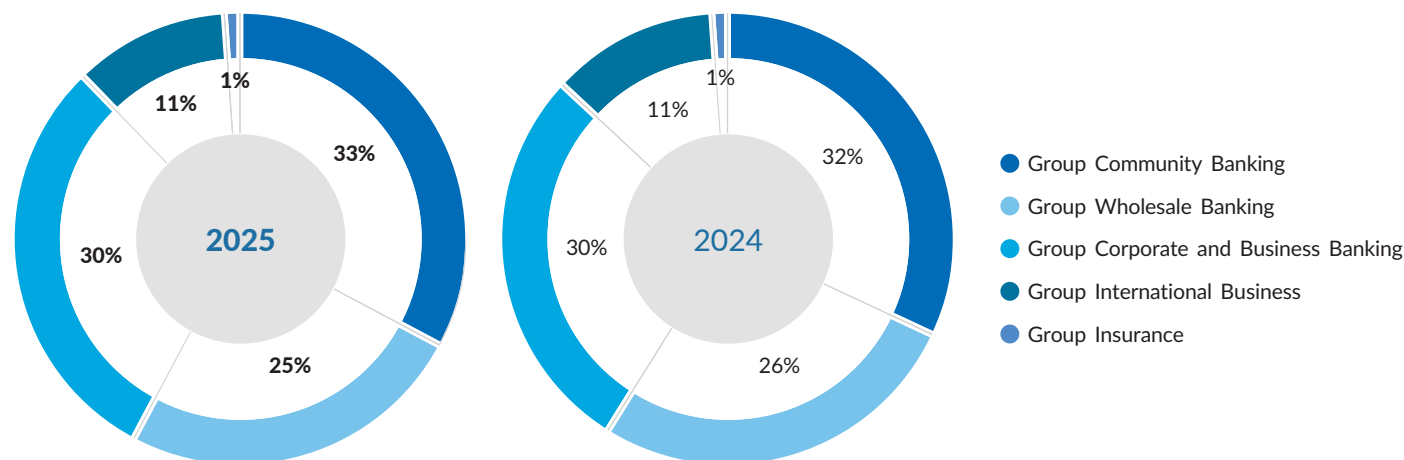
NET DIVIDENDS

(RM million)

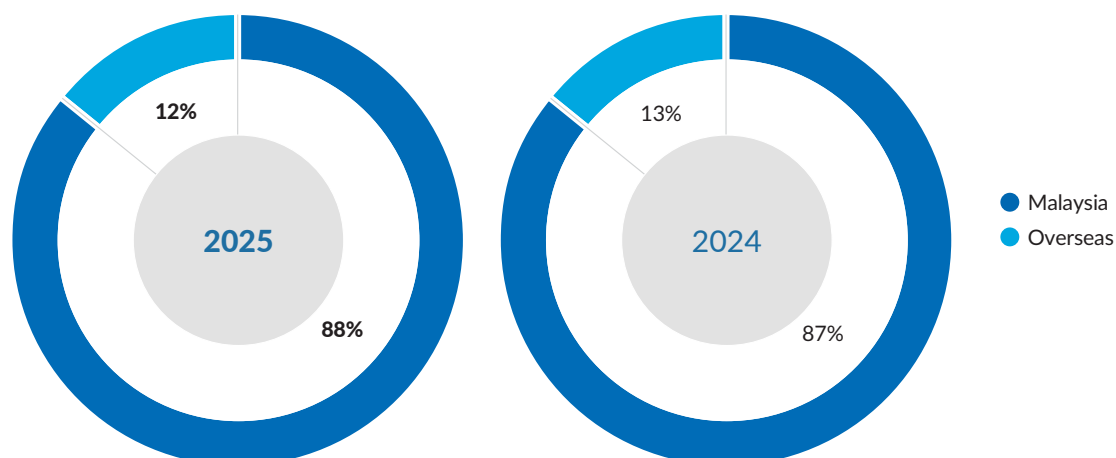


Segmental Analysis

TOTAL INCOME BY BUSINESS SEGMENT



TOTAL INCOME BY GEOGRAPHICAL LOCATION



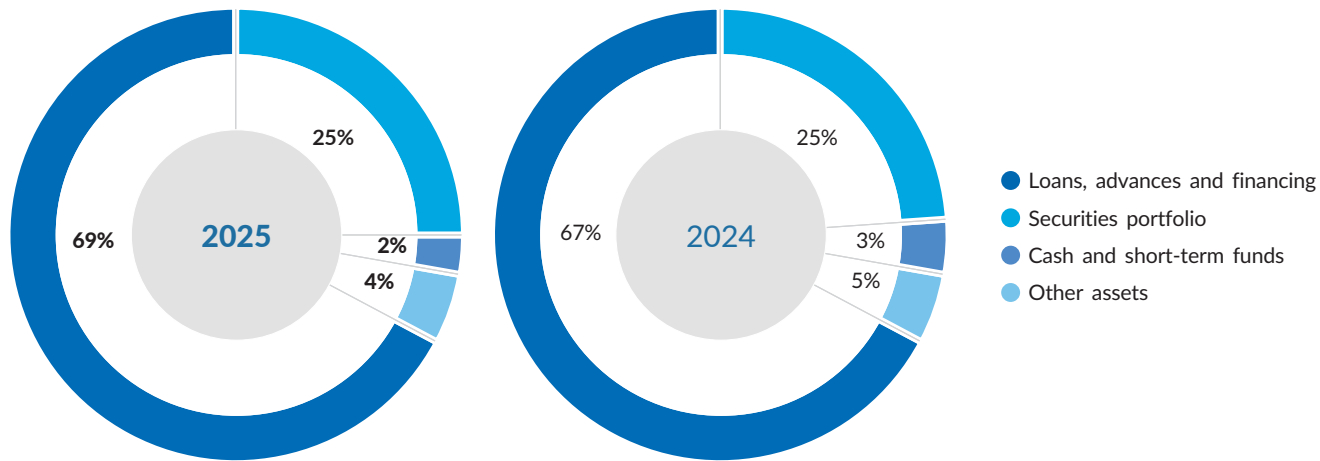
Quarterly Performance

Financial Performance (RM million)	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Net fund based income	1,487	1,386	1,492	1,442	1,506	1,494	1,533	1,469	6,018	5,790
Non-fund based income	561	703	663	670	733	700	800	742	2,756	2,815
Total income	2,048	2,088	2,155	2,112	2,239	2,194	2,333	2,211	8,774	8,605
Operating profit before allowances	1,077	1,129	1,139	1,125	1,201	1,197	1,203	1,132	4,620	4,583
Profit before tax	963	910	1,042	974	1,186	1,088	1,188	1,047	4,378	4,020
Net profit attributable to equity holders of the Bank	750	730	804	722	904	833	906	835	3,363	3,120
Basic earnings per share (sen)	17.20	17.03	18.43	16.71	20.73	19.11	20.76	19.14	77.13	72.02
Dividend per share (sen)	-	-	15.00	15.00	-	-	35.00	28.00	50.00	43.00

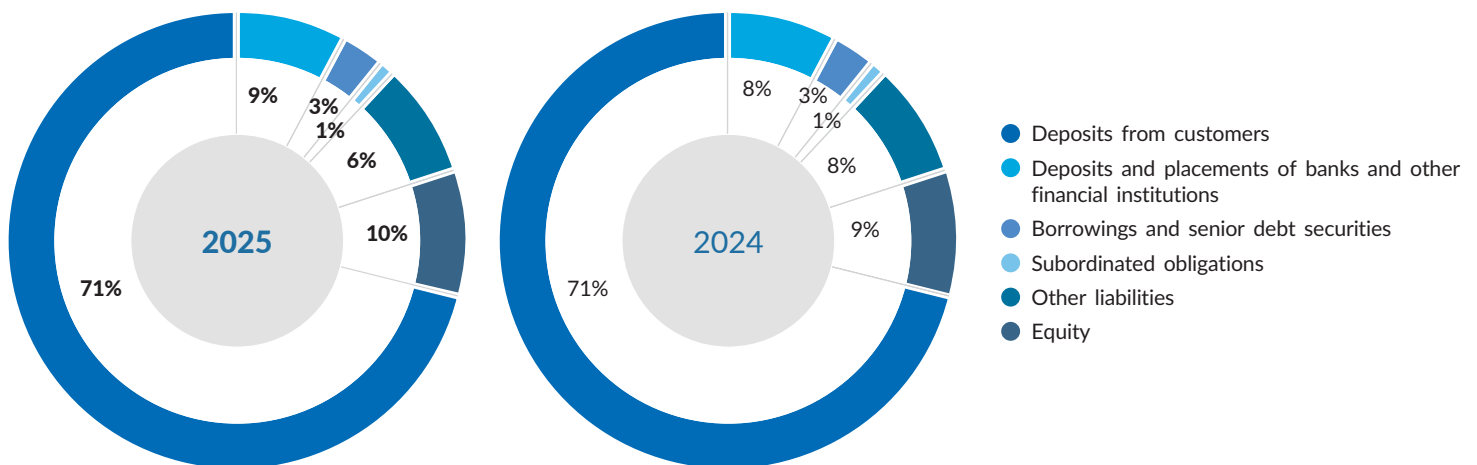
* Numbers may not sum up due to rounding

Simplified Group Statements of Financial Position

TOTAL ASSETS



TOTAL LIABILITIES & EQUITY



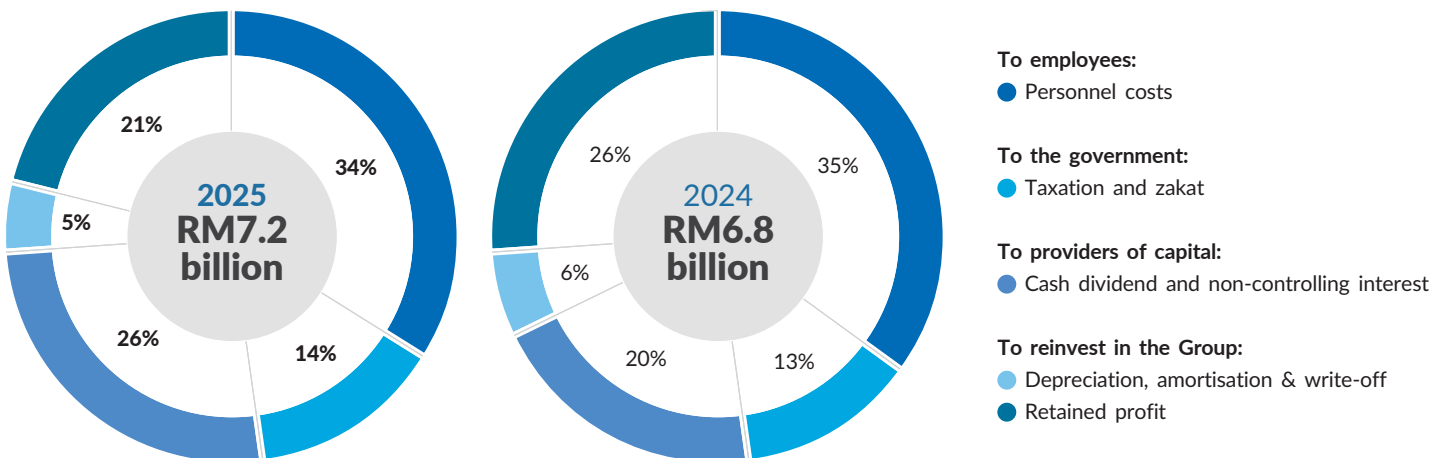
Key Interest Bearing Assets and Liabilities

	Amount (RM million)		Effective Interest Rate (%)		Interest Income/Expense (RM million)	
	2025	2024	2025	2024	2025	2024
Interest Earning Assets						
Cash and short-term funds & deposits and placements with banks and other financial institutions	7,197	12,363	3.76	4.33	222	276
Financial assets at fair value through profit or loss	5,859	5,700	3.38	3.65	121	94
Financial assets at fair value through other comprehensive income	56,024	51,777	3.68	3.78	1,985	1,830
Financial investments at amortised cost	27,815	30,112	4.07	4.13	1,170	1,208
Gross loans, advances and financing	250,643	237,758	4.85	5.18	11,613	11,629
Interest Bearing Liabilities						
Deposits from customers & deposits and placements of banks and other financial institutions	283,555	276,770	2.92	3.20	7,986	8,102
Recourse obligation on loans sold to Cagamas Berhad	2,772	2,104	3.95	3.85	112	147
Borrowings/Subordinated obligations/Senior debt securities	15,546	12,577	3.74	3.77	487	446

Statement of Value Added

	2025 (RM million)	2024 (RM million)
Net interest income	3,880	3,869
Non-interest income	2,735	2,560
Income from Islamic Banking business	2,159	2,176
Overheads excluding personnel costs, depreciation, amortisation & write-off	(1,295)	(1,196)
Allowance for credit losses & impairment	(214)	(537)
Share of results of associates	(28)	(26)
Value added available for distribution	7,237	6,846

Distribution of Value Added







Capital Management

OVERVIEW

The Group's capital management approach is centered on maintaining a robust capital position to support business growth while optimising returns to our shareholders. The capital structure and framework are designed to fulfil not only regulatory requirements but also to meet the expectations of various stakeholders, including shareholders, investors, and rating agencies.

To this end, the Group's Capital Management Framework ("CMF") has been established to provide comprehensive oversight of our capital management activities. This oversight spans across the risk, finance, and treasury functions, thereby bringing greater value to the business.

The key principles of the Group's CMF are:

<p>Principle 1: Capital Management Governance</p> 	<p>Principle 2: Capital Management Activities - Capital Strategy</p> 	<p>Principle 3: Capital Management Activities - Capital Planning</p> 
<p>Governance processes to oversee capital management activities have been implemented and clearly defines roles and responsibilities within the organisation.</p>	<p>Capital strategy is aligned with the overall business strategy, risk profile and regulatory requirements.</p>	<p>The Group has formulated a comprehensive and forward-looking capital plan to support business growth and ensure sustainability.</p>
<p>Principle 4: Capital Management Activities - Capital Allocation/ Structuring/Optimisation</p> 	<p>Principle 5: Capital Analytics</p> 	<p>Principle 6: Capital Reporting and Monitoring</p> 
<p>Robust capital management activities allow the Group to efficiently structure capital allocation across its businesses and entities to maximise returns and ensure optimum capital utilisation.</p>	<p>This provides insights to formulate the Group's capital management strategy and helps determine capital supply and demand requirements.</p>	<p>This is essential to ensure the complete, timely and accurate production of capital information for management decisions.</p>

CAPITAL MONITORING AND PLANNING

Effective capital management is essential for ensuring business sustainability. The Group proactively manages its capital position to comply with regulatory requirements and meet the expectations of various stakeholders, as well as to support its strategic business objectives.

The Group achieves these objectives through the annual Internal Capital Adequacy Assessment Process ("ICAAP"). This process enables us to actively monitor and manage our capital position over a three-year horizon, involving the following critical activities:

<p>1 Setting capital targets under both normal and stressed market conditions</p> <p>for all banking subsidiaries, both at the Group and entity levels, taking into consideration of the anticipated future regulatory changes and stakeholder expectations.</p>	<p>2 Forecasting capital demand</p> <p>for material risks in accordance with the Group's risk appetite.</p>	<p>3 Determining the capital requirements</p> <p>which includes the issuance and maturity profiles of capital instruments.</p>
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The Board Risk Committee ("BRC") and the Group Capital and Risk Committee ("GCRC") are responsible for overseeing the capital planning and assessment process within the Group, and for ensuring that the Group and its banking subsidiaries maintain an appropriate level and quality of capital that is consistent with the Group's overall risk profile and business strategy.

Capital Management

CAPITAL INITIATIVES DURING THE YEAR

The Group is committed to maintaining adequate capital levels to comply with regulatory requirements at all times, while managing capital in a stable and prudent manner. Key capital management initiatives undertaken in 2025 included:

- (i) In May 2025, RHB Bank Berhad redeemed its Tier 2 Subordinated Obligations amounting to RM500.0 million and fully replenished with an equivalent RM500.0 million Tier 2 Subordinated Obligations issued under its RM10.0 billion multi-currency note programme (“Note Programme”).
- (ii) In November 2025, RHB Bank Berhad redeemed its Tier 2 Subordinated Obligations amounting to RM500.0 million and fully replenished with an equivalent RM500.0 million Tier 2 Subordinated Obligations issued under its RM10.0 billion Note Programme.
- (iii) Establishment of a multi-currency sukuk wakalah programme of up to RM5.0 billion (or its equivalent in other currencies) in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar (“Sukuk Wakalah Programme”) for the issuances of senior sukuk wakalah, Tier-2 subordinated sukuk wakalah and/or Additional Tier-1 capital sukuk wakalah (collectively, the “Sukuk Wakalah”) by RHB Islamic Bank Berhad, a wholly owned subsidiary of RHB Bank Berhad. The Sukuk Wakalah Programme also allows RHB Islamic Bank Berhad to issue Sukuk Wakalah which will be in compliance with the guiding principles of RHB’s Sustainability Sukuk and Bond Framework and relevant sustainability guidelines, principles, frameworks or standards issued by the Securities Commission Malaysia, ASEAN Capital Markets Forum and International Capital Market Association.

CAPITAL ADEQUACY RATIOS

Minimum capital requirements

Under BNM’s Capital Adequacy Framework (Capital Components) and Capital Adequacy Framework for Islamic Banks (Capital Components), all financial institutions are required to maintain a regulatory minimum common equity tier 1 (“CET1”), Tier 1 Capital (“Tier 1”) and Total Capital Ratio of 4.5%, 6.0% and 8.0%, respectively.

Capital buffer requirements

Financial institutions are required to maintain additional capital buffers, i.e. the Capital Conservation Buffer (“CCB”) and the Countercyclical Capital Buffer (“CCyB”), over and above the regulatory minimum capital ratios. The CCB is intended to enable the banking system to withstand future periods of stress and was gradually phased in since 2016 to reach a total of 2.5% in 2019.

The CCyB is the weighted average of the prevailing CCyB rates applied in the jurisdictions in which a financial institution has credit exposure. This buffer is intended to protect the banking sector as a whole from the build-up of systemic risk during an economic upswing when aggregate credit growth tends to be excessive. Application of the CCyB above the minimum capital ratios is in the range of 0% to 2.5%. The CCyB has not yet been announced, and BNM will communicate any decision on the CCyB rate up to 12 months before the date from which the rate applies.

In addition to CCB and CCyB, BNM also requires financial institutions designated as Domestic Systemically Important Banks (“D-SIBs”) to maintain higher capital buffers to meet regulatory capital requirements that include a Higher Loss Absorbency (“HLA”) requirement. The applicable HLA requirement ranges from 0.5% to 1.0% of risk-weighted assets, at the consolidated level. RHB Bank Berhad is not identified as a D-SIB pursuant to the latest D-SIB listing published in BNM’s Financial Stability Review for the first half of FY2025.

The table below provides the relevant capital ratios of the key regulated banking entities of the Group, all of which are well above the minimum regulatory requirements.

As at 31 December 2025	RHB Bank Group	RHB Bank	RHB Islamic Bank	RHB Investment Group	RHB Investment Bank	Minimum Regulatory Ratio ^{N1}
Before proposed dividends:						
CET1 Ratio	16.138%	15.183%	15.443%	36.402%	32.593%	7.000%
Tier 1 Ratio	16.138%	15.183%	15.443%	36.432%	32.593%	8.500%
Total Capital Ratio	18.542%	17.850%	17.823%	39.369%	37.619%	10.500%
After proposed dividends:						
CET1 Ratio	15.234%	13.912%	14.934%	33.222%	26.292%	7.000%
Tier 1 Ratio	15.234%	13.912%	14.934%	33.252%	26.292%	8.500%
Total Capital Ratio	17.639%	16.579%	17.315%	36.189%	31.318%	10.500%

^{N1} Including Capital Conservation Buffer of 2.50%.

Credit Ratings

RHB BANK BERHAD

<p>RAM Rating Services Berhad</p>	<p>Long-Term Financial Institution AA1</p>	<p>Short-Term Financial Institution P1</p>	<p>Outlook Stable</p>	
<p>Moody's Investors Service</p>	<p>Long-Term Bank Deposits A3</p>	<p>Short-Term Bank Deposits P-2</p>	<p>Baseline Credit Assessment baa1</p>	<p>Outlook Stable</p>

RHB INVESTMENT BANK BERHAD

<p>RAM Rating Services Berhad</p>	<p>Long-Term Financial Institution AA1</p>	<p>Short-Term Financial Institution P1</p>	<p>Outlook Stable</p>	
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RHB ISLAMIC BANK BERHAD

<p>RAM Rating Services Berhad</p>	<p>Long-Term Financial Institution AA1</p>	<p>Short-Term Financial Institution P1</p>	<p>Outlook Stable</p>	
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Balance Sheet Management

BALANCE SHEET STRUCTURE

Balance sheet management aims to optimise returns and minimise costs through effective asset and liability management. It entails regular review, monitoring and in-depth analysis of balance sheet positions to achieve the desired business growth and maximise shareholders' returns, against the backdrop of the changing regulatory environment and competitive economic and business landscape.

The synergy among all business and functional units across the Group is essential in driving and shaping the optimal balance sheet position of the Group through alignment in strategies. The overarching strategies are reviewed and deliberated by the Group Asset and Liability Committee ("GALCO"), where conscious considerations are made with respect to the Group's risk appetite. Therefore, it is vital to have a cohesive strategy driven by the business and functional units to achieve effective balance sheet management.

The foundation of Group's asset funding is built on shareholders' equity, long-term debt and core customer deposits. Through strategic balance sheet management, the Group's net loans, advances and financing and securities portfolio increased by RM13 billion and RM2 billion respectively to RM248 billion and RM90 billion as at 31 December 2025. The asset growth was achieved with greater focus on credit quality.

The funding, acquisition and product mix strategies are reviewed regularly to ensure sustainability and cost-efficiency. The continuous efforts of and collaborations between various businesses have resulted in the Group's customer deposits growth of 1.2% year-on-year ("YoY") (2024: 1.8%).

Our stable deposit base and long-term debt are the primary sources of funds to support asset growth. Diversification of deposit and funding sources has been our ongoing long-term strategy. Deposit acquisition from all businesses are managed through our strong relationships with customers and increasing focus on digital channels.

ASSET FUNDING STRUCTURE

as at 31 December 2025

**RM248
billion**

**Net Loans, Advances
& Financing**

**RM90
billion**

**Securities
Portfolio**

**RM34
billion**

**Total Shareholders'
Funds^{N1}**

**RM253
billion**

**Deposits from
Customers**

^{N1} Total Shareholders' Funds including non-controlling interests

Investor Relations

The Group is committed to ensuring that information regarding its corporate strategy and financial performance is shared with investors and stakeholders in a timely and transparent manner.

We believe that maintaining ongoing interactions and having an open communication channel with our stakeholders is essential for fostering trust and mutual understanding with the Group and its stakeholders.

To manage its communication with the investing community, such as institutional investors, financial analysts, fund managers, and credit rating agencies, the Group has in place a dedicated investor relations unit. Various modes of communication are employed, including individual and group meetings, conferences, roadshows, conference calls, emails, and the corporate website.

Following the announcement of the quarterly financial results on Bursa Malaysia, the press release is disseminated en masse via stock exchange news services, the corporate website, news wires, and news distribution services.

The Group's corporate website serves as a repository for the most recent and historical financial data and other relevant information not limited to financial statements.

In 2025, we continued our engagements with the investing community through conferences and meetings which included both local and foreign investors.

As at 31 December 2025, 1-Year Total Shareholder Return reached 26.7%, the highest amongst the Top 6 banks, and Price-to-Book Value has improved to 1.0x, with share price appreciation of 19% to RM7.71 from RM6.48 a year ago.

IR conducted:

- Analysts Briefings for Quarterly Financial Results Announcements
- Special Analyst Briefing for the new corporate strategy "PROGRESS27"
- Special Analyst Briefing for the new bancassurance/bancatakaful partnerships with Tokio Marine Life Insurance and Takaful Malaysia "The ONE Unified Banca Collective"
- Singapore Non-Deal Roadshow 2025

58
Meetings

598
Participants

Financial Results Announcements

27 February 2025 RHB Bank Q4 2024/FY2024 Results

28 May 2025 RHB Bank Q1 2025 Results

28 August 2025 RHB Bank Q2 2025/H1 2025 Results

27 November 2025 RHB Bank Q3 2025/9M 2025 Results

27 February 2026 RHB Bank Q4 2025/FY2025 Results

Special Analyst Briefings, Conferences and Roadshow

10 January 2025 J.P. Morgan ASEAN Financials Forum 2025

7 March 2025 Special Analyst Briefing - PROGRESS27

5 August 2025 Special Analyst Briefing - The ONE Unified Banca Collective

16 October 2025 Singapore Non-Deal Roadshow 2025

Analyst Coverage List

1 Affin Hwang Investment Bank

2 AmResearch

3 CFRA Research

4 CGS International

5 CIMB Securities

6 Citi Investment Research

7 CLSA Securities

8 Hong Leong Investment Bank

9 J.P. Morgan Securities

10 Kenanga Investment Bank

11 Macquarie Capital Securities

12 Maybank Investment Bank

13 MBSB Research

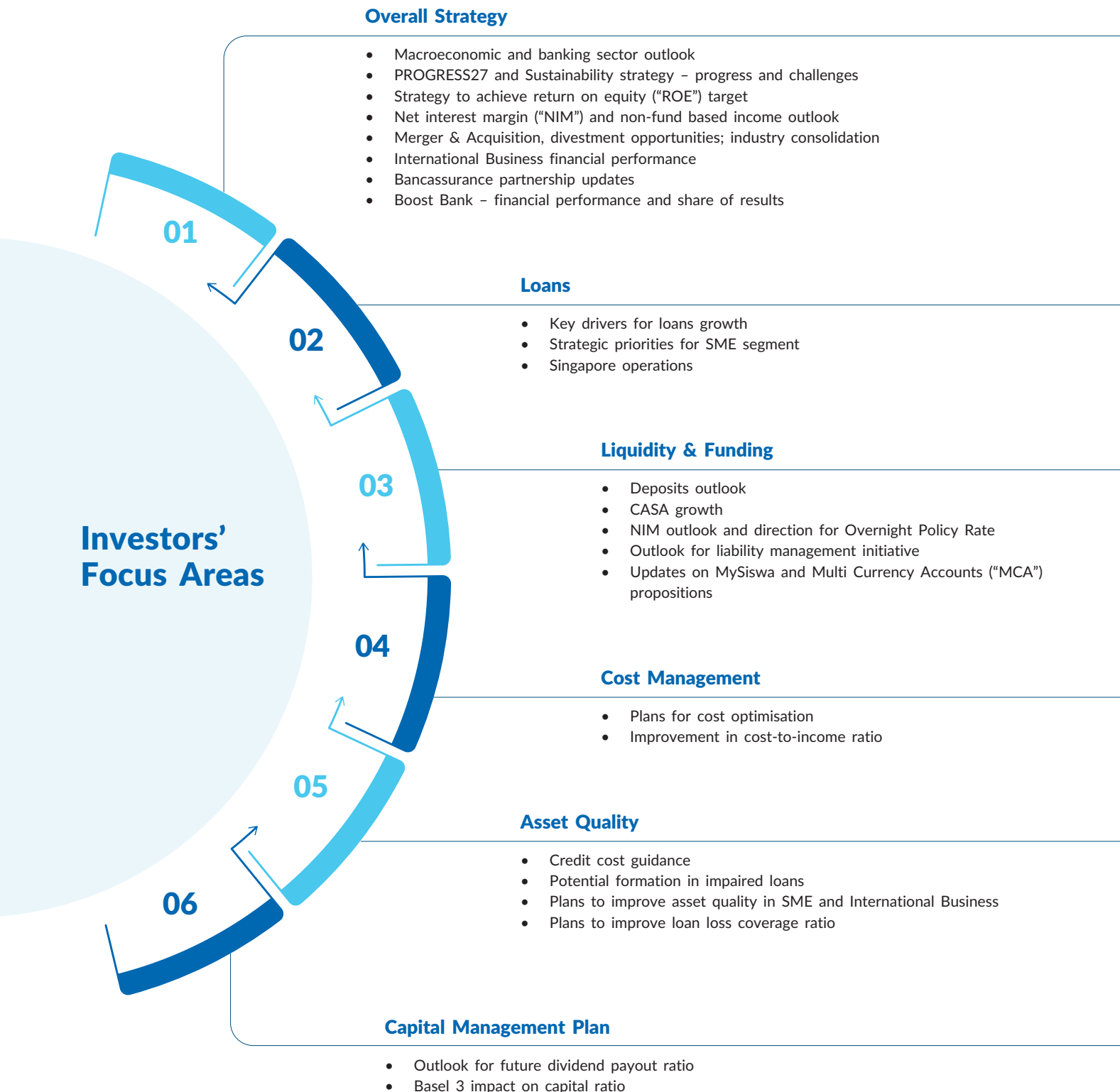
14 Nomura Securities

15 TA Securities

16 UBS Securities

17 UOB Kay Hian

Investor Relations



ANNUAL GENERAL MEETING

The Board encourages shareholders to attend the annual general meeting, notice of which appears in this Integrated Report, where shareholders have the opportunity to put questions forward to the Board, management and chairs of the various committees.

Share Price Performance

RHB BANK – SHARE PRICE MOVEMENT



<p>MARKET CAPITALISATION</p>	<p>AVERAGE DAILY TRADED VOLUME</p>	<p>AVERAGE DAILY TRADED VALUE</p>
<p>↑ RM34 billion 2024: RM28 billion</p>	<p>↓ 6.9 million 2024: 7.1 million</p>	<p>↑ RM45.7 million 2024: RM41.8 million</p>
<p>DIVIDEND PER SHARE</p>	<p>SHARE PRICE</p>	<p>BASIC EARNINGS PER SHARE</p>
<p>↑ 50 sen 2024: 43 sen</p>	<p>↑ RM7.71 Closing RM6.48 Opening RM7.83 Peak</p>	<p>↑ 77.13 sen 2024: 72.02 sen</p>
<p>1-YEAR TOTAL SHAREHOLDER RETURN</p>		
<p>↓ 26.7% 2024: 27.4%</p>		

Group Community Banking

WHO WE ARE AND WHAT WE DO

Group Community Banking (“GCB”) serves individuals and families by offering a full spectrum of conventional and Shariah-compliant banking solutions – from Wealth Management and Bancassurance to Mortgages, Auto Financing, ASB Financing, Personal Financing, Credit Cards, and Deposits.

Anchored on efficiency and customer-centricity, we strive to make banking simple, accessible, and seamless. Whether helping customers plan for the future, or manage their day-to-day finances, GCB provides the right support at every step of their journey.



JEFFREY NG EOW OO
Managing Director,
Group Community Banking

BUSINESS ENVIRONMENT

The operating landscape in 2025 remained challenging, shaped by global uncertainties and domestic pressures – including the Overnight Policy Rate (“OPR”) cut and heightened competition for deposits, which continued to compress industry net interest margin (“NIM”) and soften non-interest income amid subdued market sentiment. At the same time, rapid digital adoption has significantly raised customer expectations for seamless, intuitive, and personalised banking experiences.

Despite these headwinds, GCB navigated the environment effectively through targeted digital investments, enhancements to personalised products and services, prudent cost management, and a performance-driven culture. These efforts helped us deliver sustained value and improved customer outcomes throughout the year.

KEY FOCUS AREAS

Aligned with PROGRESS27, GCB focused on achieving the following key business objectives by 2027:

Wealth Business Expansion

Accelerate growth of the wealth franchise through stronger advisory capabilities and expanded product offerings.



Personalised Propositions

Develop differentiated propositions tailored to key customer personas and segments to deepen engagement and cross-sell.



Current Account and Savings Account (“CASA”) Growth

Drive CASA-led deposit acquisition through targeted campaigns and enhanced transactional propositions.



Digital Transformation

Advance digitalisation to improve customer acquisition, engagement, and operational efficiency.



Retail Loans Market Share

Strengthen retail loan market share through targeted growth across key products while maintaining asset quality.



Culture and Performance Excellence

Drive cultural transformation through stronger performance management, service excellence, and risk discipline.



2025 ACHIEVEMENTS

KEY FINANCIAL HIGHLIGHTS

- Retail income rose 6.0% year-on-year ("YoY") to RM3.0 billion, supported by stronger non-interest income ("NOII") (+21.3%) and net interest income ("NII") (+3.7%).
- Retail profit before tax ("PBT") dropped 11.0% to RM1.1 billion from RM1.2 billion.
- Retail gross loans and financing grew 6.9% YoY to RM130.4 billion, driven by mortgages (+7.8%), auto financing (+9.6%) and credit cards (+12.4%).
- Retail gross loans and financing market share improved to 9.3% from 9.1%.
- Retail deposits increased 5.9% YoY to RM94.3 billion, with fixed deposits rising 6.6% and CASA rising 3.8% to drive overall growth.
- Retail deposits market share improved to 9.9% from 9.5%.
- Asset quality remains stable with Retail gross impaired loans ("GIL") (0.93%), outperforming industry average of 1.13%.

BUSINESS AND SUSTAINABILITY HIGHLIGHTS

Sustainability Highlights

1. Strong Growth in Sustainable Financing

Achieved a 13.9% YoY increase in sustainable financing sales, reaching RM3.3 billion – 38.4% above budget (RM2.4 billion).

Business Highlights

2. Deposits Growth

- Malaysia My Second Home Programme ("MM2H"): Onboarded 437 customers with deposits balance of RM250 million.
- Joy@Work: Active base increased by 41.4k YoY to 637.7k customers with RM214 million increment in monthly payroll.

3. Strengthened Wealth Ecosystem

Signed exclusive 20-year bancassurance and bancatakaful agreements with Tokio Marine Life Insurance Malaysia and Takaful Malaysia.

4. Rising Digital Sales

Digital users increased 17.0% YoY to 3.5 million users (+4.6% YoY vs budget), supported by the launch of our new mobile banking in the first half of 2025. Digital sales¹ rose 19.3% YoY to RM26.4 billion.

5. Enhanced Service Excellence

GCB's rollout of the Cohen Brown SPARK methodology continues to drive a high-performance culture through continuous coaching and upskilling. This helped to sustain strong customer satisfaction and secure a 2nd-place Net Promoter Score ("NPS") ranking. GCB also achieved a Sustainable Employee Engagement ("SEE") Score of 92.

⁽¹⁾ Digital Sales across 7 products – Mortgage, AF, PF, FD, ASNB, CashXcess, and Balance Transfer

STRATEGIC BUSINESS PERFORMANCE REVIEW

Key Initiatives

Outcomes

PROGRESS27 Programme 1: Promote Domestic CASA Growth

- **Retail deposits:** Drove payroll acquisition and usage ("SMART 2.0"), with targeted growth in Multi Currency Accounts ("MCA"), Malaysia My Second Home Programme ("MM2H"), higher education students and graduate segments.

- Retail CASA balance: RM23.5 billion (+3.8% YoY).
- Retail Multi Currency Accounts ("MCA") balance: RM2.7 billion (+17.4% YoY).
- Retail CASA ratio: 24.9% (-0.5% YoY).

PROGRESS27 Programme 2: Retail Wealth Management Focus

- Expanded offerings to migrate existing customers into active investors.
- Strengthened branch focus on Unit Trust and Bancassurance growth across Mass Affluent and mass market segments through the introduction of Personal Financial Consultants ("PFCs").
- Equipped Premier Relationship Managers to become high-performing financial advisors through SPARK training, fostering a high-performance culture.
- Enhanced holistic Islamic Wealth Management propositions by introducing a wider range of Shariah-compliant investment solutions.

- GCB Wealth AUM: RM7.2 billion (+25.2% YoY), of which Islamic AUM: RM985 million (+21.0% YoY).
- GCB Wealth Sales: RM8.5 billion (+34.3% YoY), of which Islamic Sales: RM1.9 billion (44.3% YoY).
- GCB Wealth Fee Income: RM369 million (+34.4% YoY), of which Islamic Fee Income: RM152 million (+48.8% YoY).

Note: Wealth comprises Investment and Bancassurance.

Group Community Banking

STRATEGIC BUSINESS PERFORMANCE REVIEW (CONT.)

Key Initiatives

PROGRESS27 Programme 4: Grow Domestic Loans Portfolio

- Launched high-yield products through a segment-based approach to target the desired quality customers (e.g. Renovation and Overseas Property Financing, Wealth Leveraging, Personal financing ("PF") Education Financing).
- Continued increasing digital onboarding and Straight-Through Processing ("STP") volume to improve cost of acquisition.
- Improved retail asset quality through stronger acquisition discipline, enhanced collection efforts and accelerated recovery initiatives.

Outcomes

- Retail loan balance: RM130.4 billion (+6.9% YoY).
- Retail loan sales: RM32.8 billion (+5.9% YoY).
- Retail GL: 0.93% (RM1.2 billion).

Digital

- Advanced our embedded finance journey by providing Open API integrations for partners to enhance STP and digital sales journeys across Credit Cards, Personal Financing, Mortgages and Auto Financing.
- Launched the refreshed Mobile Banking app, designed for improved simplicity, ease and accessibility.
- Leveraged AI Voicebot for collections and recovery, including Credit Card pre-due performance.
- RHB Online and Mobile Banking:
 - Increased digital users: 3.5 million (+17.0% YoY).
 - Higher penetration rate against retail base: 71.8% (+7.4% YoY).
- Average digital acquisition penetration rate: 32%.

CHALLENGES AND MITIGATION

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> • Increasing cost-to-income ("CTI") ratio YoY. 	<ul style="list-style-type: none"> • Optimised cost structure through targeted cost-saving measures, including migrating hardcopy statements to digital formats and optimising branch processes. 	<ul style="list-style-type: none"> • Achieved RM47.6 million in cost savings (+118.0% YoY vs budget) • Retail CIR for 2025 at 57.8%.
<ul style="list-style-type: none"> • NIM compression due to OPR cut and higher funding costs fuelled by market competition. 	<ul style="list-style-type: none"> • Balanced competitive pricing with targeted, value-led strategies, while advancing key initiatives (e.g. Programme 2: Retail Wealth Management) to grow fee income. 	<ul style="list-style-type: none"> • GCB Wealth Fee income: RM369 million (+34.4% YoY).

OUTLOOK AND PROSPECTS

Looking ahead, GCB will continue to enhance our offerings and simplify customer journeys in continuous pursuit of our aspiration – to be the Community Bank of Choice for individuals. As we move into the second year of our PROGRESS27 strategy, we will sustain our momentum by sharpening our focus across the following priorities:

1. Keeping up momentum in retail assets

- Grow market share.
- Improve profitability (NIM% and revenue).
- Enhance operational efficiency (cost and productivity).

2. Accelerate wealth business

- Increase penetration through segment strategy.

3. Deposits to keep pace with assets

- Drive Retail CASA growth through personalised engagement and offers.

4. Digital

- Focus on delivering personalised engagement and a holistic financial view to customers.
- Leverage Open Banking and AI.

5. Branch distribution to continue cost and productivity optimisation

- Further improve service levels.
- Modernise self-service capabilities to accelerate migration from over-the-counter transactions.

Group Wholesale Banking

WHO WE ARE AND WHAT WE DO

Group Wholesale Banking (“GWB”) is a core strategic portfolio of the Group and a key driver of non-interest income (“NOII”), delivering integrated financial solutions to corporates, institutions, and investors across ASEAN. Through a client-centric approach led by our Client Coverage teams, we leverage on deep market expertise and insights from Economics and Research, to provide coordinated solutions across capital markets, transaction banking, and investment services.

GWB operates through four strategic business pillars:

Group Treasury and Global Markets

Group Transaction Banking

Group Investment Banking

- Group Asset Management
- Group Trustees

Client Coverage



NURJESMI MOHD NASHIR
Managing Director,
Group Wholesale Banking

Group Treasury and Global Markets

Group Treasury and Global Markets (“GTGM”) operates across money markets, fixed income, foreign exchange and derivatives, serving as a trusted markets partner to our clients. We provide a comprehensive suite of treasury products and solutions that help clients manage currency, interest rate, and commodity risks arising from their business activities. Leveraging market insights, structured capabilities and risk management expertise, GTGM supports clients in navigating volatility and optimising their financial positions.

Beyond client-facing activities, GTGM plays a pivotal role in managing the Group’s funding, liquidity, and balance sheet. Through prudent, diversified, and cost-efficient funding strategies, we support sustainable asset growth while actively managing excess liquidity and capital to deliver higher risk-adjusted returns. GTGM also undertakes disciplined trading within a clearly defined risk appetite and governance framework, contributing to earnings resilience and overall financial performance.

Group Transaction Banking

Group Transaction Banking supports the Group’s mission to deliver sustainable, resilient growth by providing integrated, digital-first transaction banking solutions. We partner SMEs, mid-corporates, large corporates, financial institutions and non-bank financial institutions with reliable, scalable services that enable day-to-day operations and longer-term expansion.

Our core focus areas include Cash Management and Trade Finance, where we deliver end-to-end solutions that optimise working capital, improve liquidity management, and enhance operational efficiency. Through comprehensive cash management offerings, we enable clients to manage collections, payments, liquidity, and reporting seamlessly, supported by secure and intuitive digital platforms.

In Trade Finance, we support both domestic and cross-border trade through a full suite of solutions, including traditional trade instruments, supply chain finance, and customised buyer-seller financing structures. These solutions help clients mitigate risk, strengthen supply chains, and unlock liquidity across their trade cycles.

Across our offerings, GTB places strong emphasis on innovation, regulatory discipline, and service excellence. By combining personalised client engagement with robust digital capabilities, we empower clients to manage cash and trade flows efficiently while operating confidently in an increasingly complex environment.

Group Investment Banking

- Group Asset Management
- Group Trustees

Group Investment Banking provides a comprehensive spectrum of capital markets products and services across primary and secondary markets. We specialise in crafting bespoke financial solutions that help businesses access capital through equity and debt fundraising, while our secondary-market capabilities provide a broad suite

of trading and investment products across local and global exchanges. Supported by an award-winning research franchise, we enable retail and institutional clients to make informed investment decisions.

To complement these core activities, our broader ecosystem includes Group Asset Management (“GAM”) and Group Trustees. GAM offers conventional and Shariah-compliant investment solutions through a wide range of fund strategies, strengthening our capital markets offering. Group Trustees supports clients with essential fiduciary and trustee-related services alongside our investment banking activities.

Guided by the Group’s PROGRESS27 strategy, our business plan establishes a clear three-year roadmap (2025 - 2027) that prioritises the growth of steady capital markets income, leveraging integrated Asset Management and Trustees capabilities to deepen relationships, and expanding market presence across retail and institutional equities. In parallel, we aim to scale our equity derivatives capabilities and strengthen our overseas investment banking franchise to support sustainable operating profit.

This focused execution enables deeper relationships and stronger collaboration across stakeholders, while sustaining our top three market leadership position in Malaysia through relevant, differentiated solutions.

Client Coverage

Client Coverage serves as the primary gateway for corporate and institutional clients. The team focuses on building long-term partnerships, developing a deeper understanding of client needs, and leveraging GWB’s integrated product capabilities to deliver tailored solutions across a full spectrum of services.

Group Wholesale Banking

BUSINESS ENVIRONMENT

Group Treasury and Global Markets

In 2025, Group Treasury and Global Markets (“GTGM”) navigated an increasingly complex and interconnected global financial landscape. Persistent geopolitical tensions, moderating inflationary pressures, and gradual shifts in global monetary policy continued to fuel volatility across currency, funding, and capital markets. Amid these dynamics, we remained committed to our disciplined liquidity

management, proactive balance sheet optimisation, and agile treasury strategies to navigate uncertainty around the pace and trajectory of policy adjustments.

Guided by a customer-centric philosophy, we leveraged our deep market expertise to deliver integrated treasury solutions tailored to clients’ changing needs. By supporting clients in

navigating interest rate volatility, foreign exchange risks, and liquidity challenges, we successfully strengthened long-term relationships and grew our market share and revenue during the year, further reinforcing our position as a trusted treasury partner in a dynamic global financial landscape.

Group Transaction Banking

The operating environment for Group Transaction Banking in 2025 was shaped by continued global economic uncertainty, moderating inflationary pressures, and ongoing geopolitical and supply chain realignments.

While growth prospects varied across markets, corporates and businesses remained focused on preserving liquidity, optimising working capital, and strengthening the resilience of their cash and trade flows.

Heightened interest rate sensitivity and more cautious capital deployment increased demand for efficient cash management, enhanced liquidity visibility, and improved forecasting capabilities. As a result, demand for integrated cash management solutions, real-time reporting, and automated payment and collection services remained robust. Clients increasingly sought

banking partners capable of delivering scalable, digital-first solutions that support operational efficiency while maintaining strong risk and control frameworks.

Trade finance activity reflected a gradual normalisation of global trade volumes, alongside continued diversification of supply chains and sourcing strategies. Corporates expanded into new markets and adjusted trade corridors to mitigate concentration risks, driving demand for structured trade finance solutions, including supply chain financing and tailored buyer and seller financing arrangements. Risk mitigation, balance sheet optimisation and timely access to trade liquidity remained key priorities for clients navigating complex cross-border trade environments.

Digital adoption continued to accelerate, with clients expecting seamless, secure, and interoperable platforms that integrate cash management and trade finance services. At the same time, regulatory expectations around compliance, transparency, and operational resilience increased, reinforcing the importance of strong governance, controls, and technology infrastructure within transaction banking.

Against this backdrop, Group Transaction Banking remained well positioned to support clients through comprehensive cash management and trade finance solutions, combining personalised client engagement with innovative digital capabilities to deliver sustainable growth across our client franchise.

Group Investment Banking (including Group Asset Management and Group Trustees)

The investment environment in 2025 was shaped by heightened economic uncertainty, driven by evolving U.S. trade policies and the lingering effects of inflation control measures. These geopolitical and policy dynamics weighed on global sentiment, increased volatility across emerging market equities, and reinforced the need for disciplined, risk-aware decision-making.

Domestically, the Malaysian equity market demonstrated notable resilience. Robust investor participation helped cushion external shocks and

sustained healthy market activity. This momentum culminated in a record number of Initial Public Offerings (“IPOs”) during the year—an important milestone that signals continued appetite for new listings and investment opportunities.

These conditions also influenced the operating landscape for our wealth and fiduciary pillars. As investor preferences shifted and competition intensified, demand gravitated toward more differentiated and data-driven investment

solutions. In response, our Asset Management arm leveraged advanced analytics to broaden its offering set, including AI-enabled multi-asset fund strategies and sector-focused portfolios. Supported by the steady governance framework of our Trustee services, these initiatives strengthened our competitiveness and reinforced our ability to deliver sustainable value creation in a rapidly evolving market.

KEY FOCUS AREAS
Group Treasury and Global Markets

- Expanding wealth and bond-led solutions to deepen client penetration and diversify income streams.
- Sharpening market alignment and risk discipline in response to shifting conditions and client demand.
- Optimising portfolios to enhance yield, resilience and capital efficiency.
- Broadening funding sources across currencies and tenors to reinforce resilience and improve cost efficiency.

Group Transaction Banking

- Driving client-centric, innovation-led growth through stronger ecosystem partnerships.
- Expanding services-led trade finance solutions to grow wallet share and deepen client penetration.
- Integrating sustainability into transaction banking solutions to support clients' transition needs.
- Accelerating digital platform utilisation to improve turnaround times, transparency and scalability.
- Expanding merchant and cash management ecosystems, especially for SMEs and commercial clients.
- Driving sector-focused growth through ecosystem collaboration in key industries such as education.

Group Investment Banking

- Advancing strategic priorities with discipline to sustain competitiveness amid market volatility.
- Preserving trading leadership across retail and institutional segments.
- Enhancing differentiated, client-centric offerings to deepen relevance and capture opportunities.
- Strengthening execution efficiency and Group-wide collaboration to support sustainable growth.

Group Asset Management

- Deepening market presence through stronger retail and institutional distribution.
- Delivering innovative investment strategies aligned with evolving client needs.
- Maintaining prudent investment discipline to deliver consistent outcomes across market cycles.
- Building a resilient and competitive platform for long-term sustainability.

Group Trustees

- Safeguarding beneficiary interests through prudent stewardship and compliance-led trust administration.
- Improving operational efficiency and trustee collaboration to support long-term growth.
- Enhancing beneficiary-centric trust services through tailored fiduciary and specialised compliance solutions.

2025 ACHIEVEMENTS
KEY FINANCIAL HIGHLIGHTS
Group Wholesale Banking

Net income: RM2.3 billion
(2024: RM2.3 billion)
PBT: RM1.5 billion
(2024: RM1.5 billion)

Group Treasury and Global Markets

PBT: RM1.4 billion
(2024: RM1.2 billion)

Group Investment Banking

PBT: RM0.1 billion
(2024: RM0.3 billion)

Group Transaction Banking

PBT: RM1.0 billion
(2024: RM0.9 billion)

Note: For segmental reporting purposes, Group Transaction Banking's results are included in Group Corporate and Business Banking, and Group Community Banking.

BUSINESS AND SUSTAINABILITY HIGHLIGHTS
Group Treasury and Global Markets

- Successfully completed Malaysia's first Islamic green Sale and Buy Back Agreement ("SBBA") transaction, representing a significant achievement in Islamic sustainable finance innovation.

Group Asset Management

- Managed seven ESG/Sustainable and Responsible Investment ("SRI") funds.

Group Transaction Banking

- Successfully issued high-value Bank Guarantees ("BGs") totalling RM687 million and Letters of Credit ("LCs") amounting to RM285 million.
- Recorded fee income of RM9.0 million from BGs and RM4.0 million from LCs.
- Merchant segment continued to outperform the market, with transaction volume growing 73% YoY (from 212 million to 366 million transactions) and transaction value increasing 20% YoY (from RM73.5 billion to RM89 billion).

Group Investment Banking

- Continued to advance sustainable finance by aligning strategies to rising demand for Environmental, Social, and Governance ("ESG") – compliant solutions.
- Strengthened competitive positioning while reinforcing the Group's role in supporting sustainable development.
- Supported clients with tailored solutions that promote responsible investment and accelerate the transition towards a low-carbon economy.
- Continued to create long-term value for stakeholders while contributing to Malaysia's sustainable growth agenda.

Group Wholesale Banking

STRATEGIC BUSINESS PERFORMANCE REVIEW

Group Treasury and Global Markets

Key Initiatives

Outcomes

Expand Wealth Structured Investment & Bond Sales

- Set up pilot Treasury Ambassador and Wealth Specialist at selected Main Branches and Regions.
- Improved speed-to-market for Structured Investment products.

- Wealth structured investment sales revenue increased 74% YoY Wealth.
- Premier bond sales revenue increased 37% YoY.

Grow Investments in Foreign Currency Bonds

- Stayed abreast of monetary policy trends of other major markets to grow bond investments in other major currencies.

- Increased holdings of foreign currency bonds, where foreign currency FVOCI bonds increased by 28.5% (YTD Dec'25).
- Domestic capital gain from foreign currency FVOCI bonds increased by 117% (YTD Dec'25).

Diversify Sources of Funding

- Introduced innovative new funding products to improve funding resiliency while optimising cost of funds.

- Issuance of first Islamic green SBBA as part of ESG initiatives while improving cost of funds.
- Issuance of commercial papers and long-term bilateral borrowing to improve LCR and NSFR.

Group Transaction Banking

Key Initiatives

Outcomes

Services Industry Expansion for Trade Finance

- Piloted programme focused on service industries (Information and Communication Technology ("ICT"), Logistics and Transportation, Tourism and Hospitality).

- Overall trade assets grew 4.1%.

ESG Trade Finance Integration

- Promoted Sustainable Finance by launching targeted promotion of RM1.0 billion in ESG/i-ESG Trade Facilities.

- ESG/i-ESG facilities approved reached approximately RM600 million.
- Expanded our client engagement in sustainable supply chains.

Enhance Usage of Digital Platform

- Boosted utilisation of Trade Digital Channel ("Reflex Trade Finance").

- Improved digital platform penetration from 29.8% (2024) to 60.6% (2025).

Strategic Partnerships with Point-of-Sales ("POS") Providers

- Partnered with POS providers to onboard DuitNow QR ("DNQR") merchants to drive New-To-Bank ("NTB") current account ("CA") acquisition.
- Increased acceptance across multiple sectors and positioned RHB as the preferred bank for seamless offline payment solutions.

- Acquired 15.2k (as at Dec'25) NTB merchants during the year, a growth of 45.0% YoY.
- Achieved YoY 21.8% (as at Dec'25) merchant CASA balance growth
- Achieved 2nd position in DNQR market share.

Grow Youth Market Share through Collaboration

- Expanded into education sector through MOHE 2.0 and Ministry of Education.

- Achieved overall 14.0% growth in Transaction Banking CASA.

STRATEGIC BUSINESS PERFORMANCE REVIEW (CONT.)
Group Investment Banking

Key Initiatives	Outcomes
Expand Regional Product Capabilities <ul style="list-style-type: none"> Collaborated with regulators to launch innovative instruments in under-served markets, specifically focusing on Cambodia ("CSX") and Indonesia to broaden regional product suites. 	<ul style="list-style-type: none"> Successfully launched Cambodia's first sub-bond. Issued the industry's first Put Warrant and deep strike warrants in Indonesia, targeting long-term investors.
Deliver Holistic Wholesale & Cross-Border Solutions <ul style="list-style-type: none"> Delivered comprehensive wholesale solutions across all client segments with a strategic focus on executing complex cross-border deals. 	<ul style="list-style-type: none"> Completed numerous cross-border bond issuances, block trades, advisory, and financing deals, executed jointly by teams in Singapore, Indonesia, and Malaysia.
Strengthened Syndication & Financial Sponsor Partnerships <ul style="list-style-type: none"> Established dedicated coverage teams to deepen relationships with Private Equity ("PEs"), Sovereign Wealth Funds ("SWFs"), and banking partners for loan syndication. 	<ul style="list-style-type: none"> Operationalised Financial Sponsor Coverage in Singapore to drive active idea generation and engagement with regional funds.
Deepened Government & State-linked Collaborations <ul style="list-style-type: none"> Aligned internal coverage teams to target high-impact public sector projects, specifically engaging with state governments and special economic zones. 	<ul style="list-style-type: none"> Secured project financing and advisory deals with the Sarawak State Government. Participated in landmark Johor-Singapore SEZ deals.

Group Asset Management

Key Initiatives	Outcomes
Improved Internal Synergies <ul style="list-style-type: none"> Enhanced collaboration across retail and institutional channels to develop tailored investment solutions for each segment. 	<ul style="list-style-type: none"> Deepened engagement with clients across both retail and institutional segments, delivering solutions closely aligned with their investment goals/needs.
Boost Differentiation to Capture Emerging Opportunities <ul style="list-style-type: none"> Introduced innovative and uniquely featured product offerings that enable customers to capture emerging opportunities. 	<ul style="list-style-type: none"> Successfully launched an AI-driven and sector focused product, providing customers with differentiated strategies for capturing emerging opportunities and enhancing investment outcomes.
Supported Portfolio Resilience <ul style="list-style-type: none"> Strengthened portfolio management and risk oversight to maintain disciplined and consistent investment practices. 	<ul style="list-style-type: none"> Sustained fund performance through disciplined portfolio management and robust risk controls, reinforcing stakeholders' confidence and supporting long-term value creation.

Group Wholesale Banking

CHALLENGES AND MITIGATION

Group Treasury and Global Markets

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Market volatility arising from uncertainty surrounding trade policies and geopolitical developments, resulting in erratic trading and investment performance. 	<ul style="list-style-type: none"> Focused on economic fundamentals and longer-term market trends rather than short-term noise, supported by robust risk management practices. Enhanced client returns and GTGM revenue by deploying strategies that benefit from heightened market volatility, such as structured investment solutions with embedded options. 	<ul style="list-style-type: none"> Trading revenue increased by 16.5% YoY. Capital gains from investment activities increased by 61.3%. Wealth structured investment sales revenue increased 74.2% YoY.

Group Transaction Banking

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> A highly competitive merchant acquisition landscape. 	<ul style="list-style-type: none"> Accelerated DNQR merchant onboarding through strategic POS partnerships. Enhanced merchant value proposition with competitive MDR and integrated CASA solutions. 	<ul style="list-style-type: none"> Achieved 2nd position in DNQR market share ("value"). YoY transaction volume growth outpaced industry (125% vs 81%).
<ul style="list-style-type: none"> Cash management pricing pressure and NIM compression. 	<ul style="list-style-type: none"> Focused on value-added services beyond rate-driven products, emphasising digital adoption, analytics-driven reporting, and integrated working capital solutions. 	<ul style="list-style-type: none"> Maintained CASA growth of 14% YoY while preserving profitability.
<ul style="list-style-type: none"> Regulatory shifts in payments infrastructure (e.g. FPX to DuitNow Pay). 	<ul style="list-style-type: none"> Proactive engagement with PayNet on RPP and DuitNow Pay readiness, ensuring stability while leveraging network advantages. 	<ul style="list-style-type: none"> First in market to launch DuitNow Pay for recurring collections with a GLC customer.
<ul style="list-style-type: none"> Growing demand for sustainable trade finance solutions. 	<ul style="list-style-type: none"> Launched targeted ESG/i-ESG Trade Facilities aligned with BNM Climate Change and Principle-based Taxonomy guidelines. 	<ul style="list-style-type: none"> Approved ESG/i-ESG facilities reached approximately RM600 million. Expanded client participation in sustainable supply chains.
<ul style="list-style-type: none"> Growing need to replace conventional Banker's Acceptance with more flexible invoice financing solutions. 	<ul style="list-style-type: none"> Introduced an upgraded FlexiTrade product to support a broader range of customer financing needs, including goods, services, and operational expenses. 	<ul style="list-style-type: none"> Successfully executed a growth strategy that expanded Trade Assets by RM360 million YoY.
<ul style="list-style-type: none"> Increasing compliance and regulatory requirements. 	<ul style="list-style-type: none"> Proactively engaged regulators to stay ahead of new guidelines and clarified requirements early. Strengthened internal capability to assess and evidence compliance. 	<ul style="list-style-type: none"> Strengthened collaboration with internal risk stewards. Implemented a Self-Assessment Checklist to support ongoing compliance readiness.
<ul style="list-style-type: none"> Rising fraud incidents in merchant acquisition and eBanking. 	<ul style="list-style-type: none"> Actively participated in industry and merchant acquiring taskforces to collaboratively adopt emerging best practices. Undertook review of transaction monitoring capabilities to identify enhancement opportunities. 	<ul style="list-style-type: none"> Tightened internal controls and strengthened transaction monitoring rules. Established an enterprise-wide Fraud Team to improve fraud case management and prevention.

CHALLENGES AND MITIGATION (CONT.)

Group Investment Banking

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Experience intensifying fee compression driven by stiff competition from digital disruptors and new market entrants adopting aggressive, loss-leader pricing models to undercut fees. 	<ul style="list-style-type: none"> Focused on bespoke, high-touch advisory solutions to shift away from price-led competition. Differentiated offerings by expanding ecosystem coverage, including regional advisory, and comprehensive execution capabilities. 	<ul style="list-style-type: none"> Maintained market leadership in terms of brokerage income. Anchored major IPOs with a bespoke service model. Executed landmark advisory and fundraising deals to strengthen track record and secure a robust future earnings pipeline.

Group Asset Management

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Challenging market conditions marked by heightened volatility and cautious investor sentiment affecting momentum. 	<ul style="list-style-type: none"> Introduced new fund offerings to capture emerging market opportunities and address evolving investor needs. Enhanced portfolio diversification and reinforced risk management frameworks to maintain resilience. 	<ul style="list-style-type: none"> Successfully launched 11 new funds in 2025, expanding product suite and strengthening competitive positioning. Delivered stable fund performance despite volatile market conditions.
<ul style="list-style-type: none"> Increasing regulatory costs. 	<ul style="list-style-type: none"> Continued focus on resource and cost optimisation, supported by process efficiencies. 	<ul style="list-style-type: none"> Ensured full compliance with the Security Commission's revised fee frameworks while maintaining operational efficiency.

OUTLOOK AND PROSPECTS

Amid global headwinds such as market volatility, inflationary pressures and geopolitical uncertainty, Group Wholesale Banking remains confident in Malaysia's growth prospects for 2026. This outlook is underpinned by resilient domestic demand across multiple sectors and regions.

Looking ahead, we expect a supportive policy environment to sustain domestic activity and reinforce corporate earnings momentum. Malaysia's GDP is projected to expand at a steady 4.7% per annum, supported by continued investment, healthy consumption, and a gradually stabilising external environment.

Against this backdrop, Group Wholesale Banking will stay focused on deepening client relationships across all our business pillars and customer segments by delivering a comprehensive suite of high-quality, tailored solutions. By proactively identifying emerging opportunities and continuously innovating our offerings, we aim to help clients navigate evolving market conditions and achieve sustainable, risk-adjusted outcomes.

We remain committed to executing our PROGRESS27 roadmap through a differentiated product suite, strategic partnerships, a client-centric operating model, and stronger digital capabilities. Together, these priorities will continue to guide our efforts to drive sustainable growth, strengthen value creation, and deliver long-term value for all stakeholders.

Group Corporate & Business Banking

WHO WE ARE AND WHAT WE DO

Group Corporate & Business Banking (“GCB”) was established on 1 May 2025 bringing together the Group’s non-retail banking activities under a unified platform, strengthening synergy, operational efficiency, and client-centricity. GCB operates across three core segments:

**Group Corporate
Banking**

**Commercial
Banking**

**SME
Banking**

GCB delivers a comprehensive suite of Conventional and Shariah-compliant financial solutions to non-retail customers, spanning large corporates to small and medium-sized enterprises (“SMEs”). The consolidation of our non-retail services enhances the breadth and quality of solutions available to SMEs, while enabling a more seamless progression as businesses scale and evolve.



WENDY TING WEI LING
Managing Director,
Group Corporate & Business Banking

Group Corporate Banking

Group Corporate Banking offers a full spectrum of Conventional and Shariah-compliant financial solutions tailored to corporate clients listed on the local and international stock exchanges. Our capabilities span working capital financing, trade finance, foreign currency hedging, project financing, syndication and corporate exercise advisory, providing holistic support across diverse financing needs.

Operating across Southeast Asia, we support clients’ regional expansion through bespoke structured financing solutions aligned with the Group’s strategic priorities and risk framework. Our deep market expertise, innovative approach, and strong understanding of corporate dynamics enable us to build long-term partnerships and support sustainable business growth.

Commercial Banking

Commercial Banking serves small and mid-cap listed and unlisted companies, bridging the space between large corporates and SMEs. The segment supports business expansion by providing essential Conventional and Shariah-compliant financing solutions, including capital expenditure financing, bridging and term financing, project and trade finance, working capital solutions, liquidity management, and foreign currency hedging. These offerings are complemented by sector-specific expertise and tailored advisory support.

SME Banking

SME Banking provides a comprehensive suite of financial solutions to small and medium-sized enterprises and family-run businesses. Leveraging deep expertise across key industries, we deliver innovative and practical banking services designed to support business growth, enhance resilience, and enable long-term success. The proposition includes working capital financing, property financing, trade facilities, customised deposit solutions, and cash management services. Through our intensified focus on supporting the national SME growth agenda, we have established a strong market position and are recognised as one of the leading participants in the BNM Funding Schemes.

In line with our commitment to innovation and digital enablement, we offer direct API connectivity with third-party business solution providers through RHB’s SME e-solution, as well as online financing application for SMEs through RHB’s SME Online Financing - both were first amongst Malaysian banks.

BUSINESS ENVIRONMENT

The operating environment in 2025 remained challenging amid persistent global and domestic uncertainty. The announcement of US tariffs in 2Q 2025 triggered volatility across affected sectors, although conditions improved following the stabilisation of tariff measures impacting Malaysia's exports to the US in 3Q 2025. Domestically, businesses faced sustained cost pressures stemming from policy measures such as the expansion of SST, electricity and water tariff adjustments, higher minimum wages and increased Employees Provident Fund ("EPF") contributions for foreign workers.

In response, corporate borrowers stepped up cost optimisation efforts to cushion margin pressures and support relatively stable financial performance, notwithstanding ongoing cost escalation and some degree of margin compression.

Against this backdrop, lending growth in GCBB's Corporate Banking and Commercial Banking portfolios was primarily supported by domesticated activities, particularly projects and developments undertaken by mid-sized

companies and government-linked companies ("GLCs"). Easing monetary policy, government initiatives such as Budi95, continued infrastructure expansion and a stronger Ringgit helped contain costs and sustain domestic demand. Lower interest rates also reduced borrowing costs, providing some relief to businesses in a still-demanding operating landscape.

In contrast, SME loan growth moderated as we maintained a prudent credit stance amid economic uncertainty, higher operating costs, and rising credit defaults among smaller businesses. Our focus remained on asset quality and cash-flow sustainability, supported by tighter assessments and documentation requirements, which slowed approvals for more marginal borrowers. Even so, the broader SME banking market continued to expand, underpinned by resilient domestic demand, government guarantee schemes, and ongoing financing needs. Well-established SMEs remained able to access funding, while banks increasingly deepened relationships through cross-selling transaction banking, supply chain solutions, and sustainability-linked financing to support growth despite softer loan momentum.

KEY FOCUS AREAS

Assets Growth

Grow portfolios selectively in targeted segments and sectors through differentiated propositions.



Assets Quality

Strengthen credit discipline and portfolio monitoring to preserve asset quality.



Deposits

Drive CASA growth focusing on transaction banking and cash management solutions for clients which in turn help to enhance funding resiliency and lower cost of funds for the Bank.



Cross Selling

Increase wallet share via integrated lending, trade, cash, treasury, investment banking, and sustainability solutions.



Digital and STP

Scale digital and straight-through processing to lift efficiency, speed, and client experience.



2025 ACHIEVEMENTS

KEY FINANCIAL AND BUSINESS HIGHLIGHTS

GCBB Consolidated

- PBT: RM1.9 billion (2024: RM1.5 billion)
- Gross Loans & Assets: RM90.3 billion (2024: RM87.6 billion)
- GIL: RM1.4 billion (2024: RM1.3 billion)
- Deposits: RM90.5 billion (2024: RM89.9 billion)
- CASA: RM42.5 billion (2024: RM37.8 billion)

Commercial Banking

- PBT: RM0.2 billion (2024: RM0.2 billion)
- Gross Loans & Assets: RM10.9 billion (2024: RM9.8 billion)
- GIL: RM0.2 billion (2024: RM0.1 billion)
- Deposits: RM4.8 billion (2024: RM3.9 billion)
- CASA: RM2.7 billion (2024: RM2.2 billion)

Group Corporate Banking

- PBT: RM1.0 billion (2024: RM0.8 billion)
- Gross Loans & Assets: RM51.6 billion (2024: RM49.9 billion)
- GIL: RM0.2 billion (2024: RM0.3 billion)
- Deposits: RM46.8 billion (2024: RM50.2 billion)
- CASA: RM18.5 billion (2024: RM16.1 billion)

SME Banking

- PBT: RM0.7 billion (2024: RM0.6 billion)
- Gross Loans: RM27.8 billion (2024: RM27.9 billion)
- GIL: RM0.9 billion (2024: RM0.9 billion)
- Deposits: RM38.9 billion (2024: RM35.7 billion)
- CASA: RM21.3 billion (2024: RM19.4 billion)

Group Corporate & Business Banking

2025 ACHIEVEMENTS (CONT.)

SUSTAINABILITY HIGHLIGHTS

GCBB Consolidated

- Total Sustainable Financing Services approved – RM6,520 million (2024: RM4,080 million).

Group Corporate Banking

- Total Sustainable Financing Services approved – RM4,089 million (2024: RM1,214 million).
- Collaborated with SME Banking to help corporate clients' develop supply chain financing solutions for their vendors under BNM's Greening Value Chain Scheme.

Commercial Banking

- Total Sustainable Financing Services approved – RM781 million (2024: RM996 million).

SME Banking

- Total Sustainable Financing Services approved – RM1,650 million (2024: RM1,870 million).
- Partnered with PETRONAS to roll out the Sustainable Vendor Financing Programme ("SVFP"), supporting vendors under the PETRONAS Supplier Support Programme.
- Collaborated with Corporate Banking to develop supply chain financing solutions for corporate clients' vendor ecosystems under BNM's Greening Value Chain Scheme.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Group Corporate Banking

Key Initiatives

Outcomes

Drive Loans and Assets Growth

- Prioritise asset growth in Government-Linked Companies ("GLCs") and large conglomerates with strong credit profiles and ancillary income potential.
- Focus asset growth on higher-yielding mid-cap segments.
- Achieved 19% YoY growth in GLC gross loans and assets.
- Total NOII grew 19.1% YoY.
- Delivered 11% YoY growth in Mid-Cap gross loans and assets through targeted client acquisition.
- Overall Corporate Banking Loans & Assets NIM improved by 3-basis-point.

Strengthen Asset Quality Management

- Proactively manage portfolio quality through disciplined credit assessment and monitoring.
- Reduced GIL ratio from 0.68% (2024) to 0.48% (2025) through proactive credit risk management.

Accelerate CASA Growth

- Step up CASA mobilisation through targeted client engagement and transaction banking solutions.
- Achieved 14.6% YoY growth in overall Corporate Banking CASA.

Deepen Client Relationships and Cross-Selling

- Deliver holistic solutions and actively pursue cross-selling opportunities across products and services.
- Achieved 4.1% growth in total income through increased wallet share.
- Decreased Net Promoter Score ("NPS") but sustained industry ranking at #2.

STRATEGIC BUSINESS PERFORMANCE REVIEW (CONT.)
Commercial Banking

Key Initiatives	Outcomes
Drive Loans and Assets Growth <ul style="list-style-type: none"> Focus on economic sectors and regions with high growth potential. 	<ul style="list-style-type: none"> Delivered gross loans and assets growth of 11.6%.
Proactive Asset Quality Management <ul style="list-style-type: none"> Proactively manage portfolio quality through disciplined credit assessment and monitoring. 	<ul style="list-style-type: none"> GIL ratio increased from 1.25% (2024) to 1.99% (2025), attributed mainly to the timing of resolution of a single impaired account nearing completion.
Step-up CASA Growth <ul style="list-style-type: none"> Step up CASA mobilisation through data-driven client engagement and transaction banking solutions. 	<ul style="list-style-type: none"> Achieved strong 21.0% YoY growth in CASA, driven by relationship deepening, enhanced cash management solutions and applied data analytics. Overall Commercial Banking deposits NIM improved by 8-basis-point.
Deepen Client Relationships and Cross-Selling <ul style="list-style-type: none"> Deliver holistic solutions and actively pursue cross-selling opportunities across products and services. 	<ul style="list-style-type: none"> Achieved 15.8% growth in total income, reflecting deeper wallet share with key clients. Decreased Net Promoter Score and sustained industry ranking at #4.

SME Banking

Key Initiatives	Outcomes
Drive Loans and Assets Growth <ul style="list-style-type: none"> Focused on priority economic sectors aligned with national policy e.g. New Industrial Master Plan 2030 ("NIMP 2030"), The National Agrofood Policy 2021-2030 ("NAP 2.0"), Malaysia's National Energy Transition Roadmap ("NETR"). Executed a strategic pivot from the Retail SME ("RSME") segment towards the Middle Market ("MM") portfolio. Elevated selected large accounts from non-relationship manager ("RM") and managed RSME Programme into RM-serviced MM coverage. Whitelisted lending customers with strong account conduct to increase wallet share. Simplified credit application templates for selected Existing-to-Bank ("ETB") customers. 	<ul style="list-style-type: none"> MM loans grew by 6.7%, while RSME loans declined by 3.0% YoY. Loans in focus economic sectors grew; manufacturing at RM1,368 million and agriculture at RM249 million.
Proactive Asset Quality Management <ul style="list-style-type: none"> Strengthened credit controls for selected high-risk sectors, including enhanced assessment of customers' repayment capacity. Pivoted loans growth towards tangible collateral-backed lending (e.g. property-backed loans and Fixed Deposit-backed loans), with reduced reliance on guarantee-based facilities. Implemented an early warning system to identify, engage and closely monitor customers facing financial stress. Intensified recovery efforts. 	<ul style="list-style-type: none"> While GIL increased by 5.7% YoY and GIL ratio rose from 3.21% (2024) to 3.41% (2025), total onboarding of customers from high-risk sectors declined by 8.7% YoY, helping to mitigate future risks. Bad debts recovery improved by 11.2% YoY.
Step-up CASA and Fixed Deposit Growth <ul style="list-style-type: none"> Rolled out targeted CASA and Fixed Deposits ("FD") campaigns supported by merchant acquisition initiatives. SME deposits: Intensified merchant acquisition and ecosystem development (e.g. travel, education), while continuing targeted key account acquisition and planning. 	<ul style="list-style-type: none"> Achieved CASA and FD growth of 9.7% and 7.7% YoY, respectively.
Expanded Digital Offering and Straight-through Processing <ul style="list-style-type: none"> Enhanced digital offerings and straight-through processing to improve turnaround time and customer experience. 	<ul style="list-style-type: none"> Automated credit approvals for loan sizes of RM200,000 and below.

Group Corporate & Business Banking

CHALLENGES AND MITIGATION

Group Corporate Banking

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Margins from top-tier corporate customers remained thin amid intense competitive pressure. 	<ul style="list-style-type: none"> Preserved risk-adjusted return on capital ("RAROC") by driving higher income contribution from ancillary businesses through active cross-selling. Executed a strategic shift towards higher-margin mid-cap segments to optimise portfolio profitability. 	<ul style="list-style-type: none"> Ancillary business total income grew by 19.1%. Overall Group Corporate Banking gross loans and assets net interest margin ("NIM") improved by 3-basis-point.

Commercial Banking

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Commendable loan and asset growth in Commercial Banking increased self-funding requirements, exacerbated by stiff industry competition for deposits. 	<ul style="list-style-type: none"> Collaborated with Group Transaction Banking to introduce innovative cash management and merchant solutions to attract sticky operating accounts. Leveraged data analytics to target customers with incremental deposit potential, including tailored interest-bearing current account propositions. 	<ul style="list-style-type: none"> Achieved YoY CASA growth of 21.0%. Achieved YoY FD and CASA growth of 22.4% and 21.0% respectively. Acquired 34 new merchants.

SME Banking

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Escalation in gross impaired loans ("GIL") within the RSME segment. 	<ul style="list-style-type: none"> Tightened credit assessment criteria for customers operating in higher-risk economic sectors. Rebalanced loan growth towards tangible collateral-backed facilities, including property-backed and Fixed Deposit-backed loans, while reducing reliance on guarantee-based lending. 	<ul style="list-style-type: none"> Onboarding of customers from high-risk sectors declined by 8.7% YoY.
<ul style="list-style-type: none"> Retail SME loan growth remained subdued. 	<ul style="list-style-type: none"> Strategically pivoted from the RSME segment towards the MM portfolio. 	<ul style="list-style-type: none"> MM loans grew by 6.7%, while RSME loans declined by 3.0% YoY.

OUTLOOK AND PROSPECTS

As we move into FY2026, we expect the domestic economy to remain resilient and continue expanding. This outlook is supported by anticipated robust spending from the private sector, steady continuation of medium-term investment activities, particularly in sectors and regions prioritised under the New Industrial Master Plan 2030 and National Energy Transition Roadmap, as well as an accommodative monetary policy stance from the central bank.

Within this backdrop, we will intensify our growth trajectory by leveraging the strengths of our respective business pillars. We will continue to harness our unified structure under GCBB to unlock deeper synergies—ranging from strategic asset allocation and capital deployment to streamlining internal processes and KPIs—to strengthening cross-referrals and cross-selling within GCBB and across the Banking Group.

Customer centricity will remain our core priority. We will deepen customer engagement and deliver timely, value-added services and solutions to strengthen long-term relationships. In parallel, we will enhance the features and capabilities of our SME digital platform, while supporting customers in accessing BNM-funded schemes and sustainable financing solutions as part of our commitment to ESG.

Group International Business

WHO WE ARE AND WHAT WE DO

RHB Group International Business (“GIB”) is a core pillar of the Group’s regional growth agenda, anchoring our commercial banking presence across five markets – **Singapore, Cambodia, Thailand, Brunei, and Laos** – while leveraging the expertise and capabilities of our Malaysia headquarters.

By aligning our strategies to local market dynamics and regulatory frameworks, we strengthen our ability to capture growth opportunities across the region and meet diverse customer needs through a comprehensive suite of financial solutions. These include financing, deposits, wealth management, trade finance, premier banking, bancassurance, and specialised SME support.


Our aim is to deepen regional integration while building sustainable, scalable businesses that expand the Group’s international footprint.




DANNY QUAH BOON LENG
Managing Director,
Group International Business

BUSINESS ENVIRONMENT


Across the region, the operating environment in 2025 was shaped by evolving customer expectations, increased digital adoption, heightened competition for deposits and lending, and growing demand for ESG-aligned solutions – reinforcing the importance of agility, disciplined execution, and market-specific strategies.




Singapore: As a key regional financial hub, Singapore continued to present strong opportunities in wealth management and innovative financial services, with a strong focus on diversified investment asset portfolios and ESG-aligned financing and investments.




Thailand: The market remained centred on large commercial and corporate banking opportunities, where customer priorities increasingly focused on efficiency and ESG integration to drive sustainable progress.



Cambodia: The banking market remained highly competitive and digitally progressive, with ongoing regulatory enhancements aimed at strengthening payment interoperability and financial stability.




Brunei: Lending activity remained steady across household and corporate segments, supported by continuous emphasis placed on strengthening service quality and deepening customer engagement.




Laos: The market continued to prioritise fundamental banking development, strengthening both retail and commercial banking foundation to reinforce long-term resilience.

KEY FOCUS AREAS


Focus on non-interest income
Drive sustainable profitability through fee income from treasury portfolio, syndication activities, and retail wealth.



Cross-border collaboration
Strengthened cross-border collaboration and cross-selling efforts across RHB’s regional network to support corporates with regional banking needs.



Asset Quality
Focused loan growth on higher-quality customer segments, while expediting loan recovery and proactive rescheduling and restructuring (“R&R”) measures.



Group International Business

2025 ACHIEVEMENTS

KEY FINANCIAL AND BUSINESS HIGHLIGHTS

GIB remains a key driver of the Group's regional growth strategy. By leveraging cross-border synergies and local market expertise, we continued to strengthen our presence across key high-potential regional economies and deliver customer-centric solutions that support sustainable growth.

In 2025:

- GIB contributed 11.6% of the Group's total income.
- Profit before tax ("PBT") improved to RM257 million from RM104 million, driven primarily by lower expected credit loss ("ECL").
- Gross loans grew 0.9%, reflecting stable balance sheet expansion across key markets.
- Customer deposits decreased by 0.5%.

Our focus on innovation, operational excellence, and customer-centric banking will continue to strengthen RHB's regional competitiveness and support long-term value creation.

RHB Singapore	SGD million		
	2025	2024	YoY
Gross Loans	9,718	8,950	8.6%
Customer Deposits	10,274	9,820	4.6%
Total Income	249.2	252.6	-1.3%
Maintainable Operating Profit	94.1	103.1	-8.7%
Profit Before Tax	104.6	98.7	5.9%

RHB Brunei	BND million		
	2025	2024	YoY
Gross Loans	59	58	0.5%
Customer Deposits	132	112	17.8%
Total Income	4.0	4.5	-11.0%
Maintainable Operating Profit	0.3	1.1	-68.1%
Profit Before Tax	0.3	0.9	-63.8%

RHB Cambodia	USD million		
	2025	2024	YoY
Gross Loans	646	723	-10.6%
Customer Deposits	657	674	-2.5%
Total Income	31.7	22.8	38.7%
Maintainable Operating Profit	13.8	4.7	191.2%
Profit Before Tax	(8.5)	(4.1)	-106.3%

RHB Laos	LAK billion		
	2025	2024	YoY
Gross Loans	330	389	-15.2%
Customer Deposits	59	76	-22.1%
Total Income	49.8	49.2	1.1%
Maintainable Operating Profit	(4.7)	(1.6)	-189.3%
Profit Before Tax	6.3	32.1	-80.5%

RHB Thailand	THB million		
	2025	2024	YoY
Gross Loans	7,385	9,690	-23.8%
Customer Deposits	9,344	9,660	-3.3%
Total Income	335.9	199.7	68.2%
Maintainable Operating Profit	16.6	(93.8)	117.7%
Profit Before Tax	(197.9)	(1,750.7)	88.7%

2025 ACHIEVEMENTS (CONT.)

SUSTAINABILITY HIGHLIGHTS

GIB continues to advance its sustainability agenda across its regional operations by embedding responsible banking practices that support long-term value creation and deliver positive outcomes for the communities and markets we serve.

Singapore:

- Extended more than SGD600 million in green loans and bonds across priority areas including green buildings, renewable energy, and clean transportation.
- Recognised with the Bronze Award for Best ESG Programme at the Employee Experience Awards 2025.

Thailand:

- Invested THB50 million in ESG bonds, reinforcing our commitment to sustainable finance.

STRATEGIC BUSINESS PERFORMANCE REVIEW

RHB SINGAPORE

Key Initiatives

- Increased collaboration between RHB Singapore and regional networks to cross-sell investment banking products.
- Initiated a Loan Origination System ("LOS") for Commercial Banking loan applications.
- Strengthened underwriting and loan syndication capabilities.
- Sharpened focus on the Singapore market, particularly the Construction and Building sector.
- Prioritised improvements in Commercial Banking asset quality.
- Strengthened commitment to green financing and pursuing sustainable growth to support a greener future for industry and society.

Outcomes

- Strengthened cross-border collaboration and cross-selling efforts across RHB's regional network to drive investment banking opportunities.
- Acted as Mandated Lead Arranger and Bookrunner ("MLAB") in the RM1,115 million Syndication Loan Facility, financing the acquisition of a Malaysian business by a Singapore-headquartered private equity firm.
- Phase 1 LOS User Acceptance Testing ("UAT") on track for 2026 commencement.
- Deepened client relationships through tailored financing solutions that addressed specific business needs.
- Improved fee-based revenue and capital efficiency while strengthening RHB's competitive presence in the corporate and institutional lending market.
- Successfully syndicated over SGD350 million in loans in FY2025.
- Achieved 9% incremental limits in the Construction and Building segment.
- Extended more than SGD600 million in green loans and bonds across various categories, including green buildings, renewable energy, and clean transportation.

RHB CAMBODIA

Key Initiatives

- Expanded digital banking by leveraging the goWave platform to grow the digital banking base.
- Accelerated impaired loan recovery through private treaty sales to optimise asset quality.

Outcomes

- Enhanced goWave App security through Face Authentication and real-time push notifications.
- Introduced Online Account Opening ("OAO") with full electric-Know-Your-Customer ("eKYC") to simplify onboarding.
- Recovered USD4.3 million.

Group International Business

STRATEGIC BUSINESS PERFORMANCE REVIEW (CONT.)

RHB THAILAND

Key Initiatives

- Expanded cross-border collaboration and RHB's regional presence.
- Completed key governance documentation.
- Established an Independent Credit Review function.
- Restructured roles to enhance efficiency.

Outcomes

- Initiated exploration of new cross-border counterparties in Singapore and Cambodia.
- Finalised the Gap Analysis and developed Local Operating Manuals for critical functions, strengthening operational clarity and compliance.
- Implemented an independent review function to monitor and assess end-to-end credit processes, enhancing oversight and enabling early issue identification.
- Reorganised Relationship Manager ("RM") and Credit Analyst responsibilities to eliminate redundancies, improve customer information understanding, enhance operational efficiency, and support staff upskilling.

- Focused on both interest and non-interest income to expand Treasury income revenue.
- Rebalanced the portfolio towards high-quality corporate clients.
- Intensified R&R efforts.

- Optimised portfolio utilisation by increasing lending to corporate customers while actively reducing exposure to higher-risk accounts ("Enhanced Income Management ("EAM")/ Stage 2/Significant Increase in Credit Risk ("SICR") by THB700 million, resulting in ECL savings of nearly THB140 million.
- Expanded investment in corporate bonds issued by strong-rated companies to enhance capital efficiency and utilisation.
- Over THB300 million in recovered via R&R, auction sales, and account reclassification in 2025.

RHB BRUNEI

Key Initiatives

- Introduced a mortgage referral cash incentive for property agents.
- Attended property agent roadshows to promote RHB Brunei's mortgage loan promotional rate, supported by radio, cinema, and video campaigns in collaboration with property agents.

Outcomes

- In 2025, a total of BND8.3 million in mortgage loans were approved via property agent referrals.

RHB LAOS

Key Initiatives

- Completed the Risk, Anti-Money Laundering, Compliance, and Ethics ("RACE") Regional Programme, including Society for Worldwide Interbank Financial Telecommunications ("SWIFT") Hubbing, Cash Threshold Reporting ("CTR"), and Anti-Money Laundering ("AML") integration with systemically important banks ("SIBs").

Outcomes

- Fully implemented the AML system, replacing various manual processes, reducing potential errors, and minimising risks of incorrect reporting associated with manual controls.
- Enabled real-time name screening and strengthened customer due diligence for onboarding and transaction monitoring.

- Implemented cost optimisation initiatives to enhance operational efficiency and achieve sustainable cost savings.
- Utilised HQ Skyhigh web proxy filtering to replace locally deployed Bluecoat proxy.
- Migrated Imperva Database Activity Monitoring ("DAM") reporting to HQ to replace locally hosted systems.

- Cost optimisation initiatives implemented, with anticipated savings expected to be realised in 2026.
- Delivered capital expenditure ("CAPEX") savings of LAK0.9 billion.
- Achieved recurring cost savings of LAK0.4 billion per year.

CHALLENGES AND MITIGATION
RHB SINGAPORE

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> • Loan margins continued to narrow as borrowers demanded larger underwriting ticket sizes for syndication roles. • High digitalisation and system enhancement costs, driven by heightened requirements for digital security and scam prevention. 	<ul style="list-style-type: none"> • Increased skim fees and strengthened pricing through intensified syndication activity and enhanced internal underwriting infrastructure. • Strengthened security and fraud management measures, including embedding scam detection scenarios and upgrading security controls. • Positioned to capture growth from cross-border activity in the Johor-Singapore Economic Zone, with the Rapid Transit System ("RTS") Link expected to commence operations in 2026. 	<ul style="list-style-type: none"> • Secured more underwriting opportunities as clients increasingly recognised RHB's ability to originate, structure, and distribute scalable credit solutions. • Strengthened customer trust by enabling safer transactions across all digital channels.

RHB CAMBODIA

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> • Increase in impaired loans due to challenging macroeconomic conditions impacting the broader market. • Slower loan growth amid weaker economic conditions, prompting tighter lending parameters to preserve asset quality. 	<ul style="list-style-type: none"> • Accelerated impaired loan recovery through private treaty sales and proactive restructuring programmes. • Strengthened credit risk assessments to support sustainable lending and reduce the likelihood of future non-performing loan ("NPL") formation. • Focused loan growth on higher-quality customer segments. • Grew corporate segment by leveraging established relationships from Malaysia and regional markets such as Singapore. 	<ul style="list-style-type: none"> • Successfully recovered USD4.3 million in impaired loans. • Achieved new loan disbursements of USD53 million in 2025, a significant achievement supported by strategic relationships with regional counterparts.

RHB THAILAND

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> • Limited opportunities for new loan growth due to regulatory restrictions. • Higher incidence of impaired loans resulting from economic challenges. • Market volatility affecting portfolio performance and profitability. 	<ul style="list-style-type: none"> • Increased utilisation from existing customers and reduced non-utilised limits. • Implemented restructuring and recovery measures in line with the Group Impairment Guideline ("GIG") and Bank of Thailand Responsible Lending guidelines. • Strengthened portfolio performance by purchasing bonds with attractive yields. • Capitalised on arbitrage opportunities through strategic trading. 	<ul style="list-style-type: none"> • Increased loan outstanding and loan utilisation among customers with stronger credit profiles. • Conducted pre-emptive restructuring exercises to prevent further deterioration in asset quality. • Improved portfolio yields through effective management and increased trading profitability despite challenging market conditions.

Group International Business

CHALLENGES AND MITIGATION (CONT.)

RHB BRUNEI

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Declining money market interest rates impacting income streams, resulting in a 25% reduction in money market income. 	<ul style="list-style-type: none"> Diversified our investments within the short-term bucket to mitigate the shortfall in interest income. 	<ul style="list-style-type: none"> Net interest income declined from BND3.6 million in 2024 to BND3.2 million in 2025 (12.9% reduction).

RHB LAOS

Challenges	Mitigation Action	Results
<ul style="list-style-type: none"> Talent attrition arising from regulatory salary conversion requirements (USD to local currency), compounded by heightened competition for skilled talent, with industry peers offering more attractive remuneration packages. Weakening of the LAK against THB and USD. 	<ul style="list-style-type: none"> Implemented proactive retention initiatives to minimise replacement costs and reduce turnover. Identified talent through regional head-hunters and selectively recruited suitable candidates. Implemented cost optimisation initiatives to improve operational efficiency and achieve sustainable cost savings. Introduced HQ web proxy filtering, replacing locally deployed Bluecoat proxy. Migrated Imperva Database Activity Monitoring ("DAM") to send logs directly to HQ, replacing the locally hosted system. 	<ul style="list-style-type: none"> Reduced turnover-related costs through targeted retention initiatives. Identified and onboarded suitable talent to strengthen team capabilities. Achieved approximately LAK6.5 billion in cost savings.

OPPORTUNITIES
RHB SINGAPORE

Opportunity	Strategy
<ul style="list-style-type: none"> Structural revitalisation of Singapore's equity market following the launch of the Equity Market Development Programme ("EQDP") by the Monetary Authority of Singapore ("MAS"). 	<ul style="list-style-type: none"> Leverage our Commercial Banking network to identify small- and mid-cap companies suitable for listings or equity fundraising, as EQDP capital flows into these segments. Tap our regional client network to identify ASEAN corporates seeking stronger governance standards and access to Singapore's deeper capital pools.

RHB CAMBODIA

Opportunity	Strategy
<ul style="list-style-type: none"> High-value client penetration to deepen relationships and grow wallet share. Automation and digitalisation to improve operational efficiency and strengthen controls. 	<ul style="list-style-type: none"> Position RHB as the preferred cross-border banking partner for top-tier corporates by leveraging our regional footprint to capture cross-border flows and opportunities. Focus on High-Net-Worth Individuals ("HNWIs") linked to mid- to top-tier corporates, building holistic relationships through Retail and Business Banking. Automate internal processes to reduce operational risk and enhance productivity.

RHB THAILAND

Opportunity	Strategy
<ul style="list-style-type: none"> Growing opportunities to collaborate and promote cross-border deals within ASEAN, supported by RHB's regional presence, as clients respond to evolving trade dynamics and tariff-related pressures. Increasing demand for tailored corporate solutions aligned to specific client needs and business priorities. 	<ul style="list-style-type: none"> Leverage RHB's strong regional footprint across Malaysia, Singapore, Brunei, Laos, and Cambodia to facilitate cross-border transactions and support corporates with regional banking needs. Strengthen client coverage through dedicated and experienced RMs, supported by specialist Trade and Capital Markets teams to deliver comprehensive business support.

RHB BRUNEI

Opportunity	Strategy
<ul style="list-style-type: none"> Syndication loan opportunities with local banks to support the government's development and financing initiatives. 	<ul style="list-style-type: none"> Collaborate with Group and regional banks to participate in syndication transactions, leveraging shared expertise and resources to expand market reach and deliver comprehensive financing solutions.

RHB LAOS

Opportunity	Strategy
<ul style="list-style-type: none"> Opportunities to optimise excess liquidity through alternative money market instruments. Potential to diversify funding sources to support loan growth and balance sheet expansion. 	<ul style="list-style-type: none"> Maximise returns by investing in short-term bonds issued by the Bank of the Lao P.D.R. Explore alternative funding sources such as the World Bank-funded Access to Finance for Emergency Recovery Support ("A2F-ERS") project to support lending growth.

Group International Business

OUTLOOK AND PROSPECTS

In 2026, GIB will continue to enhance seamless cross-border experiences, strengthen regional synergies, and deliver purposeful, customer-centric solutions across ASEAN. As we sharpen execution, our focus will remain on driving quality growth, scaling sustainable finance, and delivering superior value for our stakeholders.



RHB Singapore

RHB Singapore has been designated as the Group's regional hub, underpinned by its strategic proximity to key customer networks and capital flows, as well as its consistent contribution to GIB over the years. We will deepen regional integration while building sustainable, scalable businesses across our international footprint by expanding our ecosystem and enabling seamless banking experiences for individuals and businesses.

We will strengthen non-interest income, particularly through intensified syndications by underwriting deals in international currencies and pursuing larger mandates through strengthened regional relationships. We will also remain focused on originating high-quality loans, backed by real estate and resilient, high-growth sectors.

In addition, we intend to position RHB Singapore as a long-term partner for small and mid-cap clients, providing end-to-end support as these customers remain a core engine of listing and capital-raising activity in Singapore.



RHB Cambodia

RHB Cambodia will prioritise top-tier corporates across industries, as well as HNWIs linked to mid- to top-tier corporates, to deepen relationships through Retail and Business Banking. We will focus on becoming the preferred cross-border banking partner within the RHB footprint and strengthening our Corporate & Investment Banking ("CIB") model, leveraging these strengthened relationships to expand CASA balances through enhanced remittance and trade finance offerings.

At the same time, we will automate processes and streamline digital banking capabilities to improve operational efficiency and support sustainable growth. Active asset quality management and recovery efforts will remain a key priority.



RHB Thailand

RHB Thailand will strengthen overall financial performance by focusing on both interest and non-interest income, particularly through expanding Treasury revenue streams such as corporate bond investments, swap trading, and active portfolio management. We will continue rebalancing our portfolio towards high-quality corporate clients, while deepening cross-border collaboration by leveraging RHB's strong regional presence across ASEAN.

In parallel, we will intensify R&R efforts to safeguard asset quality, while delivering tailored financial solutions aligned to corporate customers' specific needs and priorities.



RHB Brunei

RHB Brunei will sustain positive loan growth, supported by both household and corporate segments. Our focus will be on addressing deposit challenges, strengthening market performance, and actively exploring new opportunities to support continued growth.



RHB Laos

RHB Laos will focus on delivering intrinsic value by strengthening core income through targeted lending in key sectors, strategic deposit mobilisation, and optimising returns from short-term bonds. We will continue to drive operational efficiency and process optimisation while maintaining a healthy loan portfolio by minimising NPLs through rigorous repayment monitoring and disciplined origination, prioritising high-quality borrowers aligned with strategic priorities.

Group Shariah Business

WHO WE ARE AND WHAT WE DO

RHB Islamic Bank is the Shariah-compliant arm of the RHB Banking Group, providing a comprehensive suite of financial services across retail, SME, corporate, commercial, wealth management, and investment banking segments.

Leveraging the scale, network, and expertise of the RHB Banking Group, RHB Islamic Bank delivers end-to-end Shariah-compliant banking solutions that are aligned with evolving customer needs and market expectations.

Committed to simplicity, speed and accessibility, we leverage a strong nationwide branch network, self-service terminals, and robust mobile and online banking platforms to ensure seamless service delivery. Through customer-centric financial solutions and a workforce dedicated to fostering trusted stakeholder relationships, RHB Islamic Bank continues to enable inclusive, accessible, and value-driven Islamic banking experiences.



DATO' ADISSADIKIN ALI
Managing Director,
RHB Islamic Bank

BUSINESS ENVIRONMENT

Despite a challenging global backdrop marked by slower growth, geopolitical tensions, and monetary policy normalisation in 2025, Malaysia's Islamic banking sector demonstrated resilience and adaptability. The sector has transitioned from a phase of rapid expansion to one characterised by sustainable, value-driven growth and increasing technological maturity.

Competition within the domestic Islamic banking landscape remained intense, reinforcing the need for differentiation and operational excellence. Malaysia's strong regulatory framework, deep market liquidity, vibrant fintech ecosystem, and the strategic integration of Islamic finance with ESG principles, continued to position the country as one of the most sophisticated Islamic banking markets globally.

Within this environment, RHB Islamic Bank's role as a frontrunner required sustained momentum in business expansion, product innovation and digital transformation, balanced with disciplined execution. Enhancing the customer experience through seamless digital platforms, faster onboarding, and efficient, cost-effective services remained critical to sustaining relevance across both digitally savvy younger customers and our more established 'silver-haired' clientele.

KEY FOCUS AREAS

With our core businesses on a stable growth trajectory, RHB Islamic's strategic focus for 2025 and beyond was anchored in a deliberate blend of ethical finance, personalised wealth growth, and measurable sustainability.

To deliver on this ambition, we prioritised several interconnected efforts:

Strengthening our liquidity position by expanding our presence in pivotal ecosystems, including education and government.



Advancing our Islamic Wealth Management platform through enhanced infrastructure and a broader range of offerings.



Deepening the integration of ESG commitments and linking sustainability more directly to commercial performance.



2025 ACHIEVEMENTS

KEY FINANCIAL AND BUSINESS HIGHLIGHTS

- PBT decreased 0.2% to RM1,061.8 million.
- Gross Financing increased by 10.4% to RM100.2 billion.
- Islamic contribution to Group Domestic Financing increased to 46.4% (2024: 44.6%).
- Islamic CASA increased by 24.6% to RM19.6 billion.
- Customer Deposits rose by 7.9% to RM95.6 billion.
- Zakat distributed to state zakat authorities ("SZA") increased by 20.0% to RM12.0 million.

Group Shariah Business

2025 ACHIEVEMENTS

SUSTAINABILITY HIGHLIGHTS

Ocean Harmoni ("OH"):

- Co-organised the inaugural OH event with Universiti Malaysia Sabah, combining marine conservation capacity-building and financial literacy outreach:
 - Engaged 35 participants in a Sea Cucumber Seed Production Workshop.
 - Delivered financial literacy sessions to 113 students from 9 schools in Sabah.
- Through OH, RHB has signed a 3-year Strategic MOU to be the sole participating bank at the Malaysian International Diving Expo ("MIDE"), aiming to introduce our OH-linked services to the diving and resort ecosystem. Through this collaboration, we:
 - Launched the RHB VISA Ocean Harmoni Multi Currency Debit Card-i (limited edition), issuing 4,965 cards within 3 months.
 - Achieved RM31.6 million in CASA and provided RM11.1 million in financing (ASB-i and PF-i).
 - Engaged 37 merchants post-MIDE; 19 onboarded (51%) and 18 in progress (49%) across Terengganu, Pahang, Selangor, and Kuala Lumpur.
 - Hosted two sustainability panel discussions, together with OH partners, on adaptive diving for disabled divers and coral rehabilitation.
- Jointly organised our first OH event with Universiti Pengurusan Sultan Idris:
 - Launched a programme to use iron frame maintenance for coral Propagation.
 - Held the 1st Underwater Alumni Retirement award ceremony, with mock Ocean Harmoni MCA-i cards presented to alumni retirees, gaining Malaysia Book of Records recognition.
- Conducted our first OH event with Universiti Kebangsaan Malaysia:
 - Participated in seabed clean-up and Crown of Thorns ("COTs") eradication dives, resulting in 30kg of marine debris and 30kg of seabed ghost nets removed.
 - Delivered financial literacy sessions to 50 Sekolah Rendah Kebangsaan Pulau Perhentian students.
 - 50 new CASA accounts opened with RHB Ocean Harmoni MCA-i debit cards issued.
- Attended Adaptive Diveheart Special Kids Event at Pulau Perhentian to participate and distribute zakat, in collaboration with our OH partner Diveheart Malaysia:
 - Distributed zakat assistance to 15 special needs children, while engaging them in scuba and snorkelling sessions, beach activities, and a marine conservation workshop.

Driving Economic Empowerment:

- Nurtured and empowered the asnaf and B40 community through opportunities in franchise and pre-franchise businesses under our B40 Empowerment Strategy – Be Your Own Boss ("BEST-BYOB") entrepreneurship programme, undertaken in collaboration with Perbadanan Nasional Berhad ("Pernas"):
 - For 2025, a total of 62 participants were selected and benefited from the programme, which contributed to strengthening their entrepreneurial capacity and improving their economic well-being.
 - BEST-BYOB was extended to four Malaysian public universities in 2025, namely Universiti Utara Malaysia, Universiti Putra Malaysia, Universiti Pendidikan Sultan Idris, and Universiti Pertahanan Nasional Malaysia.
- Provided structured training on foundational knowledge and practical skills for success in franchise and pre-franchise ventures for participants in our BEST-BYOB programme.

Expanding Education Access:

- Improved educational access for children in the asnaf and B40 community through our B40 Education Empowerment Programme ("BEEP") by addressing financial constraints, limited resources, and restricted opportunities:
 - Under our collaboration with Yayasan Pelajaran MARA ("YPM"), RHB Islamic committed up to RM1 million from zakat refund funds to support the programme, between 2023 to 2025.
 - More than 2000 B40 students, teachers, and parents have positively benefited from this programme, with RM442,180 disbursed for BEEP in 2025.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Key Initiatives

Outcomes

Secure Growth in Education Ecosystem

- Defended and expanded our foothold across key education touchpoints.
 - Accelerated efforts to build critical scale across customers and relationships.
- Sustained a strong business growth trajectory:
 - Increased customer acquisition
 - Improved customer retention
 - Recorded growth in CASA deposits
 - Enhanced product and service proposition, driving stronger engagement from both direct and indirect customers.
 - Strengthened our position and growth prospects in the education ecosystem.

Grow Islamic Wealth Management Activities

- Ensured internal capabilities and capacity were in place to capture growth opportunities.
- Successfully introduced new products, strengthened advisory capacity, and established strategic business partnerships, positioning the organisation for accelerated growth and market impact.

Expand Ocean Harmoni Programme

- Monetised the OH programme by connecting our offering to key stakeholders, including OH partners and their ecosystems, existing OH customers and the wider public, through a compelling and clearly articulated value proposition.
- Designed, developed and launched a new sustainability-linked banking card under OH.
- Secured a business partner with an established strategic platform to broaden sustainability awareness and unlock new business opportunities.
- Expedited the new OH VISA Debit Card-i launch within a short timeframe.
- Expanded the OH ecosystem through new partnerships aligned to shared aspirations.

CHALLENGES AND MITIGATION

Challenges

Mitigation Action

Results

Education Ecosystem

- Constraints in human capital and funding, limited our ability to accelerate innovation and improvements.
- Worked closely across RHB Group to prioritise the most effective initiatives, balancing delivery needs against limited manpower and budget.
 - Strengthened customer relationships through a differentiated proposition, supported by our strong track record and continuous feature enhancements.
- Sustained a strong growth trajectory and expanded ecosystem presence:
- Customers: Increased by 35% vs FY2024.
 - Annual Retention rate: Improved to 53% from 30% in FY2025.
 - CASA deposits: Recorded substantial 25% growth.
 - Breakeven point was achieved in 2025, earlier than targeted.
- Enhanced positioning within the ecosystem:
- Business penetration and awareness strengthened across the following education segments:
 - Government-owned
 - Government-linked
 - State-owned
 - Private sector-driven

Group Shariah Business

CHALLENGES AND MITIGATION (CONT.)

Challenges	Mitigation Action	Results
Islamic Wealth Management <ul style="list-style-type: none"> Balancing the acceleration of market positioning with the strengthening of internal capabilities and capacity to capture opportunities. 	<ul style="list-style-type: none"> Strengthened organisational readiness through disciplined capability and capacity planning, supported by RHB Group's strategic investment and governance oversight. 	<ul style="list-style-type: none"> Offerings: Launched 5 retail products. Advisory capability: Expanded RISWA*-certified advisor base nationwide by more than 100%. Business partnerships: Secured 5 collaborative arrangements. <p>* RHB Islamic Wealth Advisor</p>
Ocean Harmoni Programme <ul style="list-style-type: none"> Limited scale and market visibility to fully amplify prior progress and build broader recognition. 	<ul style="list-style-type: none"> Leveraged established relationships and new networks to secure a suitable partner and platform, aligned to our objectives. Developed and launched a targeted offering to validate market acceptance. Expanded the OH ecosystem through new partners aligned to shared aspirations. 	<ul style="list-style-type: none"> Platform: Secured a long-term strategic platform to showcase proven capabilities, amplified by targeted market penetration initiatives and close stakeholder engagement. Offering: Launched MCA-i Limited Edition card, which secured strong uptake with all cards issued. Partnerships: Onboarded 2 new collaborators to the OH stable, formalised through long-term arrangements.

OUTLOOK AND PROSPECTS

By end of 2026, Islamic banking in Malaysia is expected to be more digital, more integrated with global sustainability objectives, and more deeply embedded in customers' and businesses' everyday financial decisions. The sector will continue shifting from a perceived alternative to a mainstream, technology-enabled pillar of the financial system—measured not only by asset growth, but by its contribution to financial inclusion, green finance, and social well-being, while staying anchored to its ethical foundations.

For us, this outlook reinforces a clear transformation agenda: to become more agile, more sophisticated, and more distinctive in how we serve. With the strength of the Group and disciplined use of technology, we will not only close competitive gaps, but sharpen our unique value proposition as a trusted partner delivering intelligently integrated, end-to-end solutions. Guided by a conscious focus on ethical finance, personalised wealth growth, and measurable sustainability impact, we aim to stand apart—differentiated from both traditional institutions and digital challengers.

Group Insurance

WHO WE ARE AND WHAT WE DO

RHB Insurance provides a broad suite of general insurance and related solutions designed to meet the protection needs of both retail and corporate customers. Anchored on our commitment to safeguarding what matters most, we focus on delivering dependable coverage, responsive service, and greater peace of mind across every customer touchpoint.

Our nationwide reach is enabled by an extensive service network, comprising:

- 14 RHB Insurance branches
- Over 600 Pos Malaysia branches
- More than 2,000 authorised agent offices

We are recognised among Malaysia's general insurers, with established positions across key segments and a track record of delivering reliable protection solutions to our customers including Motor, Fire, and Personal Accident coverages. As customer needs evolve, we remain focused on enhancing accessibility, strengthening service quality, and advancing customer-centric innovation – ensuring Malaysians are well-protected at every stage of life.



OLIVER TAN CHUAN LI
Managing Director,
RHB Insurance

BUSINESS ENVIRONMENT

Malaysia's general insurance landscape progressed steadily in 2024 to 2025, supported by resilient domestic demand and moderate inflation. The industry recorded gross written premiums of approximately RM23 billion in 2024, representing 6.9% YoY growth. Expansion was led by the motor segment (+6.7%), underpinned by a 2.1% increase in new vehicle registrations, while fire insurance grew by 5.8% amid higher reconstruction activity and elevated material costs. In the first half of 2025, the industry posted 4.0% growth, and forecasts suggest a compound annual growth rate ("CAGR") of around 6.6% from 2025 to 2029.

Despite the topline growth, claims inflation, rising repair costs, and an increasing frequency of weather-related events continued to place pressure on underwriting margins – reinforcing the importance of disciplined underwriting and stronger portfolio quality.

Against this backdrop, RHB Insurance maintained a clear strategic focus on portfolio rebalancing as a foundation for sustainable growth. We continued to diversify beyond motor by strengthening our non-motor portfolio to build a healthier business mix. These segments not only offer stronger profitability potential, but also respond to customer demand for more comprehensive and value-added protection.

Leveraging RHB Bank's wider customer ecosystem, we sought to deepen bancassurance penetration and broaden product reach across customer segments. In parallel, the adoption of digital tools and straight-through processing further improved operational efficiency, reduced turnaround times, and enhanced customer experience.

In a dynamic market environment, we will continue optimising our product mix, strengthening data-driven capabilities, and embedding resilience into our operating model – ensuring we remain agile, customer-focused and positioned to deliver consistent, profitable growth.

KEY FOCUS AREAS

Boosting Quality Growth for a Sustainable Business

Drive balanced, profitable growth via portfolio diversification, expanding non-motor and SME segments, and strengthening technical and operational efficiency.



Optimising Profitability for Stronger Group Contribution

Improve underwriting discipline and business mix to strengthen margins, prioritising high-growth, high-value segments supported by data-driven pricing and analytics.



Elevating Customer Experience and Digitalisation

Deepen customer engagement and strengthen brand positioning through redesigned customer journeys, targeted marketing, and continued digital transformation.



Leveraging Distribution Excellence

Accelerate growth across key channels – bancassurance, agency, broking and digital – by advancing automation, strengthening partnerships, and improving field productivity.



Advancing ESG and Sustainable Practices

Embed ESG principles across operations by offering responsible solutions and supporting inclusive, sustainable growth aligned with evolving customer and regulatory expectations.



Group Insurance

2025 ACHIEVEMENTS

KEY FINANCIAL AND BUSINESS HIGHLIGHTS

- GWP: RM847.7 million (2024: RM914.4 million)
- PBT: RM102.6 million (2024: RM81.7 million)
- ROE: 12.5% (2024: 11.2%)
- Combined Ratio: 93.0% (2024: 94.9%)

SUSTAINABILITY HIGHLIGHTS

Robust ESG Portfolio

- As at end-2025, more than 50% of RHB Insurance's investment assets were ESG-focused.
- As at end-2025, more than 100,000 policies were issued for ESG-aligned products, including Rahmah Personal Accident, Motor Saver, Electric Vehicle/Hybrid, solar, fire, and selected motor policies with flood coverage.

Capability Building and Outreach

- A total of 173 employees received training to enhance understanding of ESG in the Insurance Industry.
- RHB delivered financial literacy talks across schools, universities, and virtual platforms. In 2025, the initiative reached more than 1,000 participants across eight sessions, with plans to expand nationwide.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Key Initiatives

Outcomes

Deepened bancassurance penetration by capitalising on bank customer base via process improvements.

Developed closer working relationships to improve controls and uplift insurance coverage from banking customers. Retail segment of Bancassurance constituting branches and Auto Finance grew more than 10%.

Strengthened underwriting discipline to balance business needs with risk appetite.

Delivered commendable growth in preferred segments and higher-quality business, improving overall loss ratio, achieving ~55%.

Boosted quality growth for sustainable business by focusing on mid-size commercial accounts.

Recorded a commendable quality business growth, contributing to PBT of above RM100 million.

Prioritised customer experience and digitalisation by enhancing customer journeys.

Strengthened alignment with the RHB Group to integrate insurance offerings. Digital business achieved >20% growth YoY.

CHALLENGES AND MITIGATION

Challenges

Mitigation Action

Results

- Regulatory detariffication and phased liberalisation, requiring more competitive repricing.

- Implemented strategic repricing supported by enhanced pricing engines and analytics.

- Strengthened competitiveness and market positioning.

- Shifting market dynamics and increasing complexity in partnership management.

- Introduced automation within partnership distribution to improve operational efficiency.

- Improved productivity and turnaround time across critical customer touchpoints.

- Rising customer expectations for faster, digital-first service experiences.

- Streamlined key operational processes to strengthen agility and responsiveness.

- Enhanced process readiness to support continued growth in a more liberalised market.

OUTLOOK AND PROSPECTS

Looking ahead, RHB Insurance will remain focused on delivering sustainable value through diversified, customer-centric insurance solutions. The operating environment will continue to be shaped by regulatory liberalisation, evolving customer expectations and rapid technological change. To stay ahead, we will sharpen execution across strategic growth initiatives, digital transformation and operational excellence to support long-term performance.

- **Portfolio and Growth Focus:** RHB Insurance will continue to optimise our business mix by expanding non-motor lines, strengthening mid-sized commercial accounts and scaling high-margin retail segments. This will enhance underwriting quality, improve profitability, and position the Company for balanced, sustainable growth in a competitive market.
- **Distribution and Digital Excellence:** We will build on our bancassurance and franchise partnerships while advancing agency, broking, and affinity channels. Targeted digitalisation will remain a priority – enabling straight-through processing, faster claims turnaround, and seamless customer journeys that improve efficiency, accessibility, and service experience.
- **Innovation and ESG:** Product innovation will remain a key differentiator. We will refine pricing and benefits to remain competitive amid detariffication and evolving regulatory requirements, while expanding ESG-linked solutions that support responsible financial choices for individuals and business.
- **Underwriting and Risk Management:** We will strengthen financial resilience through data-driven underwriting, enhanced risk assessments, and improved pricing precision – supporting sustainable profitability and disciplined portfolio risk management.

By combining strategic portfolio growth, operational efficiency, digital transformation alongside ESG integration, RHB Insurance is well-positioned to navigate a dynamic market, deliver dependable protection, and create long-term value for customers, shareholders, and communities.

Sustainability Statement

About this Statement

This Sustainability Statement presents a summarised overview of the Group's approach to managing its sustainability-related risks and opportunities. It should be read in conjunction with our Sustainability Report 2025 and our Online Sustainability Supplement 2025, which contain more comprehensive information on our sustainability-related progress and achievements. The prescribed table from the Bursa Sustainability Reporting Platform is included in the Online Sustainability Supplement 2025.

Scope and Boundary

The Statement covers the period from 1 January to 31 December 2025, unless stated otherwise. The reporting boundary encompasses all entities recognised within our consolidated financial statements, which includes the Group's Malaysian and overseas operations. Certain information may be limited, or apply only, to specific entities or operating locations within the Group, reflecting ongoing efforts to strengthen data collection and reporting capabilities. Where applicable, the relevant entities, locations, and parameters are clearly indicated.

Statement of Assurance

In strengthening the credibility of the Sustainability Report and this Sustainability Statement 2025, certain key information in these reports have been subjected to an independent limited assurance by PricewaterhouseCoopers PLT ("PwC"), in accordance with ISAE 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information".

[For further information on the subject matter, scope of assurance and the assurance conclusion by PwC, please refer to the Independent Limited Assurance Report in our Online Sustainability Supplement.](#)

SUSTAINABILITY AT RHB

RHB is committed to being a responsible financial services provider that delivers meaningful and lasting impact for the Group and our stakeholders. By integrating sustainability and climate considerations into our business activities, operations, and decision-making processes, we have strengthened our environmental and social contributions while enhancing our resilience and reinforcing stakeholder confidence.

This Sustainability Statement outlines the progress made towards our strategic sustainability commitments. It highlights how we address material sustainability issues while aligning with our long-term goals.

[For more details of our sustainability progress, please refer to our Sustainability Report 2025.](#)

OUR SUSTAINABILITY STRATEGY AND ROADMAP

Sustainability continues to anchor how we do business. Under PROGRESS27, our 2025–2027 corporate strategy, "**Sustainability through ESG Strategies**" has been identified as a key transformational programme. Our sustainability agenda is guided by the Group's Sustainability Strategy and Roadmap, which focuses on delivering tangible outcomes through clear objectives and actions.

Sustainability Purpose

To be a sustainably responsible financial services provider by promoting sustainable and inclusive growth, nurturing customers, employees and communities, while upholding good governance to create value.

Our Aspirations

Mobilise
RM90 billion
in Sustainable Financial Services by 2027

Achieve
Carbon Neutral Operations
by 2030, and Net Zero Emissions by 2050

Empower
2.5 million
targeted individuals and businesses across ASEAN by 2027

Maintain
33.3%
representation of women in top and senior management positions by 2027

Strategic Pillars



Sustainable & Responsible Finance

Integrate ESG considerations into our business strategies and decision-making processes, while nurturing customers and communities towards achieving sustainable growth.

- **Sustainable Financial Services**
Create positive impacts through our lending, capital markets, wealth management, deposits, investment, asset management, and insurance businesses.
- **Financial Inclusion**
Promote financial inclusion by providing access to financial products and services to individuals and businesses.
- **Advancing SMEs Towards Sustainable Business Practices**
Nurture and support SMEs in their journey towards building a sustainable business.



Committed to Achieving Net Zero by 2050

We continue to accelerate a just and responsible transition to a low-carbon economy, guided by the Group's Net Zero Strategy and long-term climate commitments.

- **Reduction of Financed Emissions**
Reducing carbon emissions across five high-impact sectors within our portfolios.
- **Growth in Green Financial Services**
Expanding Green Financial Services and supporting businesses with clear, credible transition plans toward carbon neutrality.
- **Low-Carbon Operations**
Integrating sustainable and low-carbon practices across our operations to achieve Carbon Neutral Operations by 2030.



Embedding Good Practices

Foster responsible practices and nurture a sustainable culture.

- **Ethics & Conduct**
Uphold integrity, ethics and compliance through robust policies and practices.
- **People & Workplace**
Promote employee development and nurture a fair, diverse and inclusive workforce.
- **Sustainable Supply Chain**
Promote responsible and sustainable practices across the Group's supply chain.



Enriching and Empowering Communities

Creating long-term positive impact, with a strong focus on supporting and nurturing children and youth.

- **Nurturing Future Generations**
Promote growth and resilience in children and youth through holistic learning and self-development programmes.
- **Lifting Communities**
Improve the lives of the vulnerable and underserved segments of the community through meaningful community engagement initiatives which include capacity building and skills development programmes.

Enablers

GOVERNANCE

Robust sustainability and climate governance across the Group to drive decision-making and provide appropriate oversight of sustainability.

DATA & TECHNOLOGY

Leverage data and technology for monitoring and reporting to ensure reliability, credibility, and trust.

HUMAN CAPITAL & TRAINING

Attract, retain, and develop talent with the right skillsets and capabilities to support the Group's sustainability agenda.

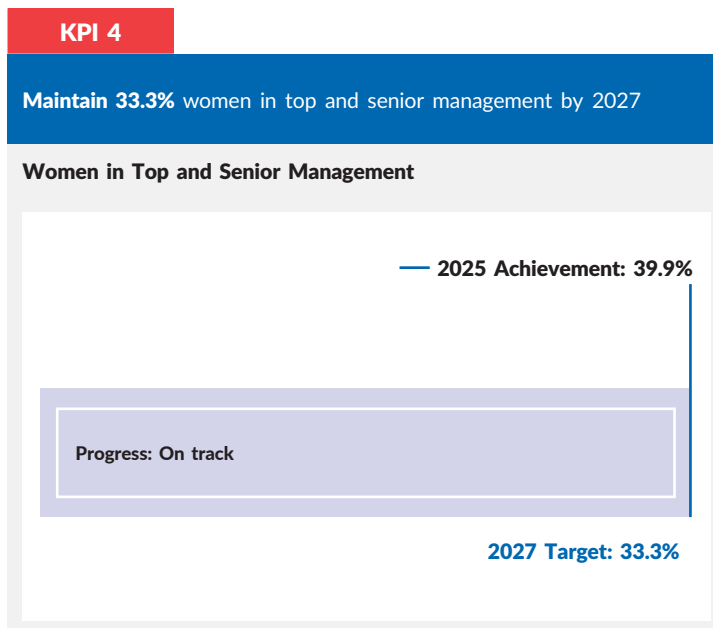
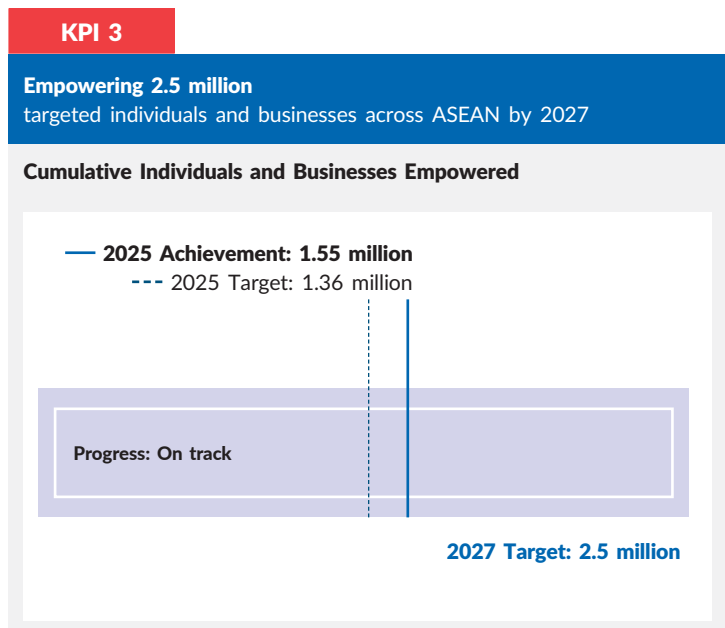
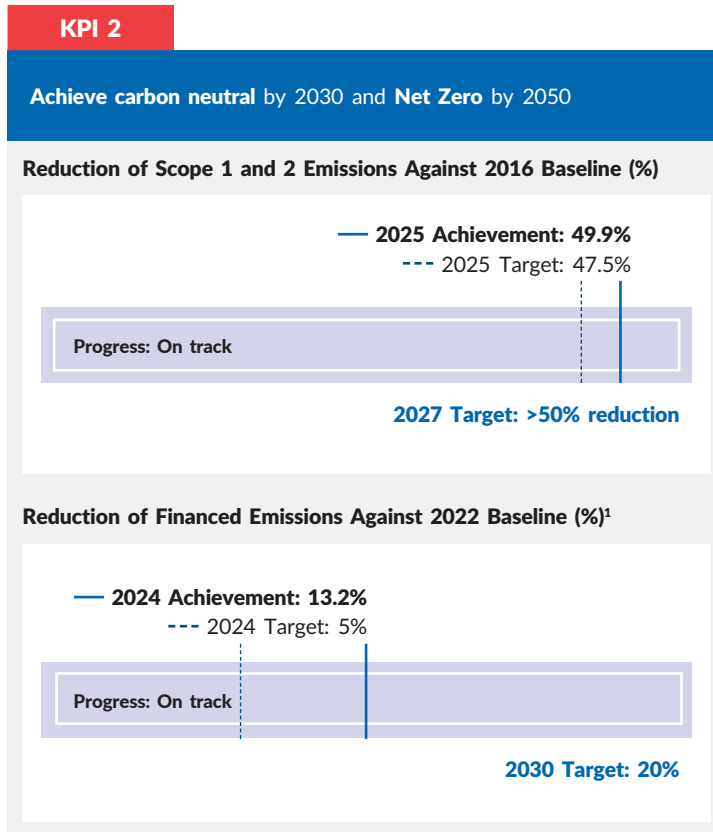
PARTNERSHIP & ADVOCACY

Build trusted partnerships and continuously nurture others towards sustainable and low-carbon practices.

Sustainability Statement

SUSTAINABILITY COMMITMENTS AND SCORECARD

To drive accountability, we have identified sustainability-related Key Performance Indicators ("KPIs") that enable us to monitor progress and assess impact. Our progress against these KPIs are summarised below.

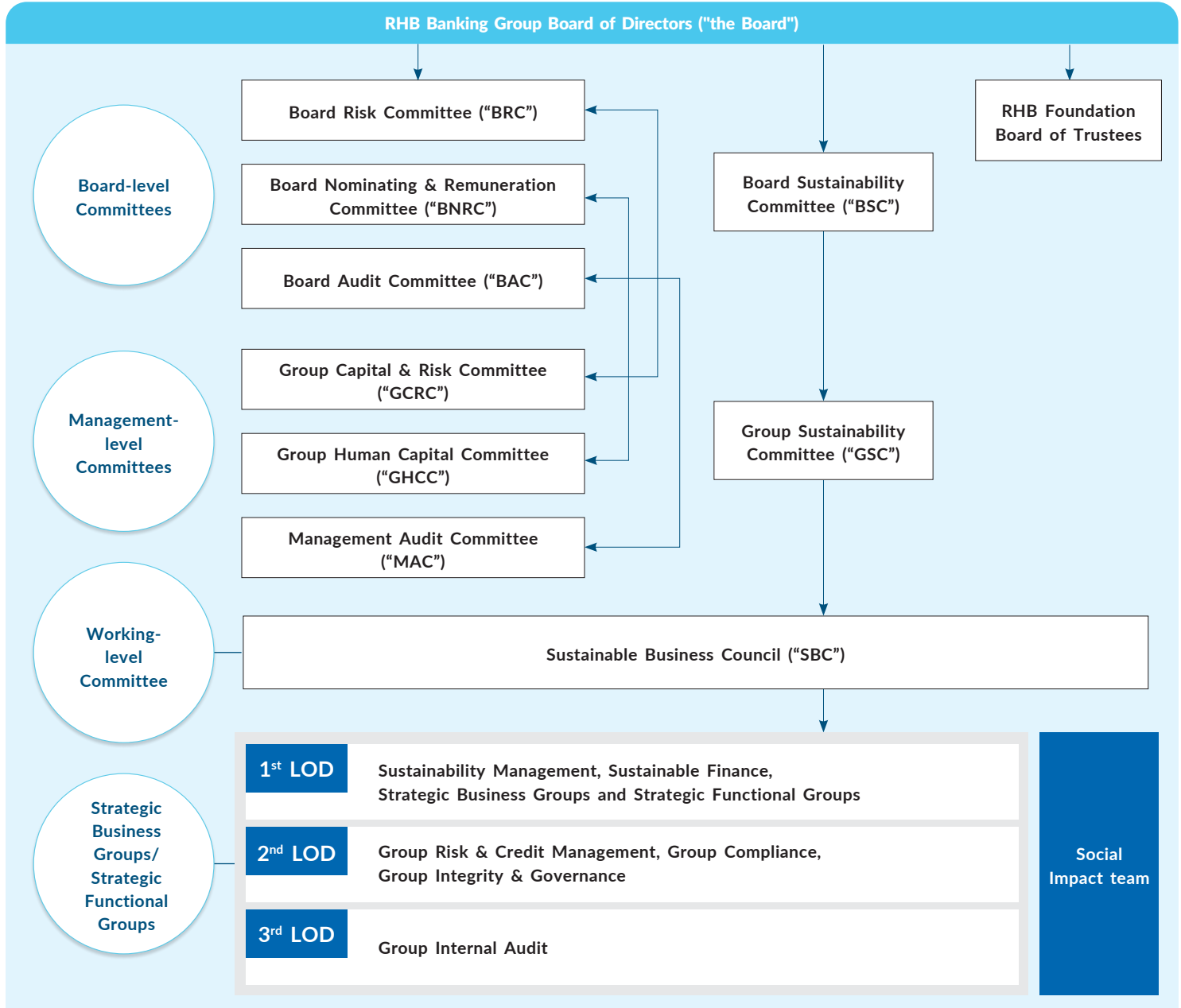


¹ RHB's financed emissions disclosure in the statutory annual reports currently lags the financial accounting period by 12 months, due to the time required for clients and investees to provide financial and emissions data.

Our Sustainability Approach

SUSTAINABILITY GOVERNANCE STRUCTURE

The Group's robust sustainability governance structure ensures that sustainability and climate-related considerations are integrated into decision-making at all levels, reinforcing business resilience and supporting long-term value creation.



At the highest level, oversight by the Board of Directors ensures that sustainability-related matters are embedded within the Group's overall business strategy and strategic planning. The Board has empowered the BSC to provide oversight on sustainability-related matters, including the integration of sustainability and climate-related considerations into the Group's business activities, operations, value chain, and strategic decision-making. As and when required, the BSC collaborates closely with the BAC, BNRC, and BRC, to provide guidance on areas within respective Committees' purview.

The GSC drives strategic implementation of sustainability initiatives at management-level. The GSC provides updates to the SBC on a quarterly basis. Supporting the GSC on matters related to sustainable finance is the SBC, which comprises senior leaders across our Strategic Business Groups ("SBGs"). In regards to integration of sustainability into the Group's operations and supply chain, implementation is driven by champions within our Strategic Functional Groups ("SFGs") and SBGs, with oversight provided by respective management and Board committees.

Our Sustainability Approach

A key enhancement introduced in 2025 was the establishment of Group Sustainability as a standalone department, reporting to the Group Managing Director. This change consolidated the Group Sustainable Finance and Group Sustainability Strategic Management and Governance functions to reaffirm RHB's commitment to advancing sustainable value creation for the Group and our stakeholders.

In managing sustainability-related risks and opportunities, the Group is guided by robust frameworks, standards and guidelines. These include the Group Climate Risk Management Framework and Policy, the ESG Eligible Business Activities Guidelines ("EBAG"), Group Stance on Coal, Group No Deforestation, No Peat and No Exploitation ("NDPE") Policy, among others. In 2025, we also developed and launched the Sustainable and Transition Finance Framework ("STFF"), which will guide our approach to identify, classify and mobilise sustainable and transition finance moving forward.

- 🔗 For more information on our sustainability governance, please refer to the Sustainability and Climate Governance section in our Sustainability Report 2025.
- 🔗 For more information on sustainability-related policies and guidelines, please refer to our Online Sustainability Supplement.

OUR MATERIAL MATTERS

Stakeholder expectations play an important role in influencing our sustainability agenda, guiding us to effectively manage emerging sustainability-related risks and opportunities. The Group's material sustainability matters have been identified and prioritised through a comprehensive process that consolidated inputs from both internal and external stakeholders. In 2025, we enhanced our approach by adopting a double materiality perspective, integrating financial material considerations into our existing impact materiality assessment.

Our material matters are managed through robust frameworks, policies, guidelines, and initiatives, ensuring long-term resilience and value creation.

- 🔗 For more information regarding our material matters and materiality assessment process, please refer to pages 58 to 61 of this Report.



Climate-related Disclosures

This section presents a summary of the Group’s inaugural climate-related disclosures aligned with International Financial Reporting Standards (“IFRS”) S2, prepared in accordance with the National Sustainability Reporting Framework (“NSRF”) adoption requirements and timeline. These disclosures have been developed on a best-effort basis, reflecting current data availability, methodologies and internal capabilities. The Group will progressively enhance its IFRS S2 climate-related disclosures as data quality improves and its climate governance, systems and processes continue to mature.

For more information on our climate-related disclosures, please refer to the Committed to Achieving Net Zero by 2050 section in our Sustainability Report 2025.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

Climate-related risks may impact RHB across three key dimensions, as defined in RHB’s Risk Library under environmental risk.

<p>Physical Risk Arises from acute climate events or longer-term climatic changes that may damage assets, affect productivity and disrupt economic activity. Such risks can have financial implications for financial institutions, including impacts on borrower credit profiles and the value of collateral.</p>	<p>Transition Risk Arises from the shift towards a low-carbon economy and may result from changes in policy, technology, market conditions and customer preferences. These developments may influence the pace and nature of the transition.</p>	<p>Liability Risk Stems from exposure to legal claims for damages and losses, including claims from parties seeking compensation for losses suffered or incurred as a result of alleged failures to manage or respond to the impacts of physical and transition climate risks.</p>
<p>Longer-term climatic changes may contribute to the earlier obsolescence or reduced value of existing assets and portfolios, potentially impacting the Bank’s financial position over time.</p>	<p>Rapid advancements in low-carbon technologies may reshape industry practices and customer expectations, potentially affecting the Bank’s ability to engage with counterparties undergoing transition. This may influence the Bank’s business relationships, portfolio compositions and financing opportunities.</p>	<p>Climate-related operational disruptions may affect the Bank’s ability to meet contractual or service obligations potentially giving rise to legal claims, compensation liabilities or disputes, with potential implications for the Bank’s financial position.</p>

On the other hand, RHB has identified the following categories of material climate-related opportunities:

<p>Products and Services Innovating, developing and offering financial products, services and solutions that address shifting consumer preferences, particularly in supporting customers’ transition towards low-carbon practices.</p>	<p>Markets Proactively seeking opportunities in new markets, customer segments or asset types, to capitalise on emerging opportunities and better support our business and our customers in the transition to a lower-carbon economy.</p>	<p>Energy Source & Resource Efficiency Implementing low-carbon practices into our operations by investing in renewable energy and improving energy efficiency.</p>
<p>Growing customer appetite for sustainable finance will drive business units to innovate and develop new sustainable and transition finance products and solutions to meet customers’ financing needs, accelerating growth of sustainable financial services, as explained in our Sustainability Report 2025.</p>	<p>Increased demand for sustainable and transition finance support from certain customer segments, such as SME customers, may drive our business units to expand support for this customer segment, thus contributing to increased mobilisation of sustainable financial services.</p>	<p>Short-term increase in Capital Expenditure (“CAPEX”) to invest into energy efficiency initiatives may translate into long-term cost-savings due to reduced consumption of purchased electricity. Refer to our Sustainability Report 2025 for more details on our efforts to achieve carbon neutral operations by 2030.</p>

Note: The climate-related risks and opportunities are non-exhaustive, and intended as illustration only. They not take into consideration adaptation and mitigation measures which RHB has implemented, or will implement in the future.

Climate-related Disclosures

CLIMATE STRATEGY: COMMITTED TO ACHIEVING NET ZERO

Effective management of climate-related risks and opportunities requires a robust, structured approach that encompasses all business activities and operations. RHB has developed a clear strategy to achieve Net Zero by 2050, underpinned by strategic objectives, key initiatives and sectoral decarbonisation approaches. This is reinforced by robust mitigation measures, guided by the Group Climate Risk Management Framework and Policy to manage climate-related risks and impacts.

RHB's Net Zero Strategy			
Achieve Net Zero Emissions by 2050			
	Strategic Objective 1	Strategic Objective 2	Strategic Objective 3
Strategic Objective	Reduction of financed emissions ¹ in five high-impact sectors ² within our business.	Driving growth in Green Financial Services ("GFS") & Supporting Companies Committed to Carbon Neutrality with a clear and established transition strategy.	Integration of sustainable and low-carbon practices into our own operations.
2030 Targets	Achieve 20% reduction in financed emissions for the top five high-impact sectors within our business.	40% of our portfolio in GFS and/or supporting companies committed to carbon neutrality with a clear and established transition strategy.	Achieve Carbon Neutral Operations by 2030, covering Scope 1, Scope 2, and Scope 3 (Business travel by Road & Air) greenhouse gas ("GHG") emissions.
2050 Targets	Achieve up to 96% reduction in financed emissions for the top five high-impact sectors within our business.	90% of our portfolio in GFS and/or supporting companies committed to carbon neutrality with a clear and established transition strategy.	
Our Achievements	Financed emissions for Top 5 Sectors ³ : 6.62 million tCO ₂ e, equivalent to 13.2% reduction against the 2022 baseline.	68% of total outstanding amount classified as C1-C3 under the BNM Climate Change and Principle-based Taxonomy ("CCPT"), equivalent to 23% of total assets.	Operational GHG emissions reduction achieved against the 2016 baseline: 49.9%.

¹ This refers to the GHG emissions associated with the Group's financing activities.

² The five high-impact sectors are Energy Supply, Palm Oil, Oil & Gas, Property & Construction, and Transportation.

³ Financed emissions data is reported as of 31 December 2024, with a 12-month lag due to data availability from clients and investees. RHB is actively enhancing our data infrastructure to streamline future disclosures.

Note: RHB's Net Zero by 2050 strategy may be refined in future, factoring in the progress and development of government policies, directives and incentives, as well as regulatory requirements pertaining to low-carbon transition.

[For more information on our climate-related metrics and targets, please refer to the Metrics and Targets section in our Sustainability Report 2025.](#)

CLIMATE-RELATED RISK MANAGEMENT

Managing climate-related risks requires a structured approach to identifying, measuring, monitoring, mitigating, and reporting their potential impact on RHB's portfolios, operations, and clients. This approach is guided by the Group Climate Risk Management Framework and Policy, ensuring consistent application across our countries of operation.

Identification and Assessment of Climate-related risks

- Assessment of climate-related risks are incorporated into the Group's annual Material Risk Assessment ("MRA") process, enabling a structured and integrated approach to risk identification.

Management of Climate-related Risks

- Climate-related risks are incorporated into all relevant risk categories, including credit, market, liquidity and operational risk.
- Climate-related risk mitigation is guided by the Group Climate Risk Management Framework ("GCRMF") and Group Climate Risk Management Policy ("GCRMP"), which sets out structured oversight, monitoring, scenario analysis, and sectoral exposure limits.

Integration of Climate-related Risk Management into Overall Risk Management

- **Enterprise-level Risk Management:** Clear processes and internal controls are established to manage exposure transition and physical risks across lending, investment, and insurance portfolios, integrating climate considerations into strategy, stress testing, and risk assessment frameworks.
- **Client-level Risk Management:** We embed climate risk considerations into client ESG assessment, credit underwriting and client engagement, which ensures that financing decisions are aligned with our risk appetite and sustainability approach.

[For more information on how we identify and assess climate-related risks, please refer to the Risk Management section in our Sustainability Report 2025.](#)

Our Sustainability Progress

Throughout 2025, RHB continued to make progressive strides across all pillars of our Sustainability Strategy and Roadmap, reinforcing our commitment to advancing sustainable business growth and impactful value-creation for our stakeholders.

Note: This section presents updates for the pillars of Sustainable and Responsible Finance, Embedding Good Practices, and Enriching and Empowering Communities. For updates on Committed to Achieving Net Zero by 2050, please refer to the Climate-related Disclosures section of this Sustainability Statement.

SUSTAINABLE & RESPONSIBLE FINANCE

PROGRESS27 Programmes:

- Sustainability through ESG Strategies
- Scale Digital and Technology
- Remodel Corporate Client Relationships

Sustainability Focus Areas:

- Sustainable Financial Services
- Financial Inclusion
- Advancing SMEs Towards Sustainable Business Practices

Capitals: **FC** **IC** **MC** **SRC** Material Matters: **DC** **SF** **DI** **CX** **FC**

SDGs:

We are dedicated to empowering our clients to navigate the transition to a low-carbon economy by delivering innovative and impactful financial products. This commitment is reflected in the integration of sustainability and climate-related considerations across our business segments. In doing so, we have established a robust foundation for the mobilisation of sustainable finance. Concurrently, our focus on service excellence, enhanced digital capabilities and robust data protection ensures that we drive equitable growth while delivering an unparalleled experience for all customers.

Mobilising Sustainable Financial Services to Enable Responsible Customer Transitions

What We Did

- Launched the Sustainable and Transition Finance Framework ("STFF"), the Group's first combined and externally validated Framework for sustainable financial services.
- Developed the Customer Transition EcoCycle, a structured client engagement approach to support our customers' transition journeys.
- Completed a Sustainable Sale and Buyback Agreement ("SBBA"), advancing the integration of sustainability into Islamic finance.
- Signed a Memorandum of Understanding ("MOU") with PETRONAS, to embark on a Sustainable Value Chain Financing Programme.
- Introduced an innovative circular sustainable finance model, with the RHB x MRL 360° Sustainable Finance Ecosystem.
- Introduced ESG Deposits for corporate and commercial customers, with proceeds fully dedicated to eligible green and social activities.

[For more information, please refer to the Sustainable and Responsible Finance section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- Mobilised approximately RM19 billion in Sustainable Financial Services in 2025, of which:
 - Approximately RM12 billion was directed to green activities.
 - Approximately RM3 billion supported social activities.
 - Approximately RM5 billion was linked to ESG-related activities.

Cultivating Service Excellence

What We Did

- Implemented initiatives to enhance service delivery and reinforce a consistent culture, including the RHB Way Service Behaviours framework, and the rollout of the Premier Greenlane.
- Nurtured a robust service culture through employee upskilling, as well as initiatives that recognise and reward operational excellence; these included the RHB Way Service Achiever programme, RHB Way Star Awards, and the RHB Way Champions Club.

[For more information, please refer to the Sustainable and Responsible Finance section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- Achieved an overall NPS of +28 for RHB Bank Berhad (Malaysia) in 2025.
- 99.5% of complaints/feedback resolved within Service Level Agreement.
- 85.2% complaints resolution satisfaction.
- Recognised over 1,000 frontliners and over 100 Fulfilment and Operations employees for their service excellence.

Our Sustainability Progress

SUSTAINABLE & RESPONSIBLE FINANCE (CONTINUED)

Investment in Digital Capabilities

What We Did

- Expanded our digital capabilities to enhance customer convenience, notably through the rollout of the enhanced RHB Mobile Banking (“MBK”) experience, which featured Malaysia’s first banking app widget. We also improved digital accessibility through the implementation of Joy@Work Payroll Digital Onboarding, Multi-Currency Account with Intuitive FX Capabilities, and Malaysia-Singapore Account Linking.

For more information, please refer to the Sustainable and Responsible Finance section in our Sustainability Report 2025.

Our Performance and Value Created

- Improved the speed and convenience of our everyday banking services.
- Improved customer experience by reducing processing time and manual touchpoints.
- Provided customers with greater flexibility in managing their foreign currency transactions and cross-border accounts.

Strengthening Data Protection and Cybersecurity

What We Did

- In parallel with the expansion of our digital capabilities, we continued to reinforce our cybersecurity measures throughout the year.
- In 2025, we enhanced the security of the RHB MBK application, and conducted a Compromise Assessment and Read Team exercise to strengthen our ability to detect and respond to advanced cybersecurity threats.

For more information, please refer to the Sustainable and Responsible Finance section in our Sustainability Report 2025.

Our Performance and Value Created

- Strengthened protection against mobile-based threats and data leakage risks.
- Enhanced real-time threat detection and overall cyber resilience to support secure digital banking adoption.
- Enhanced visibility into sophisticated and stealth attack techniques, strengthening threat detection capabilities.

EMBEDDING GOOD PRACTICES

PROGRESS27 Programmes:

- Sustainability through ESG Strategies
- Optimise Costs and Productivity

Sustainability Focus Areas:

- Ethics and Conduct
- People and Workplace
- Sustainable Supply Chain

Capitals: **HC SRC NC** Material Matters: **GB SC T EHS DO ES**

SDGs: 

Advancing our sustainability agenda requires a robust foundation, built on integrity, transparency and accountability. These principles are embedded across our organisational structure, practices, decision-making and every interaction we have with our stakeholders. Our commitment is demonstrated through our robust corporate governance framework, inclusive workplace culture, sustainable supply chain management, and environmentally conscious operations. In doing so, we strive to be a leader in corporate stewardship, creating long-term value for the Group and our stakeholders.

Ethics and Conduct

What We Did

Continued to uphold robust standards of ethical business conduct through implementation of the Group Organisational Anti-Corruption Plan (“OACP”), engagements with Integrity and Liaison Officers (“IOs/LOs”), mandatory training on Anti-Bribery and Corruption (“ABC”) for new joiners, and regular assessment of corruption risks across the organisation.

Strengthened our policies and internal control measures against Anti-Money Laundering and Counter Financing of Terrorism (“AML/CFT”), including the RACE Regional Programme, digitalisation of AML/CFT processes, compliance reviews across the organisation, as well as ongoing engagement with branches and various departments on compliance-related matters.

For more information, please refer to the Embedding Good Practices section in our Sustainability Report 2025.

Our Performance and Value Created

- 100% of operations assessed for corruption-related risks.
- Over 2,000 new-joiners completed the mandatory ABC e-learning module.
- 26 out of 27 initiatives in the Group’s OACP completed.

- Strengthened consistency in AML/CFT risk management and controls across the Group.
- Improved organisational readiness and compliance capability through targeted training, awareness initiatives and system enhancements.
- Strengthened compliance awareness across the Group through compliance culture programmes and various learning publications.

EMBEDDING GOOD PRACTICES (CONTINUED)

People and Workplace

What We Did

Building Best-in-Class Talent: Continued to upskill employees on sustainability and climate-related matters. At the same time, we encouraged holistic and continuous professional development, while nurturing future leaders to strengthen RHB's leadership bench strength.

Championing Health, Safety and Wellness: Implemented programmes to promote employee wellness and safety, through awareness sessions, accessible workshops and training programmes, as well as sustainable lifestyle initiatives.

Promoting Diversity, Equity and Inclusion: Launched the Women Impact Network ("WIN"), a women's council intended to build an inclusive and supporting working environment. We also conducted strategic restructuring of our flagship Women in Leadership League ("WILL") and Emerging Women Leaders ("EWL") programmes, to deliver more meaningful impact moving forward.

[For more information, please refer to the Embedding Good Practices section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- RM30.3 million invested into learning and development.
- 34 average hours of training per employee.
- 129,762 instances of employee participation in learning and development activities.
- Over 23,900 learning hours in sustainability-related capability-building programmes.

- 12 health and safety training sessions, reaching 291 employees.

- Women represent 39.9% of top and senior leadership positions.

Sustainable Supply Chain

What We Did

Continued to progress in the implementation of our Supplier Code of Conduct ("CoC"), rolling it out to our Singapore operations to advance the integration of ESG considerations into our value chain.

[For more information, please refer to the Embedding Good Practices section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- Over 70% of existing Malaysian suppliers and over 80% of existing Singapore suppliers have committed to RHB's Code of Conduct.

Managing our Environmental Impact

What We Did

Ensured responsible use of resources through initiatives that encourage prudent management of paper consumption, water consumption, as well as responsible waste management.

[For more information, please refer to the Embedding Good Practices section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- Water consumption: >137,000 m³.
- Paper consumption: >92,000 reams.
- Waste recycling: >115,000 kg.

Our Sustainability Progress



ENRICHING AND EMPOWERING COMMUNITIES

PROGRESS27 Programmes:

- Sustainability through ESG Strategies
- Scale Digital and Technology

Sustainability Focus Areas:

- Nurturing Future Generations
- Lifting Communities

Capitals: **SRC** Material Matters: **FI CE** SDGs:  

At the heart of RHB’s sustainability vision is a commitment to fostering meaningful social connections and building institutional trust. We drive sustainable development through impactful partnerships and active engagement with our communities, ensuring every initiative leaves a measurable and lasting impact. By mobilising our employees and focusing on the socio-economic advancement of underserved groups, we foster a culture of social responsibility and shared progress. Beyond reinforcing our social license to operate, this approach also ensures that we create long-term value that is inclusive and equitable for all stakeholders.

Advancing Financial Inclusion

What We Did

MySISWA: In collaboration with the Ministry of Higher Education (“MOHE”) and public universities across Malaysia, our MySISWA Debit Card offers a cashless solution that helps students manage their finances and develop responsible financial habits.

RHB Smart Money: Through RHB Smart Money, the Group delivered structured and accessible financial education to students, youths and community members nationwide.

RHB Access: Strengthened digital inclusion through hands-on onboarding assistance and guided application navigation, supporting more inclusive and secure participation in the formal financial system.

[For more information, please refer to the Enriching and Empowering Communities section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- >149,000 accounts opened through the MySISWA programme.
- Over 70,000 beneficiaries reached.
- Over 93,000 new digital users onboarded.

Empowering Small Businesses and Entrepreneurs

What We Did

RHB #JomBiz: Supported microenterprises through capability-building, mentorship and seed funding.

BEST-BYOB (B40 Empowerment Strategy-Be Your Own Boss): Empowered underserved college students with knowledge on micro-franchising and sustainable business models.

RHB e-Solutions: Provided SMEs with access to digital solutions that enhance operational efficiency and cash flow management.

RHB Elevate: Provided business advisory and capability building, particularly on sustainable business practices.

[For more information, please refer to the Enriching and Empowering Communities section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- 352 micro businesses supported.
- 70% of participants recorded positive sales growth, with an average uplift of 36% among growth performers.
- 62 participants benefitted from the programme, strengthening their entrepreneurial capacity and improving their economic well-being.
- >8,000 SMEs benefitted from digitalisation and empowerment initiatives.
- Engaged >1,000 SMEs through roadshows and capability-building engagements.

ENRICHING AND EMPOWERING COMMUNITIES (CONTINUED)

Strengthening Communities Through Education, Livelihoods and Human Connection

What We Did

RHB X-Cel: Provided free tuition to SPM students from underprivileged backgrounds.

RHB X-Cel Star: Supported students to pursue higher education by awarding scholarships and financial support to high-performing individuals.

[For more information, please refer to the Enriching and Empowering Communities section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- Reached over 3,000 students, supported across 72 schools.
- 4 scholarships awarded to high-performing students to support tertiary education.

Our People, Our Volunteers

What We Did

RHB Touch Hearts: Repairs and beautification works were conducted across 44 schools and institutions, alongside financial literacy and upskilling sessions for students and adults.

Touch Hearts 360: Provided support to the B40 and vulnerable communities, particularly during festive seasons, and following natural disasters, such as floods.

[For more information, please refer to the Enriching and Empowering Communities section in our Sustainability Report 2025.](#)

Our Performance and Value Created

- Mobilised over 2,000 volunteers across the Group's operations, amounting to over 1,200 volunteer hours.
- Supported over 19,000 beneficiaries from the B40 and vulnerable communities, including over 2,000 families.

Sustainability Milestones

Phase 1 (Pre-2022):

BUILDING FOUNDATIONS, EMBEDDING SUSTAINABILITY

Since 2016, sustainability has been systematically integrated into our business strategy, operations and decision-making processes. During this formulative phase of our sustainability journey, we focused on embedding Environmental, Social, and Governance ("ESG") considerations across the Group, strengthening governance over ESG considerations, and enhancing internal capabilities to manage sustainability and climate-related risks and opportunities. Collectively, these progressive milestones built a strong foundation for responsible business practices and continue to create tangible value for our stakeholders.

To learn more about our journey in establishing a strong sustainability foundation, please refer to our previous sustainability reports.

Phase 2 (2022-2024):

DRIVING CHANGE, CREATING POSITIVE IMPACT

Between 2022 and 2024, in line with the Group's Together We Progress 2024 ("TWP24") corporate strategy, we enhanced our sustainability governance, expanded our sustainable finance offerings, advanced our climate commitments and embedded responsible practices throughout our operations and value chain. This phase marked a period of acceleration, laying the groundwork for scalable, long-term impact, positioning RHB to drive meaningful progress for our customers, communities and the broader financial ecosystem.

2022

- Established the Board Sustainability Committee ("BSC").
- Appointed a Group Chief Sustainability Officer.
- Introduced a Responsible, Accountable, Consulted, Informed ("RACI") Framework for the Board Committees to strengthen oversight on sustainability and climate-related matters.
- Business councils were consolidated into the Sustainable Business Council.
- The Group's Stance on Coal and the Group's No Deforestation, No Peat, and No Exploitation ("NPDE") Policy became effective.
- Completed the Group Climate Action Programme ("GCAP") Phase 1 and commenced GCAP Phase 2 to define our Pathway to Net Zero by 2050.

2023

- Increased our Sustainable Financial Services commitment from RM20 billion to RM50 billion.
- Formalised RHB's Pathway to Net Zero by 2050 and strengthened our climate risk management.
- Launched RHB's Sustainable Bond and Sukuk Framework.
- Integrated sustainability across our value chain with the RHB Insurance Sustainability Roadmap and the Supplier Code of Conduct.
- Launched collaboration with Tenaga Nasional Berhad ("TNB") to accelerate SMEs' low-carbon transition.
- Became a member of the United Nations Global Compact ("UNGC").

2024

- Alignment of our Sustainability Strategy and refined KPIs with PROGRESS27.
- Signed Malaysia's first Low Carbon Transition Facility ("LCTF") Portfolio Guarantee worth RM100 million.
- Completed all Group Climate Action Programme ("GCAP") initiatives and enhanced climate risk capabilities.
- Received the Platinum award for Sustainability Reporting in the 2024 National Annual Corporate Reporting Awards ("NACRA").

To learn more about our journey in creating positive impact, please refer to our previous sustainability reports.

Phase 3 (2025 onwards):

LEADERSHIP IN SUSTAINABILITY

2025 marked a shift toward accelerating execution and scaling impact. Building on the foundations established in earlier phases, we began implementing the Group's refined Sustainability Strategy under PROGRESS27, supported by clear and measurable KPIs.

To strengthen delivery, Group Sustainability was established as a standalone pillar within RHB Banking Group, following organisational realignment. This enhancement underscores the importance of sustainability for RHB, and will enable the Group to drive measurable progress across sustainable finance, climate action, social impact and responsible business operations.

Enabling Responsible and Measured Transitions for Customers



Strengthened our ability to mobilise sustainable and transition finance with the launch of the Sustainable and Transition Finance Framework ("STFF"), which will be implemented in 2026. We also continued to innovate new sustainable finance products and solutions, to support our customers' transition journeys.

Collaborative Partnerships for Sustainable Action



Embarked on strategic partnerships with key customers, business partners, and industry associations, furthering our ambition of developing a thriving, innovative, and impactful sustainable finance ecosystem.

Enhancing Customer Experience and Financial Inclusion



Financial products, services, and solutions introduced in 2025 enabled seamless and convenient banking for our customers. This included the launch of the new RHB Mobile Banking app, which featured Malaysia's first banking app widget.

Embedding Good Practices



Introduced the ESG Signature Programme, an intermediate-level programme to upskill our frontliners. Additionally, we continued to implement the Supplier Code of Conduct across our Malaysia and Singapore operations, to integrate sustainability-related considerations into our supply chain.

[For further information, please refer to our Sustainability Report 2025.](#)

Actioning our Commitment to Achieving Net Zero by 2050

HIGHLIGHT STORY







RHB-MRL 360° ESG FINANCE ECOSYSTEM

In 2025, RHB Banking Group launched a market-leading circular sustainable finance model, the 360° ESG Finance Ecosystem, in partnership with Malaysia Rail Link Berhad (“MRL”). This breakthrough initiative redefines how institutions manage and deploy capital across its lifecycle, demonstrating how sustainable finance can generate lasting environmental and social impact beyond the point of traditional financing.

At the heart of this ecosystem is the integration of sustainable finance instruments with RHB ESG Deposits, where 100% of deposited funds are dedicated to verifiable climate and socio-economic activities. Through this structure, proceeds from the issuance of MRL’s SDG Sukuk are placed into RHB ESG Deposits before disbursement for the East Coast Rail Link (“ECRL”) project, ensuring that every Ringgit delivers measurable environmental and social value even before the physical project deployment begins.

Funds within the ESG Deposits are channelled towards activities aligned with Malaysia’s national sustainability and transition priorities, including:

 <p>Renewable energy and energy efficiency</p>	 <p>Clean and low-carbon transportation</p>	 <p>Climate-resilient and low-carbon infrastructure</p>	 <p>Inclusive socio-economic development</p>
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“
 With ESG Deposits, we are embedding sustainability into the core of banking, ensuring that financial flows actively support climate resilience and inclusive economic growth.
Tan Sri Ahmad Badri Mohd Zahir,
 Chairman of RHB Banking Group

Through this approach, sustainability outcomes are embedded throughout the capital holding and deployment phases, strengthening climate resilience and inclusive growth beyond the point of asset construction.

For RHB Banking Group, this ecosystem exemplifies our unwavering commitment to driving a just and responsible transition by embedding sustainability across core banking, transaction banking, and sustainable capital markets instruments. By integrating deposits, sustainable capital markets instruments, and financing within a single, governed framework, RHB demonstrates how sustainable finance can evolve

beyond individual products to become a system-level enabler of the national transition objectives under the National Energy Transition Roadmap (“NETR”).

As Environmental, Social, and Governance (“ESG”) expectations continue to rise among regulators, investors and stakeholders, the 360° ESG Finance Ecosystem provides a transparent, scalable and replicable blueprint for Government-linked Companies (“GLCs”) and corporates to strengthen capital stewardship, demonstrate measurable climate and social impact, and build long-term resilience, setting a new benchmark for sustainable finance leadership in Malaysia.

HIGHLIGHT STORY

PETRONAS SUSTAINABLE VALUE CHAIN FINANCING

In November 2025, RHB Banking Group entered into a strategic collaboration with PETRONAS through the signing of a Memorandum of Understanding ("MoU") to participate as a panel financial institution under the PETRONAS Sustainable Vendor Financing Programme ("SVFP") for the Oil & Gas Services and Equipment ("OGSE") sector.

Implemented under the PETRONAS Supplier Support Programme ("PSSP"), this initiative is scheduled for official signing and programme activation in the second quarter of 2026. This collaboration reflects a shared commitment between RHB Banking Group and PETRONAS in supporting the transition of hard-to-abate sectors by providing eligible PETRONAS vendors direct access to sustainable and transition financing solutions.

Under the SVFP, PETRONAS provides the platform to connect participating financial institutions with its vendor ecosystem, while encouraging suppliers to strengthen environmental, social and governance ("ESG") practices. As a panel financial institution, RHB offers tailored financing solutions to eligible vendors, supporting their transition efforts and operational resilience, particularly for small and medium-sized enterprises ("SMEs") navigating sustainability and decarbonisation challenges.

The programme adopts a transition-focused approach by linking access to financing with progressive improvements in ESG performance rather than limiting support solely to end-state green projects. This enables suppliers to undertake practical, measurable transition actions that enhance competitiveness, strengthen supply chain resilience, and support longer-term decarbonisation outcomes.

For RHB, participation in the SVFP supports the Group's Net Zero ambition and strategy to reduce financed emissions within carbon-intensive sectors. By embedding sustainability considerations into value chain financing, RHB mobilises financial solutions where it can deliver system-wide impact, while aligning with national priorities under Malaysia's National Energy Transition Roadmap ("NETR"). The collaboration demonstrates how partnerships between anchor corporates and financial institutions can advance a just and orderly energy transition, ensuring suppliers are supported as sustainability expectations continue to rise.

Corporate Information

Our Board of Directors and Group Company Secretary

TAN SRI AHMAD BADRI MOHD ZAHIR
Non-Independent Non-Executive Chairman

ONG AI LIN
Senior Independent Non-Executive Director

DATUK IAIN JOHN LO
Independent Non-Executive Director

TAN SRI ONG LEONG HUAT @ WONG JOO HWA
Non-Independent Non-Executive Director

DATO' MOHAMAD NASIR AB LATIF
Non-Independent Non-Executive Director

HIJAH ARIFAKH OTHMAN
Independent Non-Executive Director

DATO' MOHD RASHID MOHAMAD
Group Managing Director /
Group Chief Executive Officer

LIM CHENG TECK
Independent Non-Executive Director

NADZIRAH ABD RASHID
Independent Non-Executive Director

DONALD JOSHUA JAGANATHAN
Independent Non-Executive Director

AZMAN SHAH MD YAMAN
Group Chief Legal & Governance Officer/
Group Company Secretary

REGISTERED OFFICE

Level 10, Tower One
RHB Centre, Jalan Tun Razak
50400 Kuala Lumpur
Tel : +603-9206 8118
Fax : +603 9281 9314
Corporate Website : www.rhbgroup.com

COMPANY REGISTRATION NUMBER

196501000373 (6171-M)

AUDITORS

PricewaterhouseCoopers PLT
Chartered Accountants
Level 10, Menara TH 1 Sentral
Jalan Rakyat, Kuala Lumpur Sentral
P.O.Box 10192
50706 Kuala Lumpur
Tel : +603 2173 1188
Fax : +603 2173 1288

COMPANY SECRETARIES

Azman Shah **Filza Zainal Abidin**
Md Yaman (LS 0008413)
(LS 0006901)

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Professor Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya, Selangor

For shareholders' enquiries

Helpdesk No. : +603 7890 4700
Fax : +603 7890 4670
Email : BSR.Helpdesk@boardroomlimited.com

Board at a Glance

BOARD SKILLS & EXPERIENCES

- Leadership and Management
- Banking and Finance
- Sustainability
- Treasury and Capital Market
- Risk and Compliance
- Management Information Systems ("MIS") and Technology
- Cybersecurity and Data Privacy

BOARD TENURE

30% (3) <5 years
70% (7) >5 years

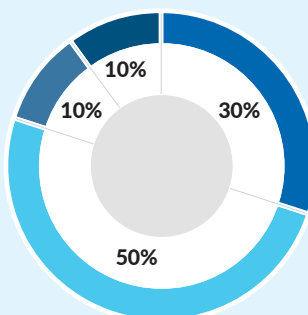
GENDER

70% Male **30%** Female

Key Features of Our Board:

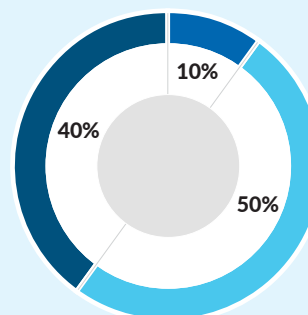
- The Chairman is a Non-Independent Non-Executive Director.
- The positions of the Chairman and the Group Managing Director / Group Chief Executive Officer are held by different individuals.

BOARD COMPOSITION



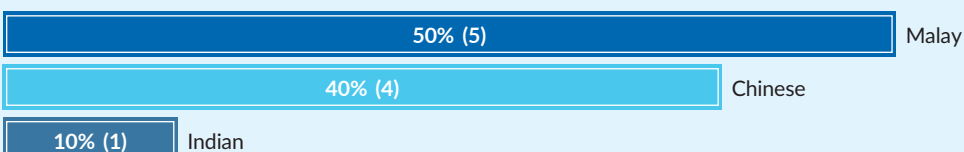
- Senior Independent Non-Executive Director
- Non-Independent Non-Executive Directors
- Independent Non-Executive Directors
- Group Managing Director / Group Chief Executive Officer

AGE GROUP



- 56 - 60 years old
- 61 - 65 years old
- 66 years old and above

ETHNICITY



Profile of Our Board and Group Company Secretary



TAN SRI AHMAD BADRI MOHD ZAHIR

Non-Independent Non-Executive Chairman

Nationality	Age	Gender
Malaysian	65	Male

14/14 Board Meetings Attendance

Date of Appointment

16 November 2020*

QUALIFICATIONS

- Bachelor of Land and Property Management, Universiti Teknologi MARA, Shah Alam, Selangor
- Master in Business Administration, University of Hull, United Kingdom

OTHER DIRECTORSHIP(S)

Listed Entities:

- Sime Darby Berhad

Public Companies:

- RHB Foundation (Chairman)

SKILLS AND EXPERIENCE

Tan Sri Ahmad Badri Mohd Zahir started his career as a Senior Valuation Executive at C.H. Williams, Talhar & Wong Sdn Bhd prior to his appointment as the Assistant Secretary in the Finance Division of the Ministry of Finance in 1989 where he served for nearly 30 years in various capacities, the last being the Secretary General of Treasury.

Tan Sri Ahmad Badri ceased to be on the Employees Provident Fund Board ("EPF") Investment Panel upon his appointment as Chairman of EPF, where he served from May 2020 to August 2024.

Tan Sri Ahmad Badri previously served on the Boards of Bank Negara Malaysia ("BNM"), Kumpulan Wang Persaraan (Diperbadankan), Permodalan Nasional Berhad and Tenaga Nasional Berhad, among others.

He is currently the Chairman of Lembaga Getah Malaysia, a Federal Statutory Body in Malaysia.

*Subsequently formalised as Chairman of RHB Bank Berhad on 24 March 2021.



TAN SRI ONG LEONG HUAT @ WONG JOO HWA

Non-Independent Non-Executive Director

BCC

Nationality	Age	Gender
Malaysian	81	Male

14/14 Board Meetings Attendance

Date of Appointment

20 November 2012

QUALIFICATIONS

- Senior Cambridge, Federation of Malaysia Certificate awarded by Methodist English School
- Capital Markets and Services Representative's Licence issued by the Securities Commission Malaysia ("SC") under the Capital Markets and Services Act, 2007 for dealing in securities

OTHER DIRECTORSHIP(S)

Listed Entities:

- OSK Holdings Berhad (Executive Chairman)
- OSK Ventures International Berhad (Chairman)

Public Companies:

- RHB Investment Bank Berhad (Chairman)
- PJ Development Holdings Berhad (Chairman)
- OSK Property Holdings Berhad (Chairman)
- KE-ZAN Holdings Berhad
- OSK Foundation (Chairman)

SKILLS AND EXPERIENCE

For over 17 years, Tan Sri Ong Leong Huat @ Wong Joo Hwa was attached to a leading financial institution where he last held the position of Senior General Manager. He was the Managing Director/Chief Executive Officer ("CEO") of OSK Investment Bank Berhad (now known as OSKIB Sdn Bhd) from July 1985 to January 2007 and thereafter was appointed as the Group Managing Director / CEO. He was subsequently re-designated as a Non-Independent Non-Executive Director and resigned on 30 April 2013.

Tan Sri Ong has served as a Director of MESDAQ from July 1999 to March 2002 and a member of the Capital Market Advisory Council appointed by the SC in 2004 to advise on issues relating to the implementation of the Capital Market Master Plan. He was a Director on the Board of Bursa Malaysia Berhad from 2008 to 2015 and was previously a Member of the Securities Market Consultative Panel of Bursa Malaysia Berhad.



DATO' MOHD RASHID MOHAMAD

Group Managing Director / Group Chief Executive Officer

Nationality	Age	Gender
Malaysian	58	Male

14/14 Board Meetings Attendance

Date of Appointment

1 April 2022

QUALIFICATIONS

- Bachelor of Accounting (Hons.), Universiti Teknologi MARA, Shah Alam, Selangor
- Master of Business Administration with Distinction, University of Wales, Cardiff, United Kingdom
- Fellow Chartered Banker, Asian Institute of Chartered Bankers ("AICB")
- Advanced Strategic Management Programme, Institute for Management Development, Lausanne, Switzerland

OTHER DIRECTORSHIP(S)

Listed Entities:

- Nil

Public Companies:

- Nil

SKILLS AND EXPERIENCE

Dato' Mohd Rashid Mohamad has more than 30 years of experience in the financial services industry, having held senior positions in well-established financial institutions both within Malaysia, as well as Singapore, namely BNM, ABN Amro NV, The Royal Bank of Scotland, and AmBank Group. He was also the Chairman of the Investment Panel of Kumpulan Wang Amanah Pencen Inc. from 2019 to 2021.

Currently, he is a Council Member of AICB, and Chairman of the AICB Investment Committee. In 2025, he was also appointed as an Adjunct Professor Universiti Teknologi MARA Cawangan Johor. He sits on the Board of Payments Network Malaysia Sdn Bhd as a Non-Independent Non-Executive Director. He is also a Member of the Board of Trustees of The Staff Training Fund and is a Director of STF Resources Sdn Bhd.

Prior to his appointment as Group Managing Director of RHB Bank Berhad, Dato' Mohd Rashid was the Managing Director of Group Wholesale Banking.

Profile of Our Board and Group Company Secretary



ONG AI LIN

Senior Independent Non-Executive Director

BAC BRC

Nationality	Age	Gender
Malaysian	70	Female

14/14 Board Meetings Attendance

Date of Appointment

1 July 2017

QUALIFICATIONS

- Bachelor of Arts (Honours) in Economics, University of Leeds, United Kingdom
- Fellow of the Institute of Chartered Accountants in England and Wales
- Member of the Malaysian Institute of Accountants
- INSEAD Business Sustainability Programme
- Certified Business Continuity Planner

OTHER DIRECTORSHIP(S)

Listed Entities:

- Tenaga Nasional Berhad

Public Companies:

- RHB Islamic Bank Berhad

SKILLS AND EXPERIENCE

Ms. Ong Ai Lin began her career with Deloitte Haskins & Sells in London in 1978, prior to joining PricewaterhouseCoopers ("PwC") Malaysia in 1991 as Senior Manager. At PwC, she built the IT audit practice, an integral part of the firm's financial audit services. She was then appointed as Partner of PwC Malaysia in 1993. She was the Business Continuity Management and Information Security Practice Leader for PwC Malaysia before her retirement in 2016.

In addition to financial audits, her experience encompasses governance risk and compliance, information security and data privacy, cybersecurity, technology risk and governance and business continuity management in the United Kingdom, Singapore, Indonesia, Thailand, Vietnam, Philippines, Sri Lanka, Cambodia and Malaysia.

Ms. Ong's knowledge and experience earned her the "Best Certified Business Continuity Professional in Malaysia" award from Disaster Recovery Institute International at their inaugural awards in 2012. She was also awarded the "Cybersecurity Lifetime Achievement Award" in 2018 by CyberSecurity Malaysia. She has also served as the past President of the Information Systems Audit and Control Association ("ISACA")-Malaysia Chapter.



DATO' MOHAMAD NASIR AB LATIF

Non-Independent Non-Executive Director

BNRC BSC

Nationality	Age	Gender
Malaysian	67	Male

14/14 Board Meetings Attendance

Date of Appointment

16 March 2020

QUALIFICATIONS

- Bachelor of Social Science (Economics), Universiti Sains Malaysia
- Master of Science in Investment Analysis, University of Stirling, United Kingdom
- Certified Diploma in Accounting and Finance, Association of Chartered Certified Accountants

OTHER DIRECTORSHIP(S)

Listed Entities:

- Malaysian Resources Corporation Berhad (Chairman)
- United Plantations Berhad (Chairman)

Public Companies:

- RHB Islamic Bank Berhad (Chairman)
- PLUS Malaysia Berhad (Chairman)

SKILLS AND EXPERIENCE

Dato' Mohamad Nasir Ab Latif started his career with the Employees Provident Fund Board in 1982 and held several positions including State Enforcement Officer (1990 to 1995), Senior Research Officer, Manager and Senior Manager in the Investment and Economics Research Department (1995 to 2003) and General Manager of the International Equity Investment Department (July 2009 to 2013). He was last appointed as Deputy Chief Executive Officer (Investment) in 2013 and retained this position until his retirement in December 2019.

He ceased as Chairman of the Investment Panel of Kumpulan Wang Persaraan (Diperbadankan) in February 2025.

He is currently the Chairman of the Investment Panel of the Employees Provident Fund Board. He is also an Independent Non-Executive Director of Yinson Production Offshore Holdings Ltd (UK).



LIM CHENG TECK

Independent Non-Executive Director

BCC

Nationality	Age	Gender
Singaporean	65	Male

11/14 Board Meetings Attendance

Date of Appointment

28 November 2018

QUALIFICATIONS

- Bachelor of Arts, National University of Singapore
- Master of Business Administration, Brunel University, United Kingdom

OTHER DIRECTORSHIP(S)

Listed Entities:

- Nil

Public Companies:

- Nil

SKILLS AND EXPERIENCE

Mr. Lim Cheng Teck was the Regional Chief Executive Officer for ASEAN at Standard Chartered Bank. He first joined Standard Chartered Bank in 1988 and has held various roles within the bank's Corporate and Institutional Banking Division before being appointed as the Chief Operating Officer for Standard Chartered Bank (China) Ltd in 2005. In 2006, he was appointed as the Chairman of Standard Chartered Bank (Singapore) Ltd. He returned to China in 2009 to take up the role of Chief Executive Officer and Executive Vice Chairman of Standard Chartered Bank (China) Ltd.

He has served on several Standard Chartered Bank subsidiary boards, notably as the Chairman of Standard Chartered Bank (Mauritius) Ltd, Standard Chartered Bank (Thailand) Ltd, Standard Chartered Bank (Singapore) Ltd, and as the Deputy Chairman of Standard Chartered Bank (Malaysia) Ltd and the President Commissioner of PT Bank Permata, Indonesia. He has also served as a Non-Executive Director of Standard Chartered Bank (Taiwan) Ltd. He has previously served as a Director on the Boards of Clifford Capital Pte Ltd and the Singapore International Chamber of Commerce, a Governor of the Singapore International Foundation and a Council Member of the Institute of Banking and Finance Singapore and the Singapore National Employers Federation.

Additionally, he was the Chairman of the Overseas Financial Service Commission, the China Chamber of Commerce, the Vice Chairman of the Association of Banks in Singapore, and a Member of the Monetary Authority of Singapore's Financial Centre Development Committee. Having served in the banking arena for over 28 years, he retired from Standard Chartered Bank in April 2016 and continued as a senior advisor on a non-executive role till April 2017. Further, he served as Chief Executive Officer of Pontiac Land Group from March 2017 to May 2018.

Currently, he sits on the Boards of RHB Bank (Cambodia) Plc, RHB Bank Lao Sole Co., Ltd and The Farrer Park Company Pte Ltd.



DONALD JOSHUA JAGANATHAN

Independent Non-Executive Director

- BRC
- BAC
- BNRC
- BSC

Nationality	Age	Gender
Malaysian	66	Male

14/14 Board Meetings Attendance

Date of Appointment

17 August 2020

QUALIFICATIONS

- Bachelor of Accounting (Hons), University of Malaya
- Master in Business Administration, Cranfield School of Management, United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants
- Fellow Chartered Banker, Asian Institute of Chartered Bankers
- Advanced Management Programme, Harvard Business School, USA

OTHER DIRECTORSHIP(S)

Listed Entities:

- Nil

Public Companies:

- RHB Insurance Berhad
- Zurich Life Insurance Malaysia Berhad

SKILLS AND EXPERIENCE

Mr. Donald Joshua Jaganathan serves as a Council Member of the Asian Institute of Chartered Bankers and the Chairman of its Education Committee. He is also a member of the Board of Directors of the Asian Banking School and the Chairman of its Talent Development Committee.

Mr. Donald has had a fulfilling career with Bank Negara Malaysia ("BNM") for 36 years, rising to the rank of Assistant Governor, with key responsibilities over the financial stability function, including oversight of BNM's Financial Stability Report. His work experience include leadership and management oversight over the supervision and regulation of the banking and insurance industry in Malaysia, training and development activities with the banking and insurance institutes. He also served as the Malaysian representative in international supervisory bodies, including the Basel Committee on Banking Supervision and the International Association of Insurance Supervisors.

His previous positions include Chairman of the Board of Directors of Payments Network Malaysia Sdn Bhd, and the Board of Finance Accreditation Agency Berhad, Chairman of the Board Executive Committee of the Malaysian Insurance Institute, Council Member of the Malaysian Institute of Accountants, and Member of the Malaysian Financial Reporting Foundation.



DATUK IAIN JOHN LO

Independent Non-Executive Director

- BNRC
- BSC
- BAC

Nationality	Age	Gender
Malaysian	64	Male

14/14 Board Meetings Attendance

Date of Appointment

15 September 2020

QUALIFICATIONS

- Bachelor of Science in Civil Engineering, University of California, Los Angeles ("UCLA")
- Master of Science in Civil Engineering, UCLA

OTHER DIRECTORSHIP(S)

Listed Entities:

- CelcomDigi Berhad

Public Companies:

- RHB Investment Bank Berhad

SKILLS AND EXPERIENCE

Datuk Iain John Lo currently serves as a Member of the Board of Guardians of the Sarawak State Sovereign Wealth Future Fund and Chair of the Risk Committee. He also serves as Chair of the Board Nomination and Remuneration Committee of CelcomDigi Berhad. Currently, he sits on the Board of Sepang International Circuit Sdn Bhd for a term of two years until August 2026.

Datuk Iain retired as the Country Chairman of Shell Malaysia Limited on 31 March 2021. He is a proven leader who has extensive experience and held a broad range of roles over the past 30 years in Shell's exploration and production, gas and downstream businesses both in Malaysia as well as abroad. Datuk Iain was the Chairman of Shell Refining Company Bhd until the company was sold in 2016.

He joined Sarawak Shell Berhad as a Field Engineer in 1990 before moving on to undertake various engineering, business development and corporate roles based in Malaysia, Singapore and Netherlands. His areas of responsibilities include governance of LNG and Chemicals joint ventures in Malaysia, Middle East, China and Russia. He was appointed as a Director of Singapore's Economic Development Board in 2009 and served till 2012 when he returned to Malaysia as Chairman and Managing Director of Sarawak Shell Berhad and Sabah Shell Petroleum. In 2017, Datuk Iain was appointed as Asia Pacific Commercial Vice President for Shell's exploration, production and gas businesses with accountability for regional acquisitions, divestments, and new business development.



HIJAH ARIFAKH OTHMAN

Independent Non-Executive Director

- BNRC
- BSC

Nationality	Age	Gender
Malaysian	65	Female

14/14 Board Meetings Attendance

Date of Appointment

1 June 2023

QUALIFICATIONS

- Bachelor of Science in Mathematics and Computer Science, City University of London, United Kingdom

OTHER DIRECTORSHIP(S)

Listed Entities:

- Nil

Public Companies:

- RHB Investment Bank Berhad

SKILLS AND EXPERIENCE

Puan Hijah Arifakh Othman is a highly experienced banker of over 38 years, specialising in Treasury and Balance Sheet Management. She began her career with Bank Negara Malaysia ("BNM") in 1984 and she was the pioneer member in setting up Danamodal Nasional Berhad ("Danamodal") in August 1998, a recapitalisation agency wholly owned subsidiary of BNM during the 1998 financial crisis. She also set-up the Danamodal Treasury Division, as well as formulated policies on the investment and credit limits in line with the Danamodal's objective in ensuring safety and liquidity of its portfolio.

She has held various senior positions in established banking groups including Director of Asian Fixed Income Malaysia, Standard Chartered Bank Berhad, Executive Vice President/Head of Group Treasury Business of Malayan Banking Berhad and Managing Director/Chief Executive Officer of Hong Leong Islamic Bank Berhad.

Puan Hijah was previously a Board Member of Takaful Ikhlas General Berhad, Export-Import Bank of Malaysia Berhad, MNRB Holdings Berhad and KAF Investment Bank Berhad.

She was also a Member of the Listing Committee of Bursa Malaysia Berhad from July 2016 to December 2024.

Profile of Our Board and Group Company Secretary



NADZIRAH ABD RASHID

Independent Non-Executive Director

BAC

Nationality	Age	Gender
Malaysian	62	Female

14/14 Board Meetings Attendance

Date of Appointment

15 March 2024

QUALIFICATIONS

- Bachelor of Arts in Accountancy, University of South Australia
- Chartered Accountant, Malaysian Institute of Accountants
- Fellow of CPA Australia

OTHER DIRECTORSHIP(S)

Listed Entities:

- Nil

Public Companies:

- RHB Insurance Berhad

SKILLS AND EXPERIENCE

Puan Nadzirah Abd Rashid has more than 35 years experience in the banking and finance sector. She began her career in the Accountant General's Department before joining Bank Negara Malaysia as a bank examiner. Subsequently, she moved on to head the finance function of a financial institution. In 1999, she joined Bursa Malaysia Group, where she held various positions in the Finance and Administration Division. Her last position was as the Chief Financial Officer of Bursa Malaysia Berhad, a position that she held for seven years until early 2014.

Puan Nadzirah previously served on the Boards of Credit Guarantee Corporation Malaysia Berhad, CIMB Bank Berhad and CIMB Investment Bank Berhad.



AZMAN SHAH MD YAMAN

Group Chief Legal & Governance Officer/
Group Company Secretary

Nationality	Age	Gender
Malaysian	58	Male

Date of Appointment

23 August 2004

QUALIFICATIONS

- LLB (Hons.), International Islamic University Malaysia
- Advocate & Solicitor of the High Courts of Malaya
- Licensed Company Secretary (LS 0006901)
- Affiliate of the Malaysian Institute of Chartered Secretaries & Administrators
- Certified Integrity Officer accredited by the Malaysia Anti-Corruption Academy
- Senior Leadership Development Programme, INSEAD

SKILLS AND EXPERIENCE

Encik Azman Shah Md Yaman heads the legal, secretariat, and governance functions within the Group. As the Group Chief Legal & Governance Officer, he provides guidance and acts as the guardian to the policies and principles of good governance, as well as anti-bribery and corruption. He also assumes the function of the Group Secretary and is accountable to the Board, through the Chairman, on all matters with regards to the formal functioning of the Board.

He shoulders the responsibilities as the Group Company Secretary, General Legal Counsel and also Chief Integrity and Governance Officer ("CIGO") within RHB Banking Group.

Prior to employment with RHB Banking Group, Encik Azman Shah practised as an Advocate and Solicitor after being admitted to the Malaysian Bar in 1991 and was involved in both corporate and litigation works before joining the Kuala Lumpur Stock Exchange [now known as Bursa Malaysia Securities Berhad ("Bursa Malaysia")] in 1993. In Bursa Malaysia, he held various positions for more than 10 years and his responsibility ranged from legal advisory on clearing, settlement & depository, compliance to corporate and secretarial services.

<input checked="" type="checkbox"/>	Chairman/Chairperson	<input type="checkbox"/>	Member
<input checked="" type="checkbox"/>	BAC	Board Audit Committee	
<input checked="" type="checkbox"/>	BCC	Board Credit Committee	
<input checked="" type="checkbox"/>	BRC	Board Risk Committee	
<input checked="" type="checkbox"/>	BNRC	Board Nominating & Remuneration Committee	
<input checked="" type="checkbox"/>	BSC	Board Sustainability Committee	

Declaration:

Save as disclosed, the Directors have:

1. No conflict of interest with RHB Bank and/or family relationship with any Director and/or major shareholder except for:
 - (a) Tan Sri Ong Leong Huat, who is deemed a major shareholder of RHB Bank pursuant to Section 8(4) of the Companies Act 2016, by virtue of shares held through OSK Holdings Berhad.
 - (b) Tan Sri Ahmad Badri Mohd Zahir and Dato' Mohamad Nasir Ab Latif who are nominees of the Employees Provident Fund Board, a major shareholder of RHB Bank.
2. Never been convicted of any offence within the past five (5) years nor have had any public sanction or penalty imposed on them by the relevant regulatory bodies during the financial year under review.

Profile of the Chairmen of the Key Operating Companies



DATO' MOHAMAD NASIR AB LATIF
Non-Independent Non-Executive Chairman

Chairman of RHB Islamic Bank Berhad

Nationality	Malaysian
Age	67
Gender	Male
Date of Appointment	2 May 2020*

*Subsequently appointed as a Non-Independent Non-Executive Chairman of RHB Islamic Bank Berhad on 28 May 2020.

[For more details, go to page 146](#)



TAN SRI ONG LEONG HUAT @ WONG JOO HWA
Non-Independent Non-Executive Chairman

Chairman of RHB Investment Bank Berhad

Nationality	Malaysian
Age	81
Gender	Male
Date of Appointment	20 November 2012*

*Subsequently appointed as a Non-Independent Non-Executive Chairman of RHB Investment Bank Berhad on 22 April 2021.

[For more details, go to page 145](#)



DONALD JOSHUA JAGANATHAN
Independent Non-Executive Chairman

Chairman of RHB Insurance Berhad

Nationality	Malaysian
Age	66
Gender	Male
Date of Appointment	1 October 2020*

*Subsequently appointed as an Independent Non-Executive Chairman of RHB Insurance Berhad on 1 November 2025.

[For more details, go to page 147](#)

BOARD COMMITTEE MEMBERSHIP

- Board Risk Committee



DATUK CHUNG CHEE LEONG
Independent Non-Executive Chairman

Chairman of RHB Asset Management Sdn Bhd

Nationality	Malaysian
Age	65
Gender	Male
Date of Appointment	1 July 2025*

*Subsequently appointed as an Independent Non-Executive Chairman of RHB Asset Management Sdn Bhd on 1 August 2025.

BOARD COMMITTEE MEMBERSHIP(S)

- Board Credit Committee of RHB Bank Berhad
- Board Risk Committee of RHB Investment Bank Berhad
- Investment Committee of RHB Asset Management Sdn Bhd
- Audit Committee of RHB Asset Management Sdn Bhd
- Investment Committee of RHB Islamic International Asset Management Berhad
- Investment Committee of RHB Asset Management Pte Ltd (Chairman)

QUALIFICATIONS

- Degree in Economics (majoring in Business Administration) (Hons)

OTHER DIRECTORSHIP(S)

Non-Listed Companies:

- RHB Investment Bank Berhad
- RHB Bank (L) Ltd (Chairman)
- RHB International Investments Pte Ltd (Chairman)

RHB Asset Management Group:

- RHB Asset Management Sdn Bhd (Malaysia) (Chairman)
- RHB Islamic International Asset Management Berhad (Malaysia)(Chairman)
- RHB Asset Management Pte Ltd (Singapore) (Chairman)

SKILLS AND EXPERIENCE

Datuk Chung was previously the President and CEO of Cagamas Berhad from April 2012 to August 2023. Prior to his appointment at Cagamas, he served as Director of Bank Negara Malaysia's ("BNM") Banking Supervision Department, as well as Risk Management Department. He has 29 years of experience in central banking, focusing mainly on financial system stability and the financial sector.

Datuk Chung was also a member of the Panel of Experts in the Ministry of Housing and Local Government, Founding Chairman of the International Secondary Mortgage Market Association, and served as the first Chairman of the Asian Secondary Mortgage Market Association. Datuk Chung previously served as a Member of the Board of Directors of the Credit Guarantee Corporation Berhad.

Datuk Chung was involved in the development of the Financial Sector Blue Print, establishment of the deposit insurance scheme, and the Malaysian Cooperative Commission. During his service with BNM, he carried out assignments for the International Monetary Fund and the Islamic Financial Services Board. He has spearheaded Cagamas' entrance into the international bond market. Starting with the A3 Sovereign Equivalent International Rating by Moody's Investors Service, he was instrumental in establishing the Company's USD5 billion Multicurrency EMTN Programme, under which Cagamas' inaugural and South East Asia largest Offshore Renminbi bond was issued.

In recognition for his contribution to Islamic finance and Islamic capital market. Datuk Chung was presented with the Global Islamic Finance Award 2020 for Islamic financial advocacy and The Asset Triple A Islamic Finance award for Industry Leadership (2022) and Lifetime Achievement (2023).

Profile of the Shariah Committee



AZIZI CHE SEMAN
Chairman

Nationality	Age	Gender
Malaysian	53	Male

Date of Appointment

1 April 2023

PRESENT MEMBERSHIP OF SHARIAH COMMITTEES IN OTHER INSTITUTIONS

- Bank Simpanan Nasional Malaysia
- Sun Life Malaysia Takaful Berhad
- Shariah Advisory Committee of the Association of Islamic Banking Institutions Malaysia ("AIBIM") (Chairman)
- Jemaah Ulama under the Majlis Agama Islam dan Adat Istiadat Melayu Kelantan
- Yayasan Pembangunan Ekonomi Islam Malaysia ("YAPEIM")
- Yayasan Hijrah Selangor (Chairman)

QUALIFICATIONS

- Bachelor of Shariah, Universiti Malaya
- Master in Economics, International Islamic University of Malaysia
- Certified Shariah Advisor ("CSA"), Association of Shariah Advisors Malaysia ("ASAS")

AREAS OF EXPERTISE

- Islamic Banking and Finance
- Islamic Capital Market
- Islamic Economics
- Usul Fiqh and Fiqh Muamalat

EXPERIENCE & ACHIEVEMENTS

- Currently serves as a Senior Lecturer at the Islamic Studies Academy, Universiti Malaya.
- Former Chairman of Bank Muamalat Malaysia Berhad and Agrobank Shariah Committees.
- Former Chairman of Joint Management Committee of Wakaf Selangor Muamalat.
- Former Member of Investment Committee YAPEIM.
- Served as a Chairman of Shariah Advisor for the Islamic Banking and Finance Institute Malaysia ("IBFIM") and Amara Investment Management Sdn. Bhd.
- Held various roles within ASAS, including as a member of the Professional Development Committee and the ASAS Examination Board.
- Former member of the Panel of Evaluators for the National Accreditation Board, responsible for assessing and recommending accreditation for programmes offered by Higher Education Providers.
- Contributed to numerous publications, including journal articles, book chapters, and conference proceedings.
- Presented research papers at various conferences and seminars on Islamic Finance and Shariah.



DR. MD. NURDIN NGADIMON

Nationality	Age	Gender
Malaysian	63	Male

Date of Appointment

1 May 2021

PRESENT MEMBERSHIP OF SHARIAH COMMITTEES IN OTHER INSTITUTIONS

- Sun Life Malaysia Takaful Berhad

QUALIFICATIONS

- Bachelor of Shariah (Shariah & Economy), Universiti Malaya
- Masters in Fiqh and Usul Fiqh, University of Jordan
- Ph.D. in Islamic Studies, University of Birmingham

AREAS OF EXPERTISE

- Islamic Jurisprudence of Transactions (Muamalat)
- Islamic Jurisprudence and Fundamental of Islamic Jurisprudence (Fiqh and Usul Fiqh)
- Islamic Jurisprudential Rules (Qawaid Fiqh)
- The Objective of Shariah Law (Maqasid Shariah)
- Islamic Capital Market and Derivatives

EXPERIENCE & ACHIEVEMENTS

- Previously a lecturer at the Faculty of Shariah, Universiti Malaya.
- Served in various roles at the Securities Commission Malaysia ("SC"), culminating in his position as Deputy Director in 2020.
- A pioneer member of the Islamic Instrument Study Group established by the SC.
- Played a key role in developing the Shariah-compliant securities screening methodology for securities listed on Bursa Malaysia.
- Represented Malaysia in key regulatory and advisory bodies, including the Islamic Financial Services Board ("IFSB"), Malaysian Accounting Standards Board, Law Harmonisation Committee, and the Special Committee for Islamic Finance under the Ministry of Finance.
- Served as a member of the Islamic Consultative Council ("ICC") panel under the Prime Minister's Department, and as a consultative representative for the Malaysian Qualifications Agency ("MQA").



MOHD ZUBIR AWANG

Nationality	Age	Gender
Malaysian	42	Male

Date of Appointment

1 February 2023

PRESENT MEMBERSHIP OF SHARIAH COMMITTEES IN OTHER INSTITUTIONS

- Nil

QUALIFICATIONS

- Bachelor of Art (Hons) in Islamic Studies, University of Wales
- Master of Arts in Islamic Banking, Finance and Management, Loughborough University
- CSA, ASAS

AREAS OF EXPERTISE

- Islamic Banking & Finance
- Usul Fiqh & Fiqh Muamalat
- Islamic Social Finance

EXPERIENCE & ACHIEVEMENTS

- Currently serves as an Executive at PETRONAS Global HR Partners.
- Previously served as Chairman of the Shariah Committee at KAF Investment Bank from 2014 to 2022.
- A registered Shariah adviser under the Securities Commission Malaysia and an EXCO member of the ASAS.
- Member of the working group of the Curriculum Review Committee ("CRC") of the Accounting and Auditing Organization for Islamic Financial Institutions ("AAOIFI").
- Began his career in the international halal industry in the United Kingdom, as a Shariah Inspection Officer for the Halal Monitoring Committee in Leicester.
- Transitioned into the Islamic finance industry as a Shariah Executive at RHB Islamic Bank.
- Previously lectured at the International Islamic University College Selangor and was a part-time lecturer at the Islamic Science University of Malaysia, teaching subjects such as Islamic Commercial Law, Islamic Legal Maxims, Islamic Jurisprudence, and Introduction to Fiqh, Fatwa, and Islamic Economics.



**ASSOC. PROF.
DR. SITI SALWANI
RAZALI**

Nationality	Age	Gender
Malaysian	50	Female

Date of Appointment

19 April 2024

PRESENT MEMBERSHIP OF SHARIAH COMMITTEES IN OTHER INSTITUTIONS

- Masryef Advisory Sdn. Bhd.

QUALIFICATIONS

- Bachelor of Laws (LLB (Hons.)) and Shariah Laws (LL.B.S (Hons.)), International Islamic University Malaysia ("IIUM")
- Master of Comparative Law, IIUM
- Ph.D. in Business Law, University Putra Malaysia
- CSA, ASAS
- Member of Chartered for Islamic Finance Professional ("CIFP")
- Fellow at the World Business Institute, Victoria, Australia

AREAS OF EXPERTISE

- Islamic Law of Contract (Fiqh Mu'amalat)
- Business and Commercial Law
- Islamic Finance and Banking
- Shariah Governance and Advisory

EXPERIENCE & ACHIEVEMENTS

- An Associate Professor at the Department of Business Administration, Kulliyah of Economics and Management Sciences, IIUM, teaching undergraduate (Business and Accounting) and postgraduate students (Master of Science in Finance and Master of Business Administration) since 2001.
- Former Shariah Committee member for MIDF Investment Bank, Great Eastern Takaful, and Bank Kerjasama Rakyat Malaysia Berhad.
- Held various advisory roles, including Shariah Panel Member for SilverBirds Group of Companies, Associate Advisor for AFTAAS Shariah Advisory Sdn. Bhd., and Board Member of IIUM Institute of Islamic Banking and Finance.
- Served as a consultant and trainer for JAWHAR under the Prime Minister's Department.
- Presented at various conferences and published extensively in international journals, with several papers receiving Best Paper Awards.
- Authored multiple books, including Islamic Law of Contract, Commercial Law in Malaysia, and Malaysian Business Law, published by international publishers.
- Recognised among the Top 300 Influential Women in Islamic Business and Finance in both 2022 and 2023.



**ASSOC. PROF. DR.
NOR FAHIMAH
MOHD RAZIF**

Nationality	Age	Gender
Malaysian	40	Female

Date of Appointment

1 April 2025

PRESENT MEMBERSHIP OF SHARIAH COMMITTEES IN OTHER INSTITUTIONS

- Perbadanan Nasional Berhad ("PERNAS")
- National Farmers Fund established by National Farmers Organisation ("NAFAS")
- Masryef Advisory Sdn Bhd

QUALIFICATIONS

- PhD (Fiqh al-Muamalat) Universiti Malaya
- Bachelor of Shariah (Fiqh & Usul Fiqh) Universiti Malaya
- CSA, ASAS

AREAS OF EXPERTISE

- Islamic Banking and Finance
- Islamic Capital Market
- Fiqh, Usul Fiqh, and Fiqh Muamalat

EXPERIENCE & ACHIEVEMENTS

- Currently an Associate Professor at Department of Fiqh and Usul and Applied Sciences, Academy of Islamic Studies, Universiti Malaya ("UM").
- She was previously attached to the International Shari'ah Research Academy for Islamic Finance ("ISRA") as a Research Assistant, conducting research on hedging mechanisms through option products in Islamic finance, before she served as an Executive in Islamic Capital Market Department, SC.
- Former Shariah Committee member for Affin Islamic Bank Berhad.
- She has written a number of articles in the field of Islamic economics, Islamic finance, sukuk and debt from the Islamic perspective, presented papers in conferences at international and local levels, and has published articles regarding Islamic banking and finance in proceedings, books, and journals.



**MOHD
BAHRODDIN
BADRI**

Nationality	Age	Gender
Malaysian	48	Male

Date of Appointment

7 August 2025

PRESENT MEMBERSHIP OF SHARIAH COMMITTEES IN OTHER INSTITUTIONS

- Swiss Re (Retakaful) (Chairman)
- Perbadanan Nasional Berhad (Chairman)
- Siraj Finance, UAE (Deputy Chairman)
- United Arab Bank, UAE
- EXIM Bank
- Islamic Cooperative of Angkasa ("KOPSYA")

QUALIFICATIONS

- Master of Shariah (Economics), UM
- Bachelor of Islamic Revealed Knowledge (Fiqh and Usul Fiqh), IIUM
- Certified Shariah Advisor ("CS"), Association of Shariah Advisors in Islamic Finance Malaysia ("ASAS")
- Certified Shariah Advisor and Auditor ("CSAA"), AAOIFI, Bahrain

AREAS OF EXPERTISE

- Islamic Banking and Finance
- Islamic Capital Market
- Fiqh, Usul Fiqh and Fiqh Muamalat
- Economics

EXPERIENCE & ACHIEVEMENTS

- Currently, Principal Consultant and Head of Shariah Advisory at ISRA Consulting, INCEIF University ("ISRA-INCEIF"). Also teaches in the Master's and professional certification programmes in Islamic finance at INCEIF University.
- Former lecturer at the IIUM; previously served as Chairman of the Shariah Committee of MBSB Bank Berhad and Deputy Chairman of the Shariah Committee of Citibank Malaysia.
- He has contributed to Islamic finance policy development, including Shariah-related policy guidelines (Shariah Standards) and Shariah-compliant interest schemes issued by Malaysian regulators; author of several textbooks on Islamic finance.
- He actively conducts corporate training, and has written articles and research papers on Shariah and Islamic finance, and spoken at international conferences worldwide.

Group Senior Management



Seated from left

**FAZLINA MOHAMED
GHAZALI**

Group Chief Compliance Officer

**MOHAMED RASTAM
SHAHROM**

Group Chief Financial Officer

WENDY TING WEI LING

Managing Director,
Group Corporate & Business
Banking

DATO' ADISSADIKIN ALI

Managing Director,
RHB Islamic Bank

Standing from left

DR CHONG HAN HWEE

Group Chief Risk Officer

TAN BOON CHING

Group Chief Internal Auditor

RYAN TEOH JUN FATT

Group Chief Strategy &
Innovation Officer

WONG KWANG LEH

Group Chief Technology Officer

JEFFREY NG EOW OO

Managing Director,
Group Community Banking

VASHTA MAHENDRAN

Group Chief Operations Officer

NURJESMI MOHD NASHIR

Managing Director,
Group Wholesale Banking



Seated from left

DATO' MOHD RASHID MOHAMAD
 Group Managing Director /
 Group Chief Executive Officer

DANNY QUAH BOON LENG
 Managing Director,
 Group International Business

Standing from left

KEVIN VIJENDREN DAVIES
 Managing Director,
 RHB Investment Bank

OLIVER TAN CHUAN LI
 Managing Director,
 RHB Insurance Berhad

NORAZZAH SULAIMAN
 Group Chief Brand &
 Customer Experience Officer

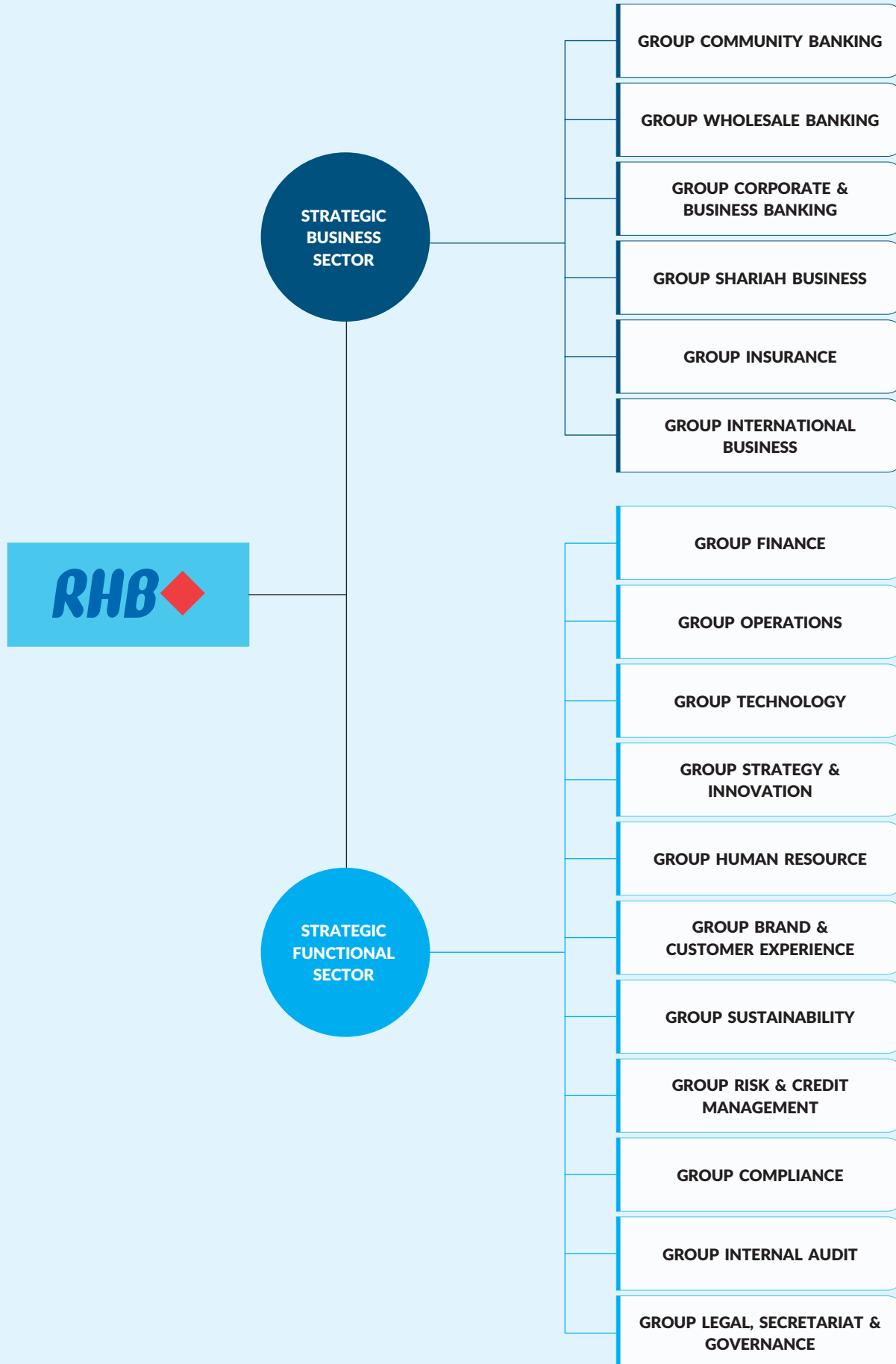
AZMAN SHAH MD YAMAN
 Group Chief Legal &
 Governance Officer

ANGUS SALIM AMRAN
 Group Chief Sustainability Officer

WAN MARIAH ABU HASSAN
 Group Chief People Officer

Group Organisation Structure

As at 1 May 2025



Corporate Governance Overview Statement

Corporate governance is a strategic enabler of trust, resilience and long-term value creation for RHB Banking Group.

Guided by a robust governance architecture and strong tone from the top, the Board of Directors ("Board") exercises oversight to ensure accountability, integrity and sound decision-making across the Group. Through disciplined stewardship and clear delegation, the Board reinforces stakeholder confidence and positions the Group to navigate an increasingly complex regulatory environment.

This Corporate Governance Overview Statement ("CGOS") outlines the governance structure, practices and key activities of the Board and its Committees during the year under review. The Board has applied or adopted all the Principles recommended by the Malaysian Code on Corporate Governance ("MCCG") 2021 except for Practice 8.3 (Step-up), which calls for disclosure of detailed remuneration of each member of Senior Management on a named basis. For further details, stakeholders are encouraged to also review the Corporate Governance Report ("CG Report") 2025, which provides a comprehensive account on each application of governance practices including its intended outcome, available at www.rhbgroup.com.

PRINCIPLE A PA

Board Leadership & Effectiveness

PRINCIPLE B PB

Effective Audit & Risk Management

PRINCIPLE C PC

Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

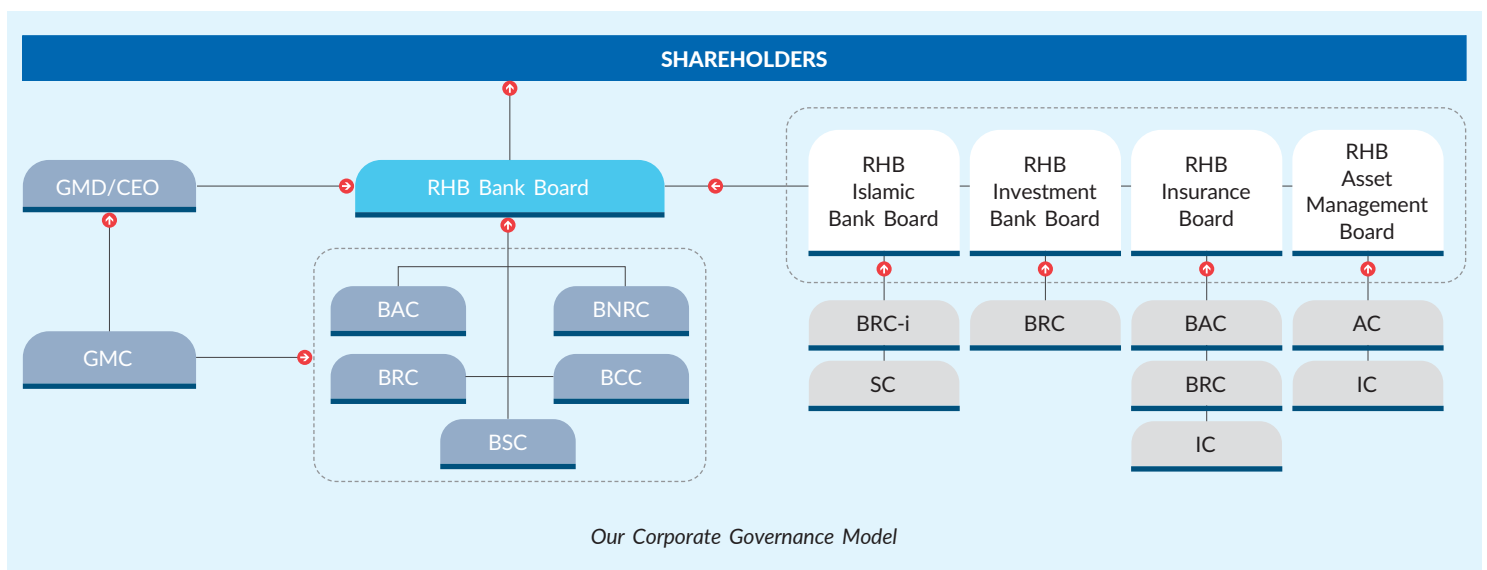
Our Corporate Governance Model & Framework

The Board has established a group-wide governance model and framework to ensure alignment, consistency and clear lines of communication across RHB Banking Group. The framework enables appropriate delegation of authority to subsidiary Boards and Committees for oversight of financial and non-financial matters, strategic direction, risk and compliance management, including sustainability-related risks and opportunities, as well as corporate governance policies and practices. The Board remains cognisant that governance and reporting structures must preserve its ability to exercise effective oversight across the Group.

In this regard, the Group's governance framework is guided by, among others, the following:

- i. Companies Act 2016;
- ii. Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad;
- iii. Policy on Corporate Governance issued by Bank Negara Malaysia;
- iv. MCCG 2021 issued by the Securities Commission Malaysia;
- v. Corporate Governance Guide (4th edition) issued by Bursa Malaysia;
- vi. ASEAN Corporate Governance Scorecard and guidance issued by the Minority Shareholders Watch Group ("MSWG");
- vii. Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries issued by the Securities Commission Malaysia;
- viii. Corporate governance and voting guidelines issued by institutional investors; and
- ix. Relevant regional regulatory developments and international market practices.

In response to new or revised regulations, frameworks and guidelines, the Group undertakes a thorough assessment to determine the appropriate measures required, including the enhancement of policies, processes, and governance structures. This ensures that evolving best practices are effectively embedded within RHB's Corporate Governance Framework.



Our Corporate Governance Model

Corporate Governance Overview Statement



In 2025, RHB received the following prestigious accolades, reflecting the Group's strong commitment to upholding high standards of corporate governance:

National Corporate Governance and Sustainability Awards 2025
Overall Excellence Awards – Ranked #3

ASEAN Corporate Governance Conference and Awards 2025
Top-5 Public Listed Companies for Malaysia and
Top 50-ASEAN Public Listed Companies

PRINCIPLE A PA

Board Leadership & Effectiveness

The Role of the Board

The Board comprises experienced professionals with diverse skills and perspectives, providing effective leadership and strategic guidance to the Group. In line with the MCCG 2021, the Board is committed to promoting long-term sustainable growth, enhancing shareholder value and delivering positive outcomes for society.

The Board operates in accordance with an established Board Charter, which clearly delineate the roles, responsibilities and authorities of the Board and Board Committees, and serves as guidance for Board members. The key responsibilities of the Board, as outlined in the Board Charter, are as follows:



Strategy Setting

Review, approve and oversee the implementation of the Company's business plans, financial objectives, budgets and key policies.



Management of the Company

Monitor Management's performance and approve performance objectives to ensure the Company is well managed.



Succession Planning

Ensure effective succession planning for the Board, the Group Managing Director / Group Chief Executive Officer ("GMD/CEO") and Senior Management, with appointments based on merit and capability.



Risk Management & Recovery Planning

Identify principal risks and ensure appropriate risk management, controls and recovery frameworks are in place.



Integrity of Internal Control

Oversee the adequacy and effectiveness of internal controls, compliance frameworks and audit functions.



Communication Plan

Ensure clear, balanced and timely communication with shareholders, investors, regulators and other stakeholders.



Sustainability (E.S.G/E.E.S. Integration)

Promote sustainable business practices by integrating environmental, social and governance ("ESG") considerations, including broader environmental, economic and social factors.

The Board maintains a formal schedule of matters reserved for its decision, while delegating authority to Management for the conduct of day-to-day operations. Board decisions are made following due deliberation and are approved by majority vote, although they are more often reached by consensus.

The Board Charter is available on the Company's website: www.rhbgroup.com

Matters Reserved for the Board

- Business and operating strategies
- New business plans or changes to the existing plans
- New investments and divestments
- Mergers and acquisitions
- Expansion/entry into new markets or geographies or regions
- Corporate restructuring or reorganisation
- Establishment of new subsidiaries or joint ventures
- Strategic partnerships or alliances
- Acquisition or disposal of significant assets
- Monitoring progress of business strategies

Roles and Responsibilities

Directors

- Be proactive in seeking information within the Company and industry to maintain broad and current knowledge to contribute effectively in meetings;
- Provide oversight and exercise independent judgement when making decisions, acting in the best interests of the Company and its shareholders generally and not in the interest of any one shareholder or group of shareholders. Directors are encouraged to be forthright in Board meetings, to question, request information or raise any issue of concern with the Board and management;
- Seek independent professional advice at the Company's expense where necessary, where he or she perceives an irregularity in the Company related matter. The Director must ensure that the costs are reasonable and must discuss with the Chairman before the advice is obtained;
- Maintain confidentiality of Board discussions and deliberations. Similarly, all confidential information received by a director in the course of the exercise of his or her duties remains the property of the Company. It is, therefore improper to disclose it or allow it to be disclosed, unless the disclosure has been authorised by the Board or required by law;
- Remain sensitive to potential conflicts of interest and disclose any actual or potential conflicts promptly;
- Continuously enhance knowledge and skills through ongoing professional development; and
- Meet at least once a year without the presence of Executive Directors or Senior Management.

Nominee Director

- A Director that is appointed as a representative of a major shareholder shall act in the best interest of the Group and in the event of any conflict between his or her duty to his nominator, he or she shall not subordinate his or her duty to act in the best interest of RHB Banking Group.

Independent Non-Executive Director ("INED")

- Monitor and challenge the performance of the management; and
- Exercise independent judgement in deliberating and reviewing items brought before the Board and Board Committees.

Board Chairman

- Lead the Board in its deliberations;
- Preside over the General Meeting(s);
- Ensure effective communication between the Board and its stakeholders;
- Communicate regularly with the GMD and other Senior Management officers on the affairs of the Group;
- Provide effective leadership in formulating the strategic direction for the Company and the Board and achieving the objectives of the Company;
- Work with the Company Secretary to schedule Board and Committee meetings;
- Work with the Board in establishing appropriate Board Committee structures and charters;
- Ensure the independence of the Board in discharging its duties;
- Ensure that the Board and individual directors fully exercise their responsibilities and fully comply with applicable policies, laws, regulations, rules, directives and guidelines;
- Consider and address the development needs of individual directors and the Board as a whole;
- Work with the Board in establishing the performance criteria and evaluation for the Board, the various Board Committees, individual directors, the GMD/CEO and the Senior Management team;
- Promote effective relationships and open communication between the Board and Senior Management team, in relation to corporate governance matters and corporate performance; and
- Represent the Company and the collective views of the Board externally and overseeing the public relations, including relations with key clients, government officials, other public organisations and the public in general.

Senior Independent Non-Executive Director ("SINED")

- Be available to shareholders if they have concerns relating to matters which contact through normal channels of Chairman or GMD/CEO has failed to resolve, or for which such contact is inappropriate;
- Be the conduit between the Independent Directors and the Board Chairman;
- Maintain contact as required with major shareholders to have a balanced understanding on their issues and concerns;
- Be the focal point for internal and external parties to whistleblow any unethical behaviour or business misconduct by internal parties (including Directors) of the Company and within RHB Banking Group; and
- Lead the Independent Directors in conducting sessions with Senior Management without the presence of executive directors and non-independent non-executive directors.

Corporate Governance Overview Statement

Board Governance

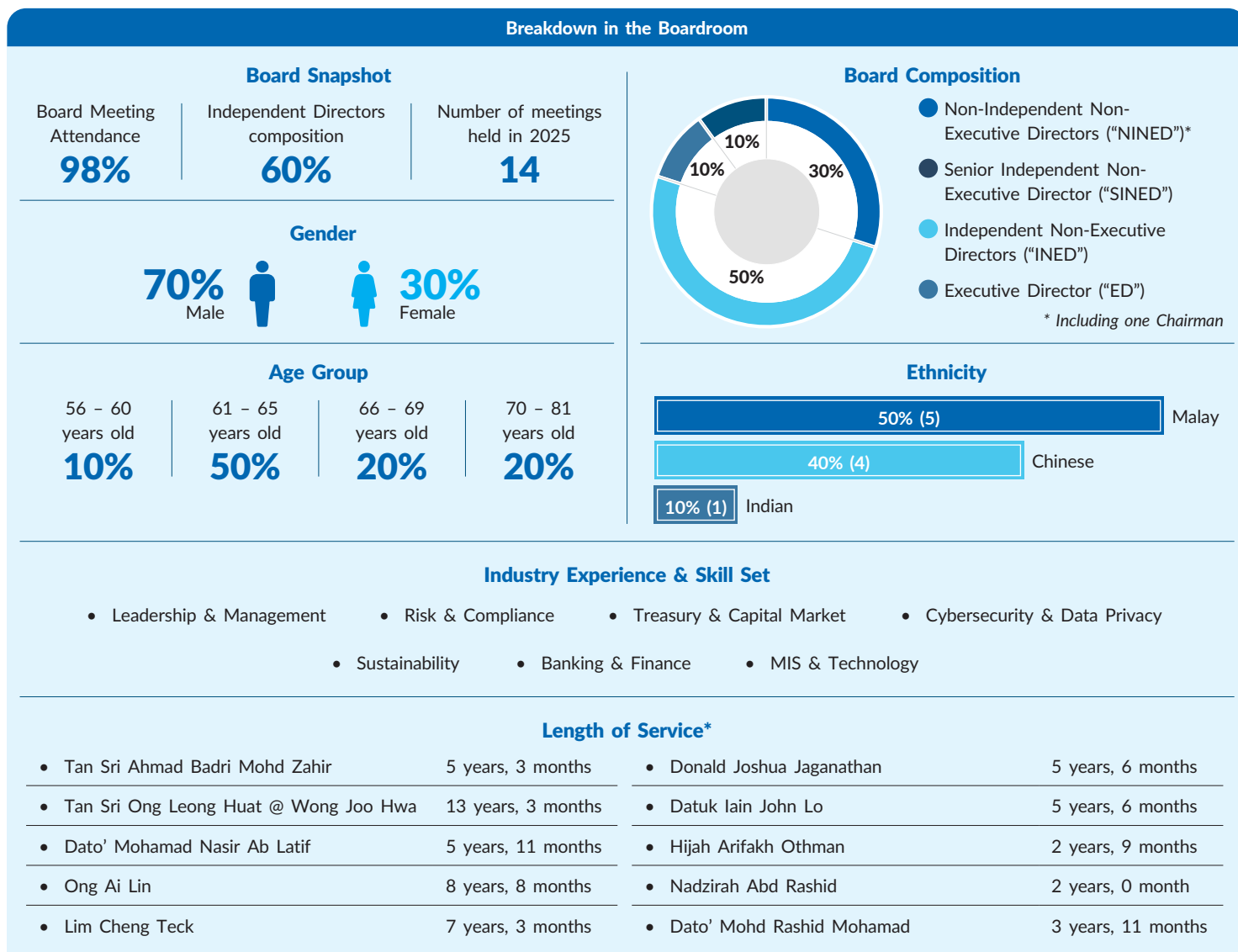
The Group maintains a clear separation between the roles of the Chairman and the GMD/CEO to ensure an appropriate balance of authority, accountability and independent oversight at the Board level. These roles are held by separate individuals, with the Chairman leading the Board and ensuring its effectiveness, while the GMD/CEO is responsible for the day-to-day management of the Group and the implementation of strategies approved by the Board. The Chairman of the Board does not serve as a member of any Board Committees. This delineation of responsibilities supports objective decision-making, mitigates concentration of power and reinforces sound corporate governance in line with the Malaysian Code on Corporate Governance.

The Board is supported by a Company Secretary, who possesses the requisite legal qualifications and is licensed to act as a company secretary. The Company Secretary is also a certified integrity officer. He ensures that Board members receive timely and accurate information, including meeting materials and minutes, to facilitate informed deliberation and

effective decision-making. All Directors have direct access to the advice and counsel of the Company Secretary, and the Bank provides access, at its expense, to independent professional advisers where necessary to enable Directors to discharge their duties effectively.

Boardroom Setting

The Board is structured to provide a balanced and effective platform for robust oversight, sound judgement and constructive challenge. Comprising Independent and Non-Independent Non-Executive Directors alongside an Executive Director, the Board brings together a breadth of perspectives, skills and experience essential to steering the Group through an increasingly complex and dynamic operating environment. Under the stewardship of the Chairman, the Board promotes high standards of corporate governance, facilitates open and rigorous deliberations, and ensures that decision-making is informed, objective and aligned with the Group's long-term interests. This diversity of expertise and balanced composition enables the Board to discharge its responsibilities effectively and to provide meaningful guidance to Management.



* Note: Information as at 15 March 2026

BOARD ACTIVITIES & FOCUS DURING THE YEAR

During the year under review, the Board exercised oversight across key areas critical to the Group's resilience, sustainability and long-term performance. The Board's deliberations focused on strategic direction, financial performance, regulatory and risk oversight, technological developments, and governance matters, ensuring alignment with the Group's risk appetite and evolving operating environment. In carrying out its responsibilities, the Board provided guidance, challenge, review and approval on significant matters, as outlined below:

1. Reviewed PROGRESS27.
2. Received updates on the performance of overseas (regional) subsidiaries, including key market challenges.
3. Ensured the Board's long-term succession planning was reviewed with the support of the Board Nominating and Remuneration Committee.
4. Emphasised good business governance with particular focus on combating fraud, financial scam, bribery and corruption with the support of the Board Audit Committee.

Key Board Discussions in 2025

Performance and Strategy

- Reviewed and monitored PROGRESS27.
- Assessed the performance of local and regional operations, including key business segments.
- Reviewed the Group's funding strategy, budgets and financial projections.

Governance, Sustainability, Risk and Compliance

- Oversaw the Group's risk profile, capital adequacy and regulatory standing, including Internal Capital Adequacy Assessment Process ("ICAAP") and supervisory ratings.
- Reviewed audit, compliance and integrity reports, including whistleblowing and anti-corruption matters.
- Approved statutory governance disclosures, including the Corporate Governance disclosures and the Statement on Risk Management and Internal Control.
- Undertook Board and Committee evaluations and reviewed remuneration matters.
- Deliberated on Board and Committee composition and governance framework updates.
- Deliberated on key organisational, structural and regulatory matters, including management structure enhancements and major governance framework revisions.

Financial

- Reviewed the Group's financial and non-financial performance, including audited financial statements and asset quality.
- Approved dividends, budgets, capital injections and other significant financing proposals.
- Oversaw capital management, impairment matters, market risk limits and risk appetite considerations.

People and Culture

- Approved the appointment and re-appointment of Directors across the Group's Boards and Board Committees.
- Approved key Senior Management appointments and re-appointments across Malaysian and regional operations.
- Reviewed and approved remuneration matters including salary increments, performance bonuses, share grants and deferred cash incentives.

Further details on matters deliberated by the Board are set out in the Corporate Governance Report 2025 on our website at www.rhbgroup.com, and the Statement on Risk Management and Internal Control on pages 182 to 191 in this report.

BOARD COMMITTEES

The Board is regularly apprised by the respective Chairpersons or representatives of the Board Committees on key matters deliberated at Committee meetings that require the Board's attention. This reporting practice is also adopted across the Group's main operating entities. Each Board Committee operates within clearly defined Terms of Reference, which set out the scope of authority, roles and responsibilities, and governance expectations of the respective Committees.

The Board Committees met regularly during the year to discharge their respective duties and responsibilities. Details of Directors' attendance at Board Committee meetings are set out below.

Corporate Governance Overview Statement

BOARD AUDIT COMMITTEE ("BAC")

The objective of the BAC is to assist the Board in safeguarding the integrity of the Group's financial reporting and ensuring the effectiveness of its internal control and risk management systems. The BAC provides independent oversight of the internal and external audit functions, monitors compliance with applicable laws and regulatory requirements, and reviews key financial, audit and governance matters to ensure transparency, accountability and sound corporate governance practices across the organisation. In addition, the BAC oversees the implementation of the Group's anti-corruption programmes by Group Integrity & Governance and receives regular updates on whistleblowing cases involving misconduct or breaches of business ethics, including the related consequence management.

The BAC comprises four members, all of whom are Independent Non-Executive Directors, and are financially literate and possess the requisite financial expertise, knowledge and experience to effectively review both financial and non-financial matters presented to the Committee.

BAC Attendance 98%	Independent Directors composition 100%	Number of meetings held in 2025 18	Committee Members:	
			1. Ong Ai Lin (Chairperson)	3. Datuk Iain John Lo
			2. Donald Joshua Jaganathan	4. Nadzirah Abd Rashid

[Further information on the BAC and GIA of the Group can be found in the Corporate Governance Report 2025 and also under the BAC Report on pages 175 to 180 of this Report.](#)

BOARD NOMINATING & REMUNERATION COMMITTEE ("BNRC")

The objective of the BNRC is to assist the Board in ensuring that the Group maintains an effective leadership structure and a sound remuneration framework that supports its strategic objectives. The BNRC reviews and assesses the appointment and re-appointment of Directors, Board Committee members and Key Senior Management Officers, and recommends such appointments to the respective Boards for approval. It also evaluates the performance of Directors, Board Committee members and Key Senior Management Officers, including the GMD and the Managing Director/CEO reporting to the GMD, reviews the composition of the Board and its Committees, oversees the design and operation of the Group's remuneration framework, and conducts fit and proper assessments of key material risk takers to promote strong governance and accountability across the Group.

BNRC Attendance 100%	Independent Directors composition 75%	Number of meetings held in 2025 10	Committee Members:	
			1. Datuk Iain John Lo (Chairperson)	3. Hijah Arifakh Othman
			2. Dato' Mohamad Nasir Ab Latif	4. Donald Joshua Jaganathan

[Further information on the BNRC can also be found in the Corporate Governance Report 2025.](#)

BOARD RISK COMMITTEE ("BRC")

The BRC was established to assist the Board in overseeing the Group's overall risk profile and ensuring the effectiveness of its risk management and internal control systems. As a financial institution entrusted with public funds, the BRC ensures that robust processes are in place to identify, assess and manage both financial and non-financial risks across the Group, safeguarding shareholders' investments, depositors' monies, policy owners' interests and the Group's assets. The BRC provides oversight of Senior Management's risk management activities, reviews and recommends the Group's risk strategy and risk appetite, monitors the application of risk tolerance levels, and ensures alignment between risk management and the approved risk-return performance framework, including the integration of the ICAAP into strategic planning and budgeting. The Committee also reviews and approves new products and material product variations to ensure risks are appropriately assessed and managed.

BRC Attendance 95%	Independent Directors composition 100%	Number of meetings held in 2025 16	Committee Members:	
			1. Donald Joshua Jaganathan (Chairperson)	
			2. Ong Ai Lin	
			3. Anthony Lim Choon Eng (appointed with effect from 1 November 2025)	
			4. Tunku Afwida Tunku Abdul Malek (appointed with effect from 1 November 2025)	
			5. Chin Yoong Kheong (resigned with effect from 1 August 2025)	
			6. Lim Cheng Teck (resigned with effect from 1 November 2025)	

BOARD CREDIT COMMITTEE ("BCC")

The objective of the BCC is to assist the Board in exercising oversight over the Group's credit risk exposures and significant credit-related decisions. The BCC reviews and affirms, vetoes or imposes additional conditions on credit applications, including those relating to stock and futures broking and underwriting proposals that exceed Management's approval thresholds. It also deliberates on the restructuring and/or rescheduling of performing accounts and provides guidance to Management on the pricing of credit facilities and commitments, taking into consideration the risk-return relationship and overall account profitability. Through these responsibilities, the BCC ensures that credit decisions are aligned with the Group's risk appetite, credit policies and prudent risk management standards.

BCC Attendance
84%

Independent Directors composition
75%

Number of meetings held in 2025
24

Committee Members:

- | | |
|---------------------------------|---------------------------|
| 1. Lim Cheng Teck (Chairperson) | 3. Datuk Chung Chee Leong |
| 2. Tan Sri Ong Leong Huat | 4. Hizamuddin Jamalluddin |

BOARD SUSTAINABILITY COMMITTEE ("BSC")

The BSC was established to assist the Board in providing strategic oversight and leadership over the Group's sustainability and climate-related agenda. The BSC ensures that the Group's sustainability strategy, climate action plans and governance framework are aligned with its sustainability vision, commitments and key pillars, as well as its prioritised United Nations Sustainable Development Goals ("SDGs"). It provides guidance on sustainability and climate-related strategies, targets and regulatory developments, oversees material environmental and social risks and opportunities, and monitors the effectiveness of sustainability governance across the Group. The BSC also provides strategic oversight of the Group's sustainability reporting and disclosures, while supporting the identification and advancement of sustainability-driven commercial opportunities and social impact initiatives.

BSC Attendance
100%

Independent Directors composition
75%

Number of meetings held in 2025
5

Committee Members:

- | | |
|-------------------------------------|-----------------------------|
| 1. Datuk Iain John Lo (Chairperson) | 3. Donald Joshua Jaganathan |
| 2. Dato' Mohamad Nasir Ab Latif | 4. Hijah Arifakh Othman |

[For detailed information on the Board and Board Committees' attendance, kindly refer to RHB Bank Berhad's Corporate Governance Report 2025.](#)

REPORT ON BOARD NOMINATING & REMUNERATION COMMITTEE ("BNRC") ACTIVITIES

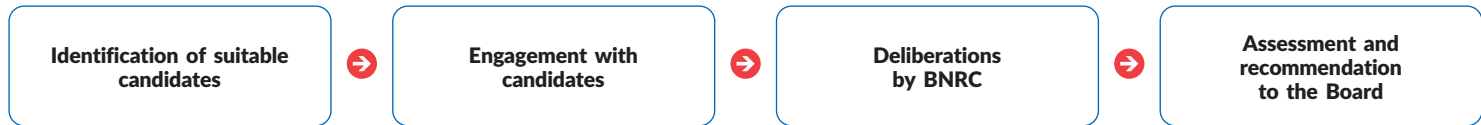
The BNRC plays a key role in ensuring that the Board maintains an appropriate balance of skills, experience, diversity and independence, and that directors appointed are able to contribute effectively to the Group. The BNRC also oversees the periodic refreshment of the Board's composition and reviews the tenure of each director in line with applicable regulatory requirements and the Company's policies.

In discharging its responsibilities, the BNRC ensures that the annual re-election of directors is subject to a thorough evaluation of their performance and contribution to the Board. A summary of the key activities undertaken by the BNRC during the financial year ended 31 December 2025 is set out below:

- Received the results of RHB Banking Group's Board Effectiveness Evaluation Results for FY2024.
- Reviewed and endorsed the proposed performance rewards and salary increments for Key Senior Management Officers.
- Reviewed and endorsed the proposed Performance Bonus/Incentive for FY2024.
- Approved the eligible recipients of Share Grant Scheme and Share Units Allocation for FY2024.
- Reviewed and endorsed the proposed recipients for FY2024 Employee Share Grant Scheme.
- Reviewed and approved the appointment and re-appointment of key Senior Management officers and Directors within the Group.
- Reviewed the Fit and Proper Assessment for Key Responsible Persons of RHB Bank Berhad, RHB Islamic Bank Berhad, RHB Investment Bank Berhad and RHB Insurance Berhad.
- Received updates on Balanced Scorecard for RHB Banking Group's key Senior Management and other material risk takers' key performance indicators.
- Received updates on succession planning for RHB Bank Berhad, supporting Board Committees and subsidiary Boards including a review of the Board Succession Planning Framework with particular focus on the Group Independent Directors' Tenure.
- Reviewed overview of Board of Directors and Board Committees' Composition Across Entities within RHB Banking Group.
- Approved the review of the Directors' Remuneration Review Exercise for RHB Bank Berhad and its Subsidiaries.
- Received update on FY2024 Mid-Year Performance Review for Senior Management, other Material Risk Takers and Country Chief Executive Officers of RHB Banking Group.
- Endorsed the establishment of Employees Share Grant Scheme and Deferred Cash Incentive Guiding Principles.
- Received the results of the assessment on the "Independence" of the Independent Directors of RHB Banking Group.
- Approved the RHB Banking Group's proposed Employee Salary Increment, performance Bonus and Incentive for FY2024.
- Received proposed Enhanced Group Management Organisational Structure of RHB Banking Group and Revised Terms of Reference for the Group Management Committee.
- Received RHB's Employee Engagement Survey Results for FY2024 and the Action Plan.
- Proposed appointment of RHB Islamic Bank Berhad's new Shariah Committee Member.

Corporate Governance Overview Statement

RHB's Board appointment process is as follows:



DIRECTORS' REMUNERATION

The Board ensures that the remuneration framework supports the achievement of the Group's strategic objectives, and is aligned with RHB's culture, risk appetite and applicable regulatory requirements. The BNRC is entrusted with oversight of the Group's remuneration strategies in accordance with its Terms of Reference, which are available on RHB's corporate website.

Following an independent review and upon recommendation of the BNRC, the revised structure for Directors' fees and Board Committees' allowances was approved by shareholders at the Annual General Meeting held in 2025. Details of the latest remuneration structure are as follows:

Description	Non-Executive Chairman ("RM")	Non-Executive Directors/ Board Members ("RM")	Meeting Attendance Allowance ("RM")
Board	340,000	240,000	3,000
Board Audit Committee	75,000	45,000	3,000
Board Nominating & Remuneration Committee	75,000	45,000	3,000
Board Risk Committee	75,000	45,000	3,000
Board Credit Committee	75,000	45,000	3,000
Board Sustainability Committee	60,000	40,000	3,000

For detailed information on RHB's remuneration practices for Directors and Senior Management, kindly refer to RHB Bank Berhad's Corporate Governance Report 2025.

Board Effectiveness Evaluation

In accordance with the requirements of Bank Negara Malaysia's Corporate Governance Policy Document and the Malaysian Code of Corporate Governance, which advocate the periodic engagement of an external party to conduct an objective and independent assessment of the Board's effectiveness, RHB appointed Ernst & Young Consulting Sdn Bhd ("EY") to facilitate the Board Effectiveness Evaluation ("BEE") exercise for FY2025. The evaluation was conducted between September and December 2025 and encompassed the Board, Board Committees and Individual Directors of RHB Bank Berhad and selected key subsidiaries. The assessment comprised structured one-to-one interviews, self and peer evaluations, and questionnaires involving Directors and Senior Management who have regular Board interactions.

Overall, the results indicate that the Board remains effective and well-functioning, demonstrating strong governance, independence and oversight across its mandate. The Board performed strongly across all key assessment areas, including leadership and culture, composition, responsibilities, Board Committees, and administration and operations. Individual Directors were also rated highly, reflecting strong levels of independence, commitment, contribution, and competencies.

A healthy Boardroom culture, fostered by the Chair's leadership and supported by engaged and experienced Directors, continues to underpin robust and constructive deliberations. The Board was recognised for providing effective challenge to Management while maintaining open and respectful engagement. Board composition was assessed as balanced and diverse, with an appropriate mix of skills, experience and perspectives to support effective decision-making.

The evaluation highlighted the Board's effective oversight of strategy, risk, governance and compliance, supported by robust and well-functioning Board Committees led by strong Committee Chairs. Board administration and operations were also assessed positively, with structured meeting processes, quality Board papers and strong support from the Company Secretary contributing to efficient and effective Board functioning.

Areas identified for further enhancement include succession planning, particularly those with backgrounds in technology risk and emerging digital capabilities, greater focus on innovation, talent management and emerging technologies, and continued efforts to streamline governance processes to optimise the use of Board and Management time.

Overall, the BEE affirms that the Board continues to operate at a strong level of effectiveness, with ongoing opportunities identified to further enhance governance practices and support the Group's long-term sustainability and strategic ambitions.

CORPORATE GOVERNANCE ("CG") PROGRESS AND MILESTONES

Reflection on Key Matters: Board Focus Areas of Corporate Governance in 2025

- Monitored the progress of PROGRESS27
- Received updates and reviewed the Group's risk, compliance and audit reports
- Approved the Group's annual Corporate Governance statutory disclosure
- Approved report on the Statement on Risk Management and Internal Control
- Noted the Related Party Transactions for RHB Bank Berhad and its subsidiaries
- Noted the Conflicts of Interest declarations by Directors
- Received regular updates from Board Committee Chairpersons
- Reviewed governance matters relating to local and overseas subsidiaries
- Reviewed the progress of the Organisational Anti-Corruption Plan ("OACP") implementation
- Approved half-yearly reports to the Malaysian Anti-Corruption Commission
- Monitored progress of the Group's Sustainability Strategy and Roadmap
- Reviewed the internally facilitated Board Effectiveness Evaluation for 2024
- Received updates on integrity, governance, whistleblowing and anti-corruption matters
- Reviewed the composition of the Board with focus on gender diversity
- Deliberated on the convening of RHB Bank Berhad's fifty-ninth (59th) Annual General Meeting

Future Priorities & Aspirations: Board Focus Areas of Corporate Governance in 2026

- Monitor the progress of PROGRESS27
- Oversee the progress and completion of the OACP 2022-2026
- Review report of externally facilitated BEE for 2025
- Review the Group's Anti-Bribery & Corruption Policy
- Oversee Succession planning for Independent Non-Executive Directors
- Review the Board Charter to incorporate the requirements of Bank Negara Malaysia's Policy Document on Responsibility Mapping
- Review and enhance the Group Gifts and Hospitality Guideline, together with the issuance of a Frequently Asked Questions ("FAQ") document to support clearer understanding and consistent application

Board Focus Areas in 2027

- Review report of internally facilitated BEE exercise for 2026.
- Oversee the development of Organisational Anti-Corruption Strategy 2027-2031 ("OACS").
- Review the Group Whistleblowing Policy & Process.

Board Focus Areas in 2028

- Oversee the development of Group's new Strategic Plan.
- Review report of internally facilitated BEE exercise for 2027.
- Review the progress of key milestones set within the approved OACS.
- Review Group's Sustainability Strategy & Roadmap.

Board Focus Areas in 2029

- Review report of externally facilitated BEE for 2028.
- Review OACS for the Group.

CORPORATE GOVERNANCE HIGHLIGHTS



Company's Dividend Guidance

The Company has a standing dividend guidance, instituted in 2020, which sets a minimum dividend payout ratio of 30% of net profit, reflecting its ongoing commitment to providing sustainable returns to shareholders.



Board Governance Handbook

The Board has established a Board Governance Handbook as a central reference to provide clear and accessible guidance on key governance policies, including code of ethics and business conduct, diversity policy, remuneration policy, training development policy etc.



Independence and "Fit & Proper" Test

- The Chairman of the Board is neither a member of the Board Audit Committee nor the Board Nominating & Remuneration Committee.
- All Independent Directors have passed the annual 'Independence' assessment and 'Fit & Proper' requirement to ensure there is no conflict of interest.



Board Meeting

Board meetings for the calendar year are scheduled in advance, prior to the start of the new calendar year to ensure proper management of meetings and schedules for the Board. The agenda for each board meeting is also set and disseminated in a timely and efficient manner prior to the meetings to allow directors to prepare ahead of time.

Corporate Governance Overview Statement



BoardPAC Meeting System

Keeping with the digital age, the Board continues to leverage on technology in its business conduct and affairs. The Board utilises a BoardPAC system which is securely encrypted and allows Board members to receive documents and important communications in a secure and private manner with high degree of confidentiality.



Related Party Transactions

The Group has in place a Policy on Related Party Transaction which guides the review process and reporting of all related party transactions within the Group. Under this Policy, all related party transactions are reviewed by Group Legal prior to independent review by Group Internal Audit before any submission is made to the Board Audit Committee for deliberation. The Group conducts all its related party transactions in a fair and transparent manner.



Conflict of Interest ("COI")

The Group had developed and issued the COI Framework & Policy to document the Group's approach in identification, management, monitoring and reporting of COI. This Policy sets the Group's minimum standards in relation to the identification, management and/or control of COI.

Board Independence

The independence of Directors is reviewed annually and benchmarked against applicable regulatory requirements and leading governance practices. The BNRC assesses the independence of Independent Non-Executive Directors through the annual BEE, which evaluates each Director's ability to exercise independent judgement and contribute effectively to the Board's deliberations and decision-making. Based on the most recent BEE results, the Board is satisfied that all Independent Directors continue to demonstrate a high level of independence and act in the best interests of RHB.

At every Board meeting, Directors are required to declare any actual or potential interests or conflicts in relation to matters tabled for deliberation and approval. Where a conflict arises, the affected Director will recuse himself or herself from the relevant discussions and abstain from voting to ensure objective and unbiased decision-making. In instances where a corporate proposal requires shareholders' approval, interested Directors will abstain from voting on the relevant resolutions in respect of their shareholdings in the Company (if any) and will ensure that persons connected to them similarly abstain from voting at general meetings.

Board Training

Induction Programme

A comprehensive induction programme has been established to familiarise newly appointed Directors with their roles and responsibilities, as well as to enhance their understanding of the Group's business strategy and operations. New Directors are required to attend the induction programme as soon as practicable following their appointment. Typically, the programme comprises structured briefings and in-depth one-on-one sessions with members of the Group Management Committee and heads of business and enablement functions, during which Directors are briefed on the Group's business operations, key challenges and material issues.

There was no new director for the Company in 2025, however other newly appointed directors onboarding the Group, namely Zaida Khalida Binti Shaar, Anthony Lim Choon Eng and Tunku Afwida binti Tunku Abdul Malek attended the induction programme held in January 2026 following their appointments in subsidiary companies on 15 October 2025 and 1 November 2025, respectively.

Director's Training & Development

During FY2025, Board members participated in various training programmes and workshops on topics relevant to the Group, including information technology and cybersecurity, sustainability and e-invoicing, which can be summarised as follows.

Training Focus Area	No. of trainings
Accounting/Audit/Finance	40
Business Management/Corporate Leadership	2
Investment/Corporate Finance & M&A	6
Legal & Corporate Governance	12
Operations & Organisational Resilience	6
Risk Management (including Anti-Money Laundering/Combating the Financing of Terrorism ("AML"/"CFT"), Basel III, Enterprise Risk Management ("ERM"))	17
Sustainability & Climate Change	20
Technology, Cybersecurity & Digital Transformation	9

The Board recognises the importance of continuous education to ensure Directors remain well-equipped with the requisite skills and knowledge to perform their duties effectively and to support the Group's long-term sustainability. In this regard, the Board was apprised of the Directors' Training Calendar for FY2025, which consolidated all relevant internal and external training programmes, conferences, seminars and webinars. A list of trainings attended by each Director during FY2025 can be found in Part B of the Corporate Governance Report 2025.

Summary of Malaysian Code on Corporate Governance ("MCCG") adoption

Practice	Status	Summary	CG Report Page
Practice 1.1	Applied	The Board sets the strategic aims for the Group and ensures that the necessary resources are in place for the Group to meet its objectives. The Board also monitors and reviews the performance of RHB's management team. The Board also sets the values and standards for the Group and ensures that RHB's obligations to its shareholders and other stakeholders are clearly understood and delivered.	2-11
Practice 1.2	Applied	The Board is led by a Chairman who is responsible for instilling good corporate governance practices, leadership and effectiveness into the Board.	12-13
Practice 1.3	Applied	The position of Chairman of the Board and Group Managing Director are held by two different individuals.	15
Practice 1.4	Applied	The Chairman of the Board is not a member of any Board Committee within the Group.	17
Practice 1.5	Applied	The Board is supported by a competent and qualified company secretary.	18-19
Practice 1.6	Applied	Directors are provided with meeting materials which are complete and accurate 5 working days before the meeting date. The minutes are also circulated in a timely manner upon conclusion of Board and Board Committee meetings.	20
Practice 2.1	Applied	A Board Charter codifying the Board's roles, responsibilities along with the respective Board committees established to support the Board has been established and last reviewed in 2023. The Charter also clarifies on the Board's overall governance responsibilities and matters reserved for the Board.	22
Practice 3.1	Applied	The Group Code of Ethics & Conduct for the Board and Employees have been established and published on RHB Bank Berhad's corporate website. The code highlights the minimum expectation and ethical standards for directors and employees in their daily business conduct.	24-27
Practice 3.2	Applied	The Group's Whistleblowing Policy has been established by the Board and last reviewed in 2025. The Policy Statement is published on RHB Bank Berhad's corporate website.	28-30
Practice 4.1	Applied	The Board of Directors has oversight on the Group's material sustainability matters as well as assumes the primary responsibility in providing the strategic direction of the Group Sustainability Strategy and Roadmap, which includes climate-related strategy.	31-33
Practice 4.2	Applied	The Board has clear sustainability communications and disclosures which allows for the Group's strategies and initiatives to be effectively communicated to all its stakeholders.	34-37
Practice 4.3	Applied	The Board ensures continuous professional development is undertaken by each of its members. Directors of the Group are accorded relevant opportunities to keep themselves abreast on the latest developments such as legal and regulatory changes, industry developments, business development and sustainability related matters.	38
Practice 4.4	Applied	The Board undertakes an annual performance evaluation via the Board Effectiveness Evaluation ("BEE") exercise. E.S.G forms a component of the assessment areas which are evaluated.	39-40
Step-up 4.5	Adopted	A dedicated Sustainability Management ("SM") team has been established within RHB Banking Group. The team now reports to Angus Salim Amran, the new Group Chief Sustainability Officer.	41
Practice 5.1	Applied	The Board Nominating & Remuneration Committee ("BNRC") supports the Board to conduct annual review of its composition, assessed the suitability of new candidate(s) and nominates shortlisted candidate(s) that fit the appointment criteria for the Board's approval.	42-45
Practice 5.2	Applied	The Board comprised of Six Independent Non-Executive Directors ("INED"), three Non-Independent Non-Executive Directors and One Executive Director ("CEO"), totalling to ten Directors in the boardroom.	46
Practice 5.3	N/A	Not Applicable - Practice 5.4 adopted.	47
Practice 5.4 - Step Up	Adopted	The Board has in place a Policy on tenure limit for Independent Directors.	48
Practice 5.5	Applied	Appointment of Board and Senior Management are based on objective criteria, merit and with due regard for diversity in skills, experience, age, cultural background and gender.	49-51
Practice 5.6	Applied	The Board does not solely rely on recommendations from existing Board members, management or shareholders when identifying candidates for Board appointment.	53
Practice 5.7	Applied	The Board ensures that shareholders are kept informed on the changes to the Board and its supporting Board Committees. Any changes to the Board with regard to its composition and structure are disclosed via the Bursa Malaysia Announcement Link within the stipulated time required by the regulators. The Company's corporate website is also promptly updated to disclose the changes of the Board composition.	55-56

Corporate Governance Overview Statement

Practice	Status	Summary	CG Report Page
Practice 5.8	Applied	The BNRC is chaired by Datuk Iain John Lo, an INED.	57-58
Practice 5.9	Applied	There are 30% women directors in the boardroom.	59
Practice 5.10	Applied	The Board has disclosed in the annual report the Company's policy on gender diversity.	60-61
Practice 6.1	Applied	The Board undertakes a formal and objective annual evaluation to determine the effectiveness of the Board, Board Committees and individual directors.	62-65
Practice 7.1	Applied	The Board has Remuneration Policy & Framework to determine the remuneration of directors and Senior Management	66-69
Practice 7.2	Applied	The BNRC implements the Remuneration Policy and Framework including reviewing and recommending matters relating to the remuneration of Board and Senior Management.	70
Practice 8.1	Applied	The Board discloses on a named basis the remuneration of individual directors.	71-73
Practice 8.2	Applied	The Board discloses on a named basis the top five Senior Management's remuneration.	74-76
Practice 8.3 - Step Up	Not Adopted	The Board will observe the market practice before deciding on this disclosure. To date, disclosures are made on Senior Management under Practice 8.2 on named basis (i.e. top 5 only) and also for key management in overall under Note 51(c) of the Financial Statement.	77
Practice 9.1	Applied	The Board Audit Committee ("BAC") is led by Ong Ai Lin, the Senior Independent Non-Executive Director who is not the Chairman of RHB Bank Berhad.	79-80
Practice 9.2	Applied	None of the BAC members are former key engaging and concurring partners of RHB's external auditors.	82
Practice 9.3	Applied	The BAC carries out annual assessments on the performance of the external auditors. The assessments cast a net over a wide spectrum of matters such as performance, suitability, independence and objectivity in accordance with Bank Negara Malaysia ("BNM")'s Guidelines on External Auditors.	83-84
Practice 9.4 - Step Up	Adopted	During FY2025, the BAC has 4 INEDs as its members ensuring the Committee is comprised solely of INEDs.	86
Practice 9.5	Applied	All members of the BAC are financially literate, competent and able to understand all matters under their purview including financial reporting processes. The full profiles of the BAC members along with their professional and educational background are disclosed on pages 175 to 180 of the Integrated Report 2025.	87
Practice 10.1	Applied	RHB Bank Berhad has a Group Risk Management Framework established to provide a holistic overview of the risk and control environment of the Group.	88
Practice 10.2	Applied	The components of the Company's risk management and internal control systems, as well as its framework's adequacy and effectiveness are described in the Statement of Risk Management and Internal Control ("SORMIC") on pages 182 to 191 of the Integrated Report 2025.	89
Practice 10.3 - Step Up	Adopted	The Board Risk Committee comprises a majority of independent directors.	90-92
Practice 11.1	Applied	The Group Internal Audit ("GIA") function operates under an audit charter mandated by the Board of RHB Bank Berhad that defines the purpose, authority and responsibility of the internal audit function. The GIA reports directly to the BAC on all its activities as stipulated under Paragraph 15.27 of Bursa Securities Listing Requirements.	93
Practice 11.2	Applied	Details of the Group Internal Audit's activities and functions are set out in the BAC Report on pages 176 to 178 of the Integrated Report 2025.	95-96
Practice 12.1	Applied	The Board ensures there are effective, transparent and regular communications with its stakeholders.	97-100
Practice 12.2	Applied	The Company has published its 7 th iteration of its Integrated Report 2025 for its annual corporate reporting based on the International Integrated Reporting Council ("IIRC")'s <IR> Framework.	102
Practice 13.1	Applied	Notice for the Annual General Meeting is given to the shareholders at least 28 days prior to the meeting.	103
Practice 13.2	Applied	All Directors attended the Annual General Meeting in 2025.	104
Practice 13.3	Applied	The Group leverages on technology to facilitate voting including voting in absentia and remote shareholders' participation at general meetings.	106

Practice	Status	Summary	CG Report Page
Practice 13.4	Applied	The Chairman ensures that general meetings support meaningful engagement between the Board, Senior Management, and shareholders.	107-108
Practice 13.5	Applied	The Board ensures conduct of a virtual general meeting (fully virtual or hybrid) supports meaningful engagement between the Board, Senior Management, and shareholders.	109-110
Practice 13.6	Applied	Minutes of the general meeting is circulated to shareholders no later than 30 business days	111

Disclosures on Corporate Governance Practices Pursuant to Appendix 4 of the Policy Document on Corporate Governance issued by Bank Negara Malaysia are provided under Section B of the Corporate Governance Report 2025.

PRINCIPLE B

Effective Audit and Risk Management

INTERNAL CONTROLS AND RISK MANAGEMENT

The Board remains actively involved in identifying the Group's principal risks and ensuring that appropriate internal controls and mitigation measures are implemented, taking into account the Group's strategic objectives as well as environmental, social and governance ("ESG") considerations. The Board provides oversight to ensure that the Group's risk management and internal control framework remains effective, robust and responsive to the evolving business, regulatory and operating environment.

RISK MANAGEMENT

The Group adopts a risk management framework as a structured and integrated approach to managing risks and opportunities across the organisation. The framework provides the Board and Management with a consistent methodology to identify, assess and measure, control and monitor both existing and emerging risks, taking into consideration changes in business strategies, market conditions, regulatory developments and the external environment.

The BRC provides oversight and governance over the Group's risk profile. The Committee oversees Senior Management's activities in identifying, assessing and managing risks, and ensures that effective risk management processes are established and operating across all entities within the Group. The BRC ensures that the management of the Group's risks is aligned with the approved risk-return performance management framework, and supports Senior Management by providing leadership in fostering a strong risk culture and reinforcing risk ownership throughout the Group.

INTERNAL CONTROL

The BAC assists the Board in overseeing the adequacy and effectiveness of the Group's system of internal controls. The internal audit function operates independently and reports directly to the BAC, providing objective assurance on the effectiveness of risk management, internal controls and governance processes implemented by Management.

The internal audit plan is developed using a risk-based assessment methodology while considering the Group's risk profile, key business activities and strategic priorities. In addition to planned audits, the internal audit function undertakes special reviews and investigations, where necessary, at the request of Management, the Board or regulators.

Significant audit findings, together with recommended corrective actions, are reported to the BAC. Management is responsible for ensuring that agreed remedial actions are implemented within the approved timelines. The BAC closely monitors the status of corrective actions, and any undue delays are required to be adequately explained and justified.

To ensure continued effectiveness and adherence to professional standards, the internal audit function is subject to periodic external quality assessments conducted by an independent external reviewer, in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

Further details on the Group's risk management framework and internal control system are provided in the Statement on Risk Management and Internal Control on pages 182 to 191 in this report.

Corporate Governance Overview Statement

PRINCIPLE C PC

Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

DRIVING CULTURE

A formula consisting three Ps, namely, Proficiency + P.R.I.D.E = Progress, is used by the Group to drive our corporate culture. Our core competencies that spur our efforts and embraced by the Group's employees are shown below:

Core Competencies



Our Core Competencies offer clear guidance on the skills and attributes we anticipate all RHB employees to possess.

The Competencies are grouped in three key focus areas:

Drive Growth & Sustainability

Drive business growth to achieve long term success while being resilient and adaptive.

- Embracing Change
- Commercial Acumen

Embed Customer First Mindset

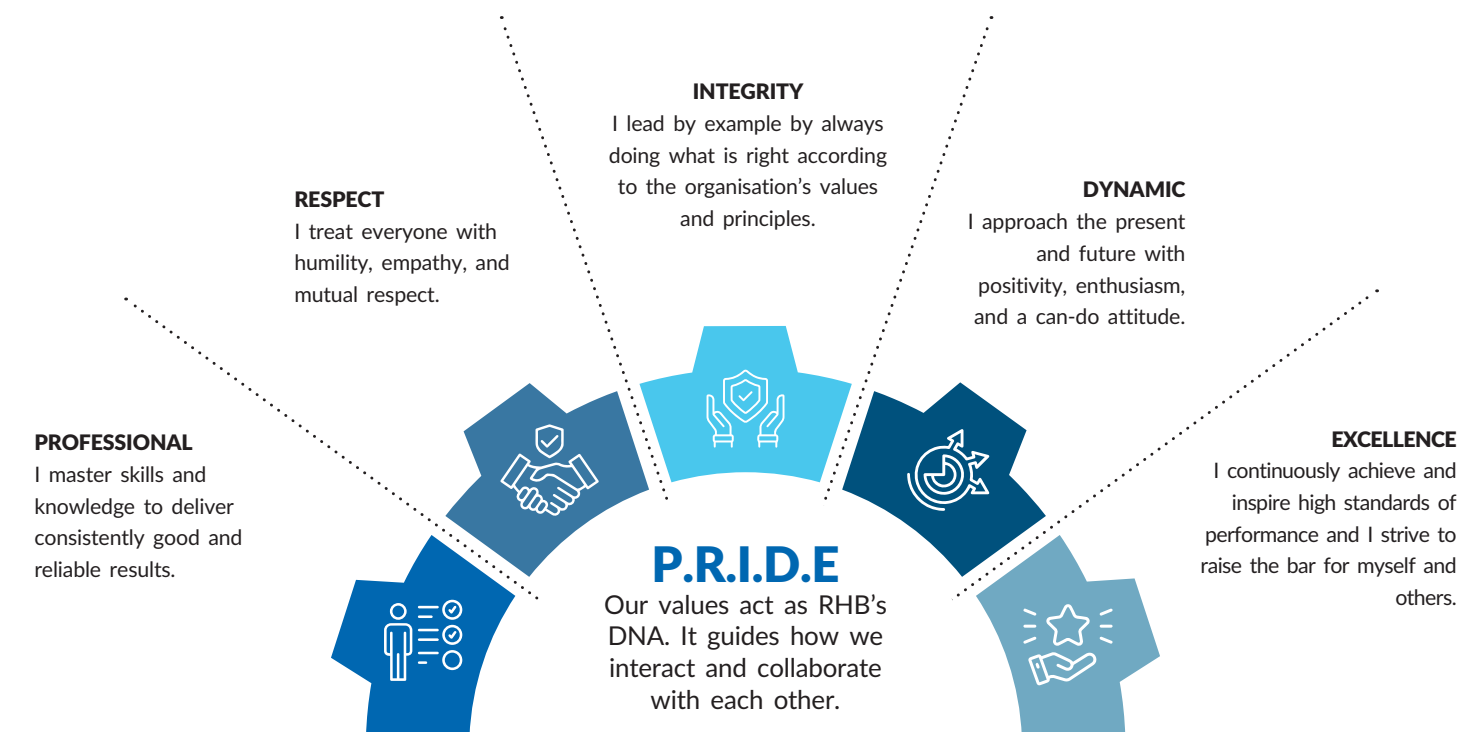
Prioritises delivering outstanding customer experiences at every touchpoints by meeting and exceeding their needs.

- Customer Centricity
- Digital Agility

Enable Best-In-Class Talent

Cultivates a skilled and motivated workforce by inculcating a continuous learning and collaborative work environment to elevate organisational performance.

- Leading Self & Others
- Critical Thinking
- Stakeholder Engagement
- Collaboration



Within the Group's core shared value eco-system, employees are expected to act honestly and ethically, and to uphold high standards of business ethics and good governance. Any breach of the Group's policies or Code of Ethics and Conduct for Employees is subject to consequence management, including appropriate disciplinary action.

The abovementioned core competencies are our strengths while our PRIDE values are what guides our decisions and actions according to RHB way. Our ultimate service commitments are to build trust, deliver convenience and create value to our stakeholders.

BUSINESS ETHICS AND INTEGRITY

The Board, together with Management and the oversight Board Committees, continues to foster and embed sound business governance practices across the Group. Through a strong tone from the top, employees are consistently reminded to act with integrity and to uphold RHB's core values in their daily conduct. The Board seeks to cultivate the right mindset and ethical culture across the Group, where doing the right thing is second nature, even in the absence of supervision.

The Group adopts a zero-tolerance stance towards bribery and corruption, with the Board providing firm support to Management in ensuring that business conduct remains ethical, transparent and accountable. To this end, the Board has established robust governance frameworks and policies to support effective risk management and internal control systems, safeguarding the Group's operations against fraud, bribery and corruption.

Key Anti-Bribery & Corruption Controls

- Group Anti-Bribery & Corruption Policy
- Group Code of Ethics and Business Conduct
- Organisational Anti-Corruption Plan 2022 - 2026
- Group Whistleblowing Policy
- Annual Corruption Risk Assessment
- Group Gifts & Hospitality Guideline
- Anti-Bribery & Corruption Handbook
- Corporate Integrity Statement

RHB's efforts toward a corruption-free business environment are pillared based on the T.R.U.S.T Principles espoused by the Malaysian Anti-Corruption Commission ("MACC"). A summary of activities undertaken by the Group in 2025 in-line with each Principle is shown below:

Top-Level Commitment

- Board members participated in a special training session on Integrity and Governance: Building a Resilient Organisation conducted by an external trainer on 27 November 2025.

Risk Assessment

- Assessed corruption risk through the semi-annual Material Risk Assessment conducted across the Group. The semi-annual assessment included corruption risk assessment for our local and regional (overseas) operations.
- Corruption risk, including fraud risk, was also reviewed through the Group's Operational Risk Management's annual Risk and Control Self-Assessment ("RCSA") exercise.

Undertake Control Measures

- The Group has also established an OACP. An update on the progress of the remaining identified OACP's key initiatives was last provided to the Board Audit Committee in November 2025.
- Delivered a series of specialised training to Group AML Transaction Monitoring teams on how to detect and monitor bribery and corruption specific related transactions.

Systematic Review, Monitoring & Enforcement

- A yearly review of the Group's Anti-Bribery & Corruption controls was undertaken by Group Internal Audit to ensure adequate procedures are in place to combat bribery and corruption in the workplace.
- The Group has also undertaken relevant consequence management on those staff who were involved in serious misconduct or wrongdoing, arising from 11 cases administered in FY2025 by Group Integrity & Governance.

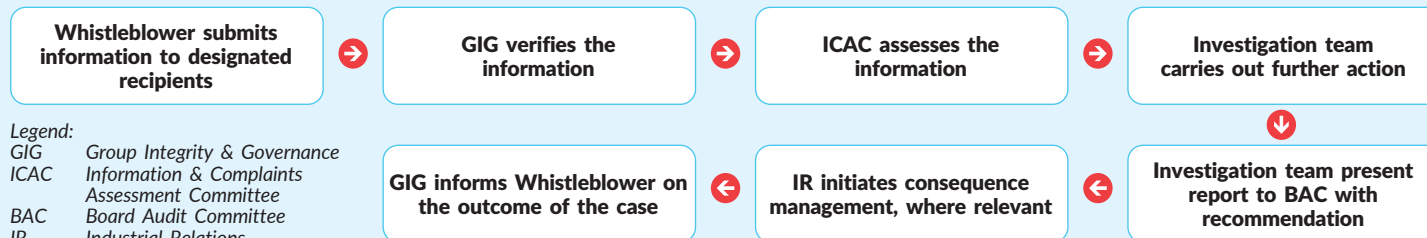
Training & Communication

- Fifty-nine training sessions were conducted involving employees (locally and regionally), vendors and other business partners.
- Several Integrity Challenge sessions were conducted with respective Integrity Officers and Liaison Officers ("IOs/LOs"), with a focus on the progress of the OACP key initiatives and other related integrity matters. This was followed by updates on the Gifts & Hospitality Register, Anti-Bribery & Corruption Health Check and also developments relating to emerging corruption risk events in the industry.
- Eight flyers (accompanied by FAQs) and four quarterly bulletins were published in 2025 to edify and inform employees on matters relating to anti-bribery & corruption, gifts and hospitality, and whistleblowing.

Corporate Governance Overview Statement

WHISTLEBLOWING OR 'SPEAK-UP'¹

¹ The Group Whistleblowing Policy is made available to employees across the regions in which RHB operates and disclosures may be submitted in any language.



Legend:
 GIG Group Integrity & Governance
 ICAC Information & Complaints Assessment Committee
 BAC Board Audit Committee
 IR Industrial Relations

There was a reduction in the number of the overall cases (whistleblowing & non-whistleblowing) received and administered by Group Integrity & Governance in year 2025 as compared to the previous year. The ongoing efforts undertaken by the management to create staff awareness on anti-bribery and corruption has improved the overall conscience of the staff as evidenced by the improving integrity culture hence the reduction in the cases. This shows a better understanding on the whistleblowing channel mechanism and protection rendered. It also indicates that there is confidence in the system as action is taken on credible and substantiated whistleblowing reports received by the Group and protection is also provided to the whistleblowers from any form of retaliatory actions.

Whistleblowing Cases			Non-Whistleblowing Cases			Total		
Year 2024	Year 2025	Year-on-year %	Year 2024	Year 2025	Year-on-year %	Year 2024	Year 2025	Year-on-year %
12	8	-33%	2	3	50%	14 (10 founded)	11 (5 founded)	-21%

Table: Cases administered by GIG

Consequence Management

11

cases investigated

5

Founded Cases

8 letters of explanation were issued resulting in 1 staff cautioned, 1 staff given warning, 1 staff given stern warning, 2 staff given stoppage of increment, 1 staff resigned to avoid disciplinary action and 2 staff were dismissed.

2 cases were referred to law enforcement agencies.

2 recommendations for improvement to systems and procedures.

1 case was referred to another department or division for reminders and awareness-raising.

4

Unfounded Cases

1 case was referred within same department or division for reminders and awareness-raising.

1 recommendation for improvement to systems and procedures.

1 case was referred to another department or division for reminders and awareness-raising.

1 case with no further action.

2

Remaining cases

Investigations are on-going.

INVESTOR RELATIONS & STAKEHOLDERS' ENGAGEMENT

The Board recognises the importance of maintaining ongoing, transparent and meaningful engagement with stakeholders. The Board acknowledges that clear communication of the Group's financial and non-financial performance, governance framework and ethical business conduct enables stakeholders to better understand the Group's strategic objectives and long-term sustainable performance.

Accordingly, the Board ensures continuous engagement with stakeholders through the following mechanisms:

- Annual Reports
- General Meetings
- Media briefings/Press conferences
- Financial Reports
- Investors' Conferences
- RHB's Corporate Website
- Corporate Governance Reports
- Roadshows
- Advertisement in Media and at branches
- Sustainability Reports
- Analyst Briefings
- General Announcement in Bank Statement, SMS, and via Bursa LINK

[Further information on Investor Relations & Stakeholders' Engagement can be found on pages 30 to 42 of this Report.](#)

GENERAL MEETINGS

The Board upholds the rights of shareholders to attend and actively participate in general meetings. As steward of the Company, the Board ensures that shareholders' rights are prioritised and that they are provided with meaningful opportunities to participate, raise questions and seek clarification on matters relating to the Group's financial and non-financial performance at general meetings.

The first hybrid Annual General Meeting ("AGM") was convened on 8 May 2025 after almost 5 years of having virtual AGMs. The hybrid format was well received by shareholders, who welcomed the availability of both physical and virtual participation where both methods of interaction were made available.



















All resolutions tabled at general meetings are voted by way of poll in accordance with Paragraph 8.29A of the Bursa Malaysia's Main Market Listing Requirements. Shareholders who are unable to attend general meetings may appoint one or more proxies to attend and vote on their behalf. Further details on the conduct of general meetings are set out in RHB Bank Berhad's Corporate Governance Report 2025.

In addition, the Group maintains a dedicated Investor Relations ("IR") function to facilitate timely and accessible engagement with existing and potential investors. Investors may contact the IR team at investor.relations@rhbgroup.com for relevant information and enquiries.

KEY POLICIES AND GUIDELINES

The Group's approach to risk and compliance goes beyond mere compliance. It is underpinned by established and published codes, policies, procedures and supporting documents designed to foster a strong culture of ethics, integrity and accountability across the Group.

The Group also ensures compliance with applicable statutory and supervisory requirements, including the MACC Act 2009, the Guidelines on Adequate Procedures issued by the Prime Minister's Department in December 2018, the Guideline for the Management of Integrity and Governance Units issued by the MACC in 2019, the Strategic Plan of the Integrity and Governance Unit 2019-2021 issued by the MACC, as well as other relevant regulatory and policy requirements.

RHB Key Internal Controls The implementation of anti-bribery and corruption measures are effected through the following internal documents and initiatives:		Group Policy on Conflict of Interest 	Group Whistleblowing Policy 
Code of Ethics & Conduct for Employees 	Group Gifts & Hospitality Guideline 	RHB Corruption Free Pledge 	RHB Organisational Anti-Corruption Plan 
Corruption Risk Management 	Code of Ethics & Business Conduct for Directors 	Core Values ("P.R.I.D.E") 	Group Fraud Risk Management Policy 
Policy on Related Party Transaction 	Annual Corruption Risk Assessment 	Anti-Bribery & Corruption Stance and Commitments 	Whistleblowing or Speak Up Channels and Avenues 
Group Anti-Money Laundering & Counter Financing of Terrorism Policy 	Group Fit & Proper Policy 	Group Anti-Bribery & Corruption Policy 	Group Corporate Sponsorship & Donation Policy 

Group Compliance

The regulatory environment for financial institutions continues to grow in complexity as new laws and regulatory expectations emerge across the markets in which the Group operates. Failure to ensure compliance may result in significant financial losses, regulatory penalties and reputational damage.

Group Chief Compliance Officer

Puan Fazlina Mohamed Ghazalli leads the Group's compliance strategy, ensuring the Group maintains strong adherence to regulatory requirements across its operations. She reports to the Board Risk Committee.

With over 22 years of banking experience, Puan Fazlina joined the industry in 2001 following an earlier career in legal practice. She holds a Bachelor of Laws from the University of East Anglia, United Kingdom, and is a Chartered Banker and Certified Professional in Anti-Money Laundering/Combating the Financing of Terrorism ("AML"/"CFT").

Compliance Strategic Focus

Driving a robust, risk-focused Compliance function remains central to the Group's governance framework. Group Compliance continues to strengthen oversight through technology enablement, risk-based assurance, strong governance practices and workforce capability development. These efforts support effective compliance management while enabling the Group to pursue its sustainable business objectives.

Technology-Enabled Compliance

- AML system technology refresh.
- Engagement with leading Regulatory Technology ("RegTech") providers to explore innovative compliance management solutions.
- Increased adoption of chatbot solutions, Data Analytics ("DA"), Artificial Intelligence and Machine Learning ("AI/ML") within compliance technologies.

Support Business Resilience & Compliance Risk Mitigation

- Through the Group Compliance ("GC") digitalisation initiative, efforts will focus on aligning workflows and data collection processes to enhance efficiency and optimise compliance operations.
- Strengthen compliance capabilities by empowering frontline staff and Business Risk Compliance Officers ("BRCOs") in decision-making while ensuring alignment with regulatory requirements.
- Sustain trust as a responsible financial services partner within the customer community and among stakeholders.

Risk-Based Assurance & Oversight

- Adoption of more dynamic, data-driven monitoring capabilities.
- Enhance surveillance and control assessments to ensure effectiveness while minimising disruption to business operations.
- Align reviews with the Group's Risk Appetite by prioritising high-risk areas.

Reinforcing Governance, Accountability and Culture

- Establish clear roles and accountability across all levels of the organisation.
- Recognise and reward staff who demonstrate strong compliance practices.
- Leverage technology platforms to provide quick access to policies, FAQs and compliance documentation.

Building Skilled and Sustainable Compliance Workforce

- Encourage cross-functional, short-term, on-the-job training within GC.
- Upskill GC staff through targeted training programmes based on continuous Learning Needs Analysis ("LNA").
- Strengthen collaboration between GC staff and the First Line of Defence ("1LOD") through regular engagement and knowledge-sharing initiatives.

Reinforcing Governance, Accountability and Culture

- Streamline centralised management of Law Enforcement Agency ("LEA") orders for RHB Bank, including list management and correspondence with LEAs.
- Enable rapid response to major fraud incidents through coordinated action between Global Anti-Money Laundering ("GAML"), AML Operations, Fraud and Data Analytics teams.

The following are some of GC key achievements for 2025:

Support Business Resilience

- Enhanced/ revised the following:
 - AML/CFT Risk Appetite Statement ("RAS") aligned with RACE Outcome Metrics
 - Revision of List Management/Name/Payment/Trade Screening Operational Manual ("OM")
 - Conflict of Interest ("COI") Assessment Guidelines
 - Group Investment Bank ("IB") Compliance Functional Manual
 - RHB Singapore ("RHBSG") addendums to the Group Sanctions Guidelines v1.0 and Group AML/CFT List Management Framework v2.0

- Group-wide adoption/enhancement of the following:
 - Group Chinese Wall Policy 9.0
 - Group Conflict of Interest Guidelines
 - Non-Compliance Review Findings and Staff Implications (“NCSI”) Framework
- Enhancement of Mini Marketplace journey, with 17 Mini Marketplace session (22 products) as at 31 December 2025
- Strengthened communication surveillance through keyword exclusion and email whitelisting
- Reviewed the Terms of Reference of AML Committee (“AMLC”)

Innovation

- Data Analytics/Artificial Intelligence/Machine Learning (“DA”/“AI”/“ML”):
 - Launched AML Triage to manage transaction monitoring alerts.
 - Completed AML Threshold Optimisation for RHB Bank and RHB Islamic Bank
 - Enhanced transaction monitoring capabilities by refining detection rules through data analytics, improving accuracy and reducing false alerts
 - Generated additional seven exception reports using data analytics to improve coverage and efficiency of compliance reviews
- Launched a digitalisation taskforce to improve internal processes using DA/AI/ML, with one pilot use case planned for implementation in 2026
- Initiated the AML System Upgrade
- Implemented the UBO Tool Analyzer for RHB Bank and RHB Islamic Bank

Compliance Culture

- Business Compliance Officer (“BCO”)/Business Risk Compliance Officer (“BCRO”) Forums (4 sessions)
- Branch Compliance Workshops (10 sessions)
- Introduction to Compliance sessions (6 sessions)
- Branch Managers (“BM”)/Assistant Branch Managers (“ABM”) bite-sized sessions (16 sessions)

- Compliance Clinics (12 sessions)
- Foreign Exchange Policy (“FEP”) Training (10 sessions)
- Foreign Account Tax Compliance Act (“FATCA”)/Common Reporting Standard (“CRS”) Training (3 sessions)
- Small and Medium Enterprise (“SME”) AML Trainings (4 sessions)
- AML External Trainings (2 sessions)
- Briefing session on Staff Trading Policy/Employees’ Personal Dealing Policy (1 session)
- Briefing session on the Guidelines on the Registration and Conduct of Capital Market Services Providers
- Market surveillance briefing for RHB Investment Bank (“RHBIB”) (1 session)
- IB AML engagement sessions with 1LOD and Second Line of Defence (“2LOD”) teams (40 sessions)
- UBO Analyzer Tool training (9 sessions)
- AML/CFT Trainings (10 sessions)
- Compliance publications through Learn and Lead bulletin/screensaver (9 issuances)
- Compliance engagements via the A Branch Compliance Day (“ABCD”) 2025 programme (18 branches)

Building Skilled Workforce

- Identified key GC staff for enrolment in Regulatory Compliance, AML and Environment, Social and, Governance (“ESG”) certification programmes
- Established a mini taskforce to drive internal process improvements under the GC Digitalisation Programme
- Organised teambuilding sessions to promote knowledge sharing and communicate the GC 2025–2027 strategic plan

Establishing Financial Crime Operational Excellence

- Narcotics investigation orders from the Royal Malaysia Police (“PDRM”), received through the Financial Intelligence Network System (“FINS”), are managed by the LEA Management team in GAML and forwarded to the Branch Security Compliance Officer (“BSCO”)

Compliance 2026 Highlights

Amid evolving regulatory expectations in Malaysia, financial institutions are required to further strengthen governance, risk management and compliance practices. The Compliance function remains focused on supporting the Group’s strategic priorities while enhancing risk oversight. Key priorities include strengthening financial crime operational excellence through streamlined processes, advanced technologies and AI-enabled solutions, as well as developing a highly skilled compliance workforce capable of addressing emerging regulatory and operational challenges.

KEY PRIORITIES FOR 2026

- Enhance the Foreign Exchange Notification (“FEN”) system to ensure compliance with Bank Negara Malaysia’s (“BNM”) FEP.
- Enhance the Trade Surveillance system to capture transaction data from Group Treasury and Global Markets dealers.
- Increase FATCA system server capacity to improve performance and stability.
- Develop a Compliance AI Chatbot to enable staff to quickly access regulatory policies, internal guidelines and supervisory expectations.
- Digitalise the Shariah review and tracking process, including potential Shariah Non-Compliance cases.
- Digitalise the Compliance Risk Assessment (“CRA”) to streamline Annual and Branch Risk Ratings and eliminate reliance on manual Excel processes.
- Upgrade the AML system to address end-of-life risks and support AI/ML-driven enhancements for AML/CFT operations across Malaysia and regional markets.
- Strengthen regional IT risk management by addressing system and knowledge gaps and supporting AI/ML adoption alongside AML system enhancements.
- Explore AI/ML capabilities to enhance Transaction Monitoring and detect suspicious patterns beyond traditional rule-based systems.
- Establish an AML-focused Data Mart by integrating data from the Group’s Enterprise Data Lake (“EDL”) and AML systems to support network analysis.
- Update key Group frameworks, including CRS, FATCA, Conflict of Interest and AML/CFT guidelines, to ensure regulatory alignment.
- Explore digitalisation of Health Checks to improve quality, streamline reporting, and identify potential risk areas.

Shariah Committee Report

The Shariah Committee was established under RHB Islamic Bank Berhad (“the Bank” or “RHB Islamic”) with the following main objectives:

To provide objective and sound advice to the Bank to ensure that its aims, operations, business, affairs and activities are Shariah-compliant.

To ensure effective working arrangements are established between the Shariah Committee, the Shariah Advisory Council (“SAC”) of Bank Negara Malaysia (“BNM”) and that of the Securities Commission Malaysia (“SC”).

To ensure the establishment of appropriate procedures leading to prompt compliance with Shariah principles.

COMPOSITION AND ATTENDANCE OF MEETINGS

A total of eleven (11) regular meetings were held as at 31 December 2025. All existing members satisfied the minimum attendance requirement under BNM’s Shariah Governance Policy Document, which provides that a Shariah Committee member is required to attend at least 75% of the Shariah Committee meetings held in each financial year. Details of the attendance of each member are as follows:

Members of SC	Total meetings attended	Percentage of attendance
Azizi Che Seman (Chairman)	11/11	100%
Dr. Md. Nurdin Ngadimon	11/11	100%
Mohd Zubir Awang	11/11	100%
Assoc. Prof. Dr. Siti Salwani Razali	11/11	100%
Assoc. Prof. Dr. Nor Fahimah Mohd Razif*	8/8	100%
Mohd Bahroddin Badri**	4/4	100%
Dr. Abdul Rahman A. Shukor***	4/4	100%

Notes:

*Appointed as Member w.e.f. 1 April 2025

**Appointed as Member w.e.f. 7 August 2025

***Tenure as Member expired on 30 April 2025

ENGAGEMENT SESSIONS & TRAININGS ATTENDED

As part of the initiatives aimed at maintaining effective communication between the Shariah Committee, the Senior Management, and the Board of Directors of RHB Islamic Bank, engagement sessions and special in-house training programmes were held as follows:

1. Engagement sessions between RHB Islamic Bank Board of Directors and Shariah Committee Members held on 11 June 2025 and 21 October 2025.
2. “Establishing Islah through Islamic Finance” by Tan Sri Azman Mokhtar held on 28 November 2025.

In addition, the Shariah Committee also contributed to the efforts of spreading Shariah knowledge and awareness among RHB Banking Group staff by sharing insights, expertise and experience through the Shariah Committee Sharing Sessions as follows:

1. “Beyond Profit: Exploring the Social and Environmental Impact of Islamic Finance through Value-Based Intermediation” by En. Mohd Zubir Awang held on 18 February 2025;
2. “Key Difference between Conventional and Islamic Banking” by Assoc. Prof. Dr. Nor Fahimah Mohd Razif held on 24 June 2025 and 5 August 2025;
3. “Shariah Non-Compliance and Risk of Supporting Wrongdoing Activities in Islamic Banking” by En. Azizi Che Seman held on 4 September 2025;
4. “Humanitarian Values in Islamic Finance” by Dr. Md. Nurdin Ngadimon held on 23 October 2025; and
5. “Strengthening Shariah Governance: Enhancing Risk Mitigation in Islamic Finance” by Assoc. Prof. Dr. Siti Salwani Razali held on 25 November 2025.

Furthermore, the Shariah Committee members have actively participated in conferences and courses held locally and internationally as follows:

- i. Muzakarah Cendekiawan Syariah Nusantara ke-19, Bangkok, Thailand
- ii. 20th International Shariah Scholars Forum in Islamic Finance (“ISSF2025”), Tashkent, Uzbekistan
- iii. 20th Kuala Lumpur Islamic Finance Forum (“KLIF”), Kuala Lumpur, Malaysia
- iv. Capital Market Director Programme (“CMDP”) by the SC, Kuala Lumpur, Malaysia
- v. 3rd Nadwah of Shariah Advisers: Islamic Capital Market 2025 by the SC, Kuala Lumpur Malaysia

Board Audit Committee Report





The Board Audit Committee Report for the financial year ended 31 December 2025 is prepared pursuant to the Main Market Listing Requirements (“Listing Requirements”) of the Bursa Malaysia Securities Berhad (“Bursa Malaysia”).

During the financial year under review, the Board Audit Committee (“BAC”) discharged its oversight responsibilities amid an increasingly complex operating and regulatory environment. The BAC maintained a strong focus on the integrity of financial reporting, effectiveness of internal controls, audit quality, and governance discipline, while ensuring that emerging risks and control gaps were identified and addressed in a timely manner.

COMPOSITION AND ATTENDANCE OF MEETINGS

A total of eighteen (18) BAC meetings were held during the year under review. The frequency of meetings reflected the breadth and depth of matters requiring the BAC’s attention during the year, including financial reporting, audit findings, regulatory matters and governance issues.

The BAC comprises the following four (4) members, all of whom are Independent Non-Executive Directors. Details of attendance of each member at the BAC meetings held during the year under review are as follows:

 <p>ONG AI LIN Chairperson/Senior Independent Non-Executive Director</p>	 <p>DONALD JOSHUA JAGANATHAN Member/Independent Non-Executive Director</p>	 <p>DATUK IAIN JOHN LO Member/Independent Non-Executive Director</p>	 <p>NADZIRAH ABDUL RASHID Member/Independent Non-Executive Director</p>
18/18 100%	18/18 100%	17/18 94%	18/18 100%

The BAC undertakes the functions of the Audit Committee of the key entities within the Group, encompassing RHB Bank Berhad, RHB Investment Bank Berhad, and RHB Islamic Bank Berhad. Other entities in the Group, i.e. RHB Insurance Berhad, RHB Asset Management Sdn Bhd, RHB Bank (Cambodia) Plc, RHB Securities (Cambodia) Plc, and RHB Bank Lao Sole Co., Ltd, have their own established Audit Committees.

The BAC meetings are also attended by the Group Chief Financial Officer, in his capacity as Chairman of the Management Audit Committee (“MAC”) of RHB Bank Berhad, the Group Chief Operations Officer, and the Group Chief Internal Auditor (“Group CIA”), while the attendance of other Senior Management is by invitation, depending on the matters deliberated by the BAC.

Senior Management and function heads were invited to attend BAC meetings, where relevant, to provide explanations on control lapses, root causes and remediation measures arising from audit observations.

Key matters deliberated at the BAC meetings together with the BAC’s recommendations and decisions are summarised and presented to the relevant Boards, in the same month, by the Chairperson or representative of the BAC. This allows the respective Boards to be timely apprised of significant matters deliberated by the BAC and for the Boards to provide direction, if necessary. Extracts of the minutes of the BAC meetings held are provided to the respective Boards for their information.

AUTHORITY

The BAC is a Board delegated committee. In discharging its duties, the BAC is authorised by the Board to, among others, investigate any matters within its Terms of Reference (“TOR”); obtain the resources which it needs, have full and unrestricted access to relevant information, have direct communication channels with the external and internal auditors; and obtain independent professional or other advice, if necessary. The full TOR, including the authority, duties and responsibilities of the BAC are published on RHB Bank’s website at www.rhbgroup.com.

SUMMARY OF BAC ACTIVITIES FOR THE FINANCIAL YEAR (“FY”) 2025

In discharging its duties and responsibilities during FY2025, the BAC focused on safeguarding the integrity of financial reporting, assisting the Management in identifying additional measures to enhance the effectiveness of internal controls, overseeing audit quality and reinforcing governance and ethical standards across the Group. The BAC devoted significant attention to audit findings, regulatory matters, emerging risks and the adequacy of the Management’s remediation actions, with particular emphasis on root cause analysis, its broader organisational implications and accountability.

Board Audit Committee Report

The activities carried out by the BAC in the discharge of its duties and responsibilities in relation to the FY2025 are summarised as below:

1. FINANCIAL REPORTING

The BAC exercised oversight over the integrity and reliability of the Group's financial reporting to ensure compliance with applicable accounting standards, regulatory requirements and fair presentation of the Group's financial position and performance.

- a) Reviewed and critically assessed the quarterly unaudited financial results and the annual audited financial statements of RHB Bank Berhad and the Group, as well as the draft announcements before recommending them to the Board for approval.

In reviewing the quarterly results and year-end financial statements of the Group, the BAC focused particularly on:

- Changes in accounting policy and adoption of new or updated accounting standards, and its impact to the financial statements.
- Significant matters highlighted, including any significant judgement and assumptions made by the Management.
- Compliance with accounting standards and other legal requirements.

- b) Reviewed and deliberated the Statement on Risk Management and Internal Control ("SORMIC"), Corporate Governance Overview Statement, and Corporate Governance Report prior to recommending them to the Board for approval.

- c) Discussed with the external auditors on the following matters as highlighted in their Audit Committee Report for the FY2025:

- Significant audit and accounting matters involving credit related matters;
- Internal control recommendations;
- Tax related matters; and
- Summary of uncorrected misstatements.

Note: Private meetings were also held with external auditors, as outlined under section 3(c)

2. INTERNAL AUDIT

The BAC continued to place significant emphasis on the effectiveness, independence and capability of the internal audit function as a key pillar of the Group's governance framework.

- a) Reviewed and approved the annual audit plan for the FY2025 to ensure adequacy of scope, coverage, and resources as well as competency of the internal auditors.
- b) Reviewed the audit activities undertaken by Group Internal Audit ("GIA") for the FY2025 covering the planned audit assignments, investigations, regulator-mandated reviews, ad-hoc audit projects, and IT project participation.
- c) Reviewed and approved the Balanced Scorecard for the Group CIA. Appraised the performance of the Group CIA and reviewed the appraisals of senior staff members of GIA, and approved the performance rewards for the Group CIA and senior staff members in accordance with the matrix approved by the Board.
- d) Reviewed and deliberated the summary of audit findings/ observations presented at the MAC meetings, minutes of all MAC meetings, and internal audit reports. This included an assessment of audit recommendations, risk and impact, Management's responses to these recommendations, the identified root causes, and the timely remedial actions taken by the Management to improve the system of internal controls and its processes on the areas highlighted.
- e) Reviewed and deliberated the investigation reports tabled to the BAC and directed the Management to establish and implement the necessary controls to strengthen the internal control system.
- f) Reviewed the reports issued by the regulatory authorities and the Management's responses as well as the remedial actions taken by the Management in respect of the reported findings to ensure that all matters highlighted in these reports had been adequately and promptly addressed by the Management.
- g) Reviewed the minutes of meetings of other Board Audit Committees within the Group to the extent permitted by the relevant regulatory authorities to satisfy itself that all matters arising therefrom had been appropriately addressed by these other Board Audit Committees.

- h) Updated the Board on key issues/concerns deliberated in the BAC meetings via the BAC Summary to the Board.
- i) Met with the Chairpersons of the Audit Committees from the respective entities within the Group, including overseas subsidiaries, and discussed significant findings and issues from the audit reports tabled at the entities' BACs, as well as other relevant matters, including root causes and challenges across the entities. This review ensured these matters were adequately and effectively addressed, maintaining the consistency of the BAC's oversight across the Group.
- j) Reviewed and approved the updated MACs TOR for the key entities within the Group.
- k) Reviewed and approved the internal audit reports of RHB Bank Lao Sole Co., Ltd., as required under the Revised Law on Commercial Bank gazetted by the Bank of Lao ("BOL"), following confirmation from BOL.
- l) Reviewed the results of internal quality assessment on the internal audit activities and the proposed plans for an external quality assessment program in 2026 as part of the Quality Assurance and Improvement Program required by the Global Internal Audit Standards.
- m) Reviewed and approved GIA's 3-Year Strategic Plan (FY2025-FY2027), comprising strategic initiatives designed to strengthen internal audit capabilities and support the Group's strategic goals.
- n) Reviewed and recommended the updated GIA Internal Audit Charter, in accordance with Global Internal Audit Standards requirements, for the Board's approval.
- o) Reviewed and recommended the updated BAC Terms of Reference, in accordance with Global Internal Audit Standards requirements, for the Board's approval.
- p) Reviewed and approved the enhanced Job Description for the Group CIA and the RACI Matrix for GIA.

3. EXTERNAL AUDIT

The BAC maintained regular and open engagement with the external auditors to safeguard audit quality, independence and objectivity.

- a) Reviewed the 2025 audit plan of the external auditors for RHB Banking Group covering the audit strategy, risk assessment and areas of audit emphasis for the year under review.
- b) Reviewed with the external auditors, the results of their audit together with their recommendations and Management's response to their findings as detailed in the following reports, and provided the BAC's views and directions on the areas of concern, where necessary:

Reports issued by External Auditors	Date tabled to BAC
Internal Control Recommendation Report for the FY2024	23 April 2025
Limited Review of the unaudited financial statements of RHB Bank and RHB Islamic Bank for the financial period ended 30 June 2025	23 July 2025
Board Audit Committee Report for the FY2025	22 January 2026

The BAC further directed the respective MACs to track the audit findings highlighted by the external auditors in their Internal Control Report to ensure timely resolution of all matters by Management.

- c) Met with the external auditors on 23 April 2025, 23 July 2025, and 22 January 2026 without the presence of the Management to enable the external auditors to discuss matters with the BAC privately.
- d) Reviewed the appointment of the external auditors for the provision of non-audit services before recommending them to the Board for approval. Areas that are considered include the external auditors' expertise, adequacy of knowledge and experience required for the services rendered, competitiveness of fees quoted and whether its independence and objectivity would be impaired.
- e) Reviewed on a quarterly basis, the non-audit services rendered by the external auditors and the related fees taking into consideration the fee threshold established under the Group policy to ensure that the external auditors' independence and objectivity were not compromised.

- f) Reviewed the external auditors' performance and independence before recommending them to the Board for reappointment as external auditors for the Group:

- The external auditors have declared in their 2025 audit plan and 2025 Board Audit Committee Report, that they have maintained their independence for the audit of the financial statements of the Group in accordance with the firm's requirements, with the provisions of the By-Laws on Professional Independence of the Malaysian Institute of Accountants ("MIA") and with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"). They have further declared that the non-audit services provided to the Group during the year have not compromised their independence as external auditors of the Group.
- The annual assessment on the external auditors covering the key areas of performance, independence and objectivity in accordance with the Bank Negara Malaysia ("BNM") Guidelines on External Auditor.
- The performance of the external auditors was also assessed through a survey completed by the Management personnel of the Group based on their dealings with the external auditors covering areas such as the people, meeting the objectives, responsiveness, knowledge of the business and industry, ideas that add value and communications.

The external auditors presented their Transparency Report 2025 to the BAC which highlighted the outcome of the audit quality review and their ongoing commitment to audit quality.

- A comprehensive review was also conducted in December 2025 prior to the reappointment of the external auditors to assess its independence and the potential risk of familiarity threat at all the banking entities within the Group. The comprehensive review covered three main categories, i.e. governance and independence, communication and interaction, and quality of services and resources. The comprehensive review was conducted by Group Finance and independently verified by GIA prior to tabling to the BAC for its deliberation.
- g) Reviewed the Management Representation Letters to the external auditors in relation to their limited review of the financial results for the six months ended 30 June 2025, the statutory audit and SORMIC for the financial year ended 31 December 2025 before recommending them to the Board for approval.

4. INTEGRITY & GOVERNANCE

The BAC oversaw the Group's integrity and governance framework to promote ethical conduct, transparency, and compliance with applicable laws and regulatory expectations.

- a) Reviewed and deliberated the progress of key initiatives as stipulated under the Group's Organisational Anti-Corruption Plan ("OACP") 2022-2026.
- b) Reviewed and endorsed the half-yearly reports to the Malaysian Anti-Corruption Commission ("MACC") prepared by Group Integrity & Governance for the Board's approval.

- c) Reviewed and deliberated the monthly reports tabled by Group Integrity & Governance covering the statistics and status of whistleblowing and non-whistleblowing cases being investigated.

- d) Reviewed and deliberated the investigation reports in relation to whistleblowing and non-whistleblowing cases.

- e) Received updates on the progress of initiatives such as awareness and training programmes covering anti-bribery and corruption, whistleblowing, gifts, and hospitality as well as other relevant areas involving ethical business conduct, and provided guidance and direction to Group Integrity & Governance as and when required.

Board Audit Committee Report

5. RELATED PARTY TRANSACTIONS

The BAC reviewed related party transactions to ensure they were conducted on normal commercial terms and in accordance with approved policies and regulatory requirements.

- a) Reviewed the reports of related party transactions ("RPTs") on a quarterly basis covering the nature, amount of the transactions and the aggregate consideration of Recurrent RPTs ("RRPTs") which are individually tracked and monitored against the ceiling set to ensure proper reporting and disclosures in accordance with applicable regulatory requirements.
- b) The Group has in place approved policy and guidelines on RPTs which govern the process of identifying, evaluating, approving, reporting, and monitoring of RPTs and RRPTs as well as outlining the duties and responsibilities of the relevant parties involved in the RPT process.

6. CONFLICT OF INTEREST

The BAC reviewed and assessed actual, potential, and perceived conflicts of interest to ensure appropriate disclosure, and mitigation in line with regulatory requirements and governance best practices.

Reviewed and assessed existing or potential COI matters pursuant to paragraph 15.12(1)(h) of the Listing Requirements of Bursa Malaysia and Bursa Malaysia's Guidance on COI.

The Group has in place an approved COI framework and policy which governs the process of identifying, evaluating, managing, monitoring, and reporting of COI as well as outlining the roles and responsibilities of relevant parties in ensuring compliance with COI requirements.

The BAC assessed whether the Group Directors had any vested interest in the business partner(s) or was in a position or ability to exercise influence in the business or other decisions in ways that could lead to personal gain or advantage of any kind.

To resolve or mitigate the COI¹ instances, the BAC relies on the following measures:

- Requirement for Directors to disclose any COI as soon as practicable upon becoming aware of the relevant facts.
- Directors with COI shall abstain and recuse themselves from all deliberation and decision-making process.
- Annual assessment on Directors' Independence via the Board Effectiveness Evaluation.

¹ *The Board Credit Committee oversees all matters relating to credit facilities involving connected parties in accordance with the Guidelines on Credit Transactions and Exposure with Connected Parties issued by Bank Negara Malaysia.*

Through these activities, the BAC is satisfied that it has discharged its responsibilities effectively, and that appropriate governance, control and assurance mechanisms are in place to support the Group's operations.

TRAINING

Throughout FY2025, the BAC members attended various training programmes, conferences, and seminars to keep abreast of the latest developments within the banking industry, as well as to enhance their knowledge for the discharge of their duties and responsibilities.

Details of the mandatory and professional development programmes attended by the BAC members are disclosed in Section B of the Corporate Governance Report available at www.rhbgroup.com.

INTERNAL AUDIT FUNCTION

The internal audit function of the RHB Banking Group provides independent assurance to the Board on the adequacy and effectiveness of the Group's risk management, internal control, and governance processes implemented by the Management. GIA operates within the framework defined in its Internal Audit Charter which is approved by the Board. GIA has access to all data, records, files, information, physical property, and personnel pertinent to carrying out internal audit responsibilities, to the extent provided for in the Internal Audit Charter.

GIA's activities are guided by the Global Internal Audit Standards issued by the Institute of Internal Auditors, as set out in the International Professional Practices Framework and by the requirements of relevant regulators governing the internal audit function.

The Group CIA reports functionally to the BAC and administratively to the Group Managing Director to maintain GIA's impartiality and objectivity. To further preserve the independence of the internal audit

function, the Group CIA's appointment and performance appraisal, as well as GIA's scope of work and resources, are approved by the BAC.

Mr Tan Boon Ching (Group CIA) leads the internal audit function of RHB Banking Group. He has more than 20 years of multifaceted experience in the banking industry. He holds a Bachelor of Accounting & Finance from the University of East London, United Kingdom and is a Certified Internal Auditor [Institute of Internal Auditors ("IIA")], a Chartered Accountant (Institute of Chartered Accountants in England and Wales ("ICAEW")), a Chartered Banker (Asian Institute of Chartered Bankers), a member of MIA, an associate member of IIA Malaysia, and a member of the Chief Internal Auditors Networking Group ("CIANG").

All internal auditors are required to conform to the standards of ethics and professionalism and remain free from relationships or conflicts of interest that could impair their objectivity and independence.

Internal Audit Charter

The Internal Audit Charter ("Audit Charter") defines the purpose, GIA's mandate, organisational position, reporting relationships, responsibility, scope of work, and types of services and is approved by the Board. The approved Audit Charter is published on the Group's intranet portal, which can be viewed by all employees of the Group.

The Audit Charter is reviewed by the Group CIA and BAC every two years or as and when necessary to assess whether the GIA's purpose, mandate and responsibility, as defined in the Audit Charter, continue to be adequate and relevant to enable the internal audit function to accomplish its objectives. The Audit Charter was updated in 2025.

SUMMARY OF GIA ACTIVITIES IN FY2025

Main Audit Activities

- a) Prepared the annual risk-based audit plan for RHB Banking Group which includes the audit objectives and scope, and manpower requirements for each planned auditable unit.
- b) Conducted audits as per the approved audit plan. Areas audited during the financial year under review encompassed all the business and support pillars including overseas operations covering Wholesale Banking, Community Banking, Corporate & Business Banking, Distribution Channels, Shariah Business, Insurance Business, IT Security and Operations, Cybersecurity, Climate Risk Management, Sustainability Management, Group Support Functions and regulator-mandated reviews. Other key areas audited include Anti-Money Laundering/Counter Financing of Terrorism ("AML/CFT"), Anti-Bribery and Corruption, market conduct, customer information secrecy and outsourcing. A total of 821 audit units were covered during FY2025, with audit outcomes communicated through audit reports.
- c) Carried out investigations into suspected fraudulent activities, whistleblowing cases, staff misconduct, potential secrecy breach, and other activities, as and when required.
- d) Performed root cause analysis and made recommendations to the Management to improve the control environment and to prevent recurrence of similar incidents.
- e) Tabled audit reports to the MAC of the respective entities. The status of rectification of all audit findings and mitigation action plans implemented by the Management to adequately address the underlying causes are closely monitored by the MACs at every meeting.
- f) Monitored and followed up through the respective MACs on the timely rectification of all reported audit findings highlighted by the internal and external auditors. The status of any outstanding audit findings including requests with justification for extension of rectification timelines are summarised and reported to the BAC on a monthly basis.
- g) Conducted thematic and continuous audits on targeted areas to identify operational lapses as well as to enable timely intervention through continuous monitoring to address the underlying causes.
- h) Conducted validation of the RHB AML/CFT Capabilities Enhancement ("RACE") initiatives and assessed the operating effectiveness and sustainability of the post-RACE implemented AML controls, including AML/CFT specific themes as requested by BNM.
- i) Conducted post-approval credit reviews on loan and financing portfolios to ensure that credit decision-making remains consistent with the Group's overall credit risk management arrangements.
- j) Developed an assurance map as part of GIA's ongoing efforts to strengthen assurance coordination across the Group. The assurance map provides an overview of assurance activities across the three lines of defence, enhances coordination among assurance providers, and identifies opportunities for GIA to leverage or align assurance coverage with other lines of defence.
- k) Organised a sharing session by the BAC Chairperson for GIA staff members to strengthen professional standards, audit effectiveness, and stakeholder management.
- l) Collaborated closely with external auditors through planning and information-sharing sessions to ensure effective coverage of key risk areas and minimising duplication of effort.

Other Audit Activities

- a) Reviewed the adequacy and effectiveness of the Risk Mitigation Plan implemented by Management to address the Composite Risk Rating ("CRR") matters highlighted by BNM in their CRR Report. The results of the reviews were tabled to the BAC for deliberation.
- b) Reviewed new or updated framework, policies and guidelines as requested by Management to provide feedback on the adequacy of internal controls to address the relevant risks.
- c) Participated in new IT system or new product development activities to provide recommendations upfront on the relevant control features to be considered by Management.
- d) Attended Management meetings as permanent invitee on a consultative and advisory capacity to provide independent feedback where necessary on internal control related matters.
- e) Assisted the BAC in the annual review exercise on the reappointment of external auditors by assessing its independence and potential risk of familiarity threat at all the banking entities within the Group.
- f) Organised MAC meetings, prepared meeting materials, minutes of meetings as well as summary of key audit findings and requests for extension of rectification timeline for submission to the BAC.
- g) Prepared the BAC Report and the SORMIC for approval by the BAC and the Board respectively, and for inclusion in RHB Bank's Integrated Report for the year 2025.
- h) Organised in-house and external training for internal auditors in various areas such as Global Internal Audit Standards, Sustainability Management, AML, Anti-Bribery and Corruption, Cyber Security, Secrecy and Information Protection, Data Analytics, Cloud, Artificial Intelligence, etc. to further develop their skills and competency in the respective areas.

Board Audit Committee Report

Internal Audit Resources

The Group CIA, in consultation with the BAC, decides on the competencies, qualifications, and resources required for the GIA, taking into consideration the size and complexity of operations of the Group. The primary organisation chart/structure of GIA is reviewed and approved by the BAC annually.

As at 31 December 2025, GIA has 160 auditors (Malaysia: 138; Regional: 22) with relevant academic/professional qualifications and experience to carry out the activities of the internal audit function in Malaysia and the Group's overseas subsidiaries. Total costs of RM44.4 million (Malaysia: RM37.5 million; Regional: RM6.9 million) was incurred to maintain the internal audit function of the Group for the FY2025.

Professional Proficiency

The Group CIA ensures that the internal auditors are suitably qualified and provided with the necessary trainings and continuous professional development for the purpose of enhancing their audit and relevant technical skills to effectively perform their duties and responsibilities.

The internal auditors have either obtained or are currently pursuing the relevant certification programmes to equip themselves with the necessary knowledge of the subject matter applicable to their functions. The professional qualifications comprise the following:

- Asian Institute of Chartered Banker ("AICB") – Certified Bank Auditor, Chartered Banker, Certification in AML/CFT, Certified Credit Professional, Pasaran Kewangan Malaysia Certificate
- Institute of Internal Auditors ("IIA") – Certified Internal Auditor, Accreditation in Internal Quality Assessment/Validation
- Information Systems Audit and Control Association ("ISACA") – Certified Information Systems Auditor
- International Information System Security Certification Consortium ("ISC²") – Certified in Cybersecurity; Certified Information Systems Security Professional ("CISSP")
- Association of Certified Anti-Money Laundering Specialists ("ACAMS")
- Certified Fraud Examiner
- EnCase Certified Examiner

- Chartered Professional in Islamic Finance
- Certified Professional Shariah Auditor
- Sustainability and Climate Risk Certificate
- SAS Base Programming Specialist Certification
- Professional accounting certifications - Association of Chartered Certified Accountants ("ACCA"), ICAEW, Malaysian Institute of Certified Public Accountants ("MICPA")

Based on each staff member's Individual Development Plan for the FY2025, the internal auditors attended the relevant technical, leadership and management courses, and Future Skills Programme offered by RHB Academy, the Group's Learning and Development Centre, as well as external programmes.

With the rapid progression in innovation and technology in the business environment, GIA has continued to provide its staff with relevant specialised training and learning programme. GIA has adopted new technologies and has expanded the use of data analytics to enhance the efficiency and effectiveness of audits.

As part of its capability-building efforts and in preparing its internal audit staff members to be "auditors of the future", GIA continues to enhance the competency framework, in collaboration with Group Human Resources.

Internal Audit Quality Assurance Review

To ensure effectiveness of the internal audit function, the Group CIA has developed and maintained a quality assurance and improvement programme that covers all aspects of the internal audit activities. The quality assurance programme assesses the effectiveness of processes within the internal audit function and identifies opportunities for improvement through both internal and external assessments.

The internal assessment is performed according to the approved annual Quality Assurance Review ("QAR") plan by Quality Assurance & Governance Centre of Excellence ("CoE") team within GIA. The Head of Quality Assurance & Governance CoE reports directly to the Group CIA to maintain its independence of the internal audit activities within GIA.

In addition to the internal assessment, external quality assessment is conducted once every five years by a qualified external assessor. The appointment of an independent external assessor is subject to the Group's established procurement process and endorsement by the BAC.

The last external quality assessment was conducted in 2021 where GIA was assessed to be in conformance with all the applicable rules, standards and requirements stipulated in The IIA's International Standards for the Professional Practice of Internal Auditing, BNM Guidelines on Internal Audit Function of Licensed Institutions, Malaysian Code on Corporate Governance: Principle B – Effective Audit and Risk Management, and Bursa Malaysia Listing Requirements - Chapter 15.27 Internal Audit.

Additional Compliance Information Disclosures

BANCASSURANCE/BANCATAKAFUL AGREEMENT AND FRAMEWORK AGREEMENT WITH TOKIO MARINE LIFE INSURANCE MALAYSIA BHD ("TMLM"), SYARIKAT TAKAFUL MALAYSIA KELUARGA BERHAD ("STMKB") AND ITS WHOLLY-OWNED SUBSIDIARY, SYARIKAT TAKAFUL MALAYSIA AM BERHAD ("STMAB")

On 1 August 2025, RHB Bank and RHB Islamic Bank entered into the following agreements with TMLM, STMKB and STMAB in connection with a 20-year bancassurance/bancatakaful partnership, for a total access fee of up to RM1,615 million:

- (a) bancassurance agreement between RHB Bank and TMLM in respect of the distribution of conventional life insurance products;
- (b) bancatakaful agreement between RHB Islamic and STMKB in respect of the distribution of family takaful products;
- (c) bancatakaful agreement between RHB Islamic and STMAB in respect of the distribution of general takaful products; and
- (d) framework agreement between RHB Bank, RHB Islamic Bank, TMLM, STMKB and STMAB as part of the overall framework for the bancassurance/bancatakaful partnership ("Framework Agreement").

Under the terms of the above bancassurance/bancatakaful agreements, RHB Bank shall exclusively distribute conventional life insurance products underwritten by TMLM and RHB Islamic shall exclusively distribute family takaful and general takaful products underwritten by STMKB and STMAB, to the extent permitted by the applicable laws and regulatory requirements, for a period of 20-years, commencing from 1 August 2025 until 31 July 2045.

Under the Framework Agreement, TMLM, STMKB and STMAB shall coordinate with each other to implement the activities of bancassurance/bancatakaful partnership, including bancassurance management to support distribution initiatives and ensuring timely implementation of the agreed operating model across the bancassurance/bancatakaful partnership.

The above bancatakaful agreements and Framework Agreement is deemed a related party transaction pursuant to paragraph 10.08 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad in view of the interests of a major shareholder of RHB Bank Berhad, the Employees Provident Fund Board, who is also a major shareholder of STMKB with 18.63% equity interest in STMKB as at 18 July 2025 and the interest of a Director of RHB Islamic who also serves the chairman of the investment panel committee of Lembaga Tabung Haji, a major shareholder of STMKB with an equity interest of 30.80% as at 18 July 2025.

[Please refer to Note 58 \(1\) of the Financial Report 2025 for further details on the investment in Boost Bank.](#)

INVESTMENT IN BOOST BANK BERHAD BY RHB BANK BERHAD

Boost Bank Berhad ("Boost Bank") was launched to the Malaysian public on 6 June 2024, and leverages the combined strengths of Boost Bank Holdings Sdn Bhd ("Boost Holdings") in the fintech space and RHB Bank Berhad ("RHB Bank") in the banking sector. Boost Bank offers digital banking products and services, with a particular focus on underserved and unserved segments with the aim of building a more inclusive financial sector in Malaysia.

As part of the conditions imposed by BNM and MOF in approving Boost Bank to commence operations as a digital bank, RHB Bank, as a shareholder of Boost Bank, has given an undertaking to BNM that in the event Boost Bank is wound down and required to implement its exit plan during its foundational phase, RHB Bank shall provide adequate funds proportionate to its shareholding in Boost Bank at the material time, to ensure that Boost Bank has sufficient funds to satisfy all its remaining obligations and liabilities due, including customer deposits. Boost Holdings has also provided a similar undertaking.

As at 28 February 2026, the total paid-up capital of Boost Bank is RM382 million, comprising 382 million ordinary shares in Boost Bank ("Boost Bank Shares"), of which 40% equity interest or 152.8 million Boost Bank Shares is held by RHB Bank, with the balance 60% equity interest or 229.2 million Boost Bank Shares being held by Boost Holdings. The source of funds for RHB Bank's investment in Boost Bank is derived from internally generated funds of RHB Bank.

CAPITAL OF BOOST BANK as at 28 February 2026

RM382 million	40%	RM152.8 million
Total paid-up capital	RHB Bank equity interest	paid up capital held by RHB Bank

The investment in Boost Bank is deemed a related party transaction pursuant to paragraph 10.08 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad in view of the interests of a major shareholder of RHB Bank - the Employees Provident Fund Board, who is also a major shareholder of Axiata Group with 19.13% equity interest as at 28 February 2026.

[Please refer to Note 16 of the Financial Report 2025 for further details on the investment in Boost Bank.](#)

Statement on Risk Management and Internal Control 2025

Pursuant to paragraph 15.26(b) of the Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Malaysia”), the Board of Directors (“the Board”) is pleased to present this Statement on Risk Management and Internal Control (“Statement”). The Statement encapsulates key features of the risk management and internal control system of RHB Banking Group (“the Group”) during the financial year under review.

The Statement has been prepared in accordance with the guidelines set out in the “Statement on Risk Management and Internal Control (‘SORMIC’): Guidelines for Directors of Listed Issuers” and with reference to the SORMIC Guide 2025.

BOARD RESPONSIBILITY

The Board affirms its overall responsibility for establishing a sound risk management and internal control system for the Group. The Board’s responsibility includes reviewing the adequacy and effectiveness of the risk management and internal control system to safeguard shareholders’ interest and the Group’s assets. While total elimination of risks is not possible, the risk management and internal control system is designed to manage the Group’s risk appetite within the established risk tolerance set by the Board and Management to support the achievement of the Group’s business objectives. Accordingly, the risk management and internal control system provides reasonable, but not absolute, assurance against the occurrence of any material misstatements, losses or fraud.

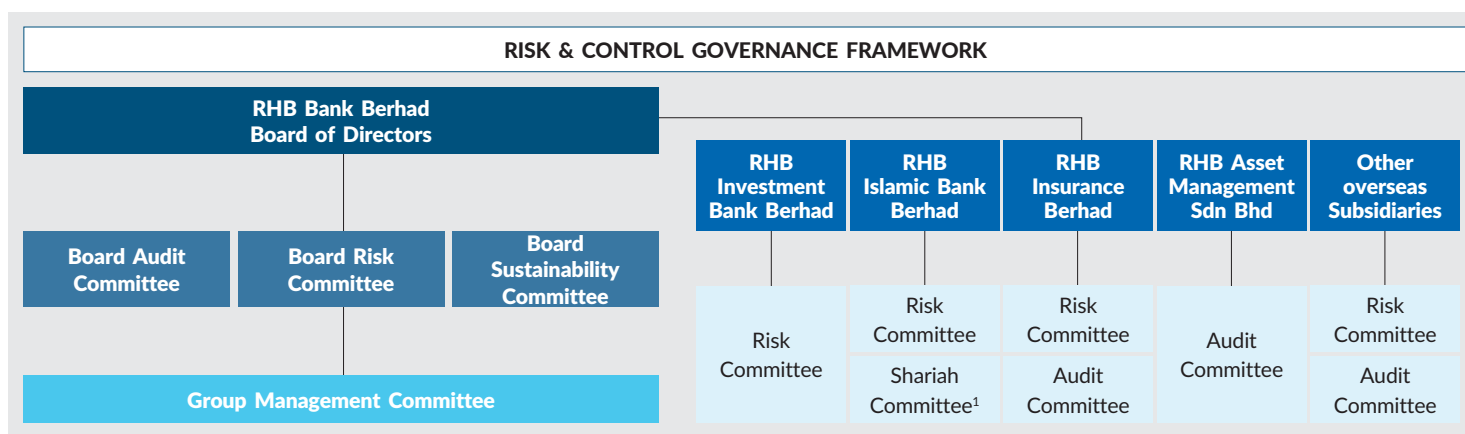
In acknowledging the importance of a sound risk management and internal control system, the Board has established a governance structure to ensure effective oversight of risks and internal controls across the Group at all levels. To this end, the Board is assisted by the Board Risk Committee (“BRC”) and Board Audit Committee (“BAC”), which have been delegated with primary oversight responsibilities on the Group’s risk management and internal control system.

Key roles of the BRC include:

- Providing guidance and align direction on risk management;
- Reviewing and recommending the Group’s overall risk strategy and risk appetite;
- Approving policies and frameworks to identify, measure, monitor, manage, and control the material risks impacting the businesses;
- Overseeing the enterprise-wide risk management programme;
- Approving risk methodologies, risk limits, models, and new products; and
- Reviewing and approving Group Disclosures and Reports as required by regulatory authorities.

Key entities within the Group have their own BRCs, which report to their respective Boards, to facilitate focused deliberation on entity-specific issues. Nevertheless, the Board remains responsible for the governance of risk and for all the actions of the Board Committees in executing delegated oversight responsibilities.

The BAC undertakes the functions of the Audit Committee of the key entities within the Group, encompassing RHB Bank Berhad, RHB Investment Bank Berhad, and RHB Islamic Bank Berhad. Other entities in the Group, i.e. RHB Insurance Berhad, RHB Asset Management Sdn Bhd, RHB Bank (Cambodia) Plc, RHB Securities (Cambodia) Plc, and RHB Bank Lao Sole Co., Ltd, have their own established Audit Committees.



¹ The Shariah Committee of RHB Islamic Bank Berhad (“SCR”) provides objective and sound advice to RHB Islamic Bank Berhad on Shariah matters in relation to Islamic business and operations to ensure compliance with Shariah requirements. The other entities within the RHB Banking Group without internal Shariah Committee established have given the mandate to the SCR to advise on the Shariah matters, which are ultimately governed by the respective entities’ Boards of Directors.

MANAGEMENT RESPONSIBILITY

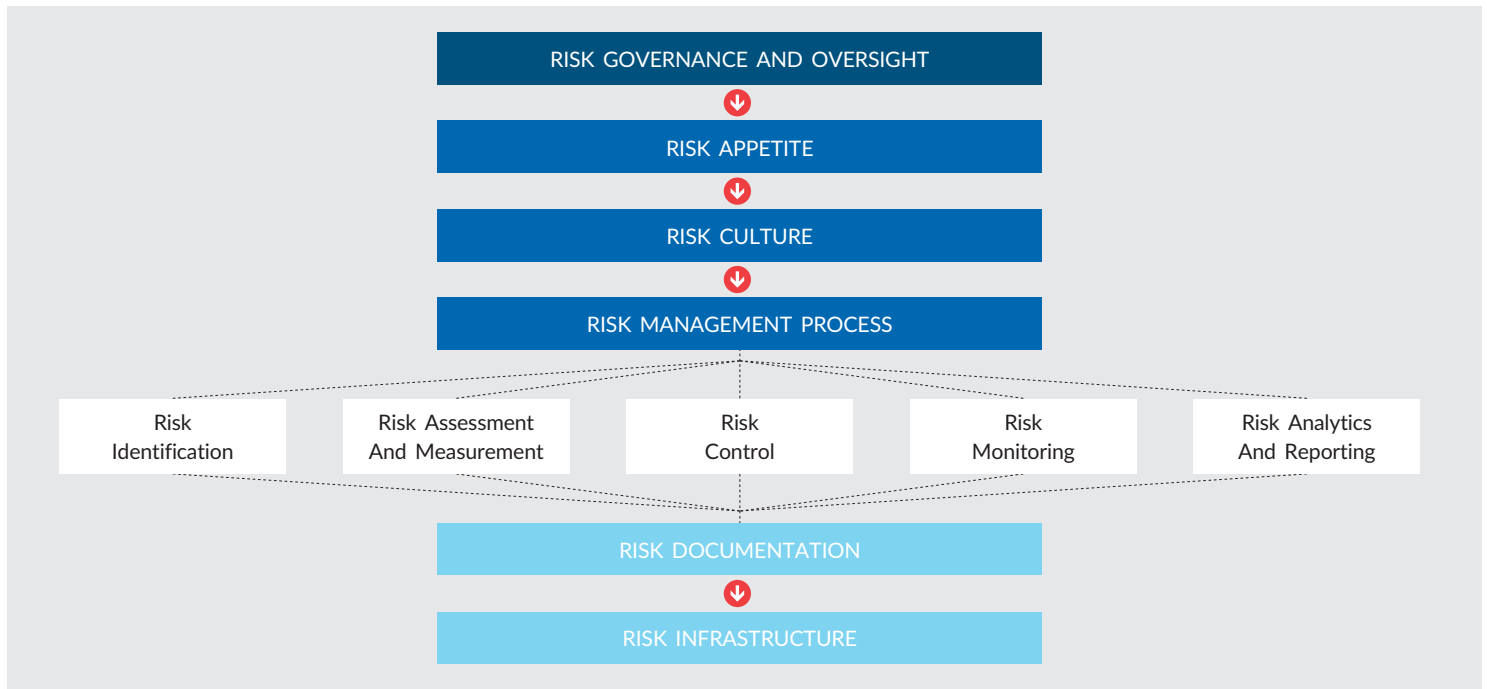
The Management is responsible for the overall implementation of the Group’s policies and processes to identify, evaluate, measure, monitor, and report on risks, as well as ensuring the effectiveness of internal control systems by taking appropriate and timely remedial actions as required. Its key roles, among others, are as follows:

- Identifying and evaluating risks relevant to the Group’s business and achievement of its business objectives and strategies;
- Designing and implementing the risk management framework in accordance with the Group’s strategies and risk appetite, and monitoring its effectiveness; and
- Reporting changes to risks, emerging risks and the appropriate actions taken to address them to the Board in a timely manner.

Accordingly, the Management has provided assurance to the Board that the Group's risk management and internal control system is operating adequately and effectively, with the necessary processes having been implemented.

RISK MANAGEMENT FRAMEWORK

The Group has in place a risk management framework approved by the Board for identifying, assessing and measuring, controlling, monitoring and reporting of significant risks faced by the Group in the achievement of the Group's business objectives and strategies. This framework ensures that there is an effective ongoing process to identify, evaluate, and manage risks across the Group, and is represented in the following diagram:



Risk Governance and Oversight

The Board sits at the apex of the risk governance structure and is ultimately responsible for the Group's/respective entities' risk management strategy, appetite, framework, and oversight of risk management activities.

Group-level committees have been established to oversee the management of risks across all entities/subsidiaries on an integrated basis. These committees serve a critical function in setting strategic direction, establishing governance frameworks and promoting best practices. However, the Group maintains entity-specific committees to facilitate focused deliberation on entity-specific issues e.g. the Board Risk Committees of RHB Islamic Bank Berhad, RHB Investment Bank Berhad and RHB Insurance Berhad. These BRCs report directly to their respective Boards, provide oversight and assists in reviewing the Group's overall risk management philosophy, frameworks, policies and models, as well as risk issues relevant and unique to its business.

The responsibility for the supervision of the day-to-day management of enterprise risk and capital matters is delegated to the Group Capital and Risk Committee ("GCRC"), comprising Senior Management of the Group. The GCRC reports to the relevant board committees and the Group Management Committee. The Investment Bank Risk Management Committee is responsible for oversight of risk management matters relating to RHB Investment Bank Group's business while the Group Asset and Liability Committee ("Group ALCO") oversees market risk, liquidity risk, and balance sheet management.

The Board also oversees the development, maintenance, and implementation of the Group's Recovery Plan. The recovery planning process is integrated into the Group's overall risk appetite, strategic planning, and risk management framework.

Risk Appetite

The Group's risk appetite is defined as the amount and type of risks the Group is willing to accept in pursuing its strategic and business objectives. It is an integral component of the Group's robust risk management framework and is driven by both top-down Board leadership and bottom-up involvement of Management at all levels.

Risk tolerance, on the other hand, is the acceptable level of variation relative to the achievement of the Group's strategic and business objectives. It is measured in the same units as the related objectives. It translates risk appetite into operational metrics and it can be defined at any level within the Group.

The Management and Board periodically review the defined risk appetite and risk tolerance to align with the Group's business strategies and operating environment. This includes identifying and setting new risk appetite metrics for the business entity or removal of risk appetite metrics that are no longer applicable as well as updates on the risk appetite thresholds to reflect the Group's business strategy and risk posture.

The main business and operations' inherent risks that were considered in the risk appetite review include regulatory non-compliance risk, credit risk, market risk, liquidity risk, operational risk, fraud risk, technology and cyber risk, and Shariah non-compliance risk.

Statement on Risk Management and Internal Control 2025

Risk and Compliance Culture

The risk and compliance culture is driven by a strong tone from the top. Risk and compliance policies are clearly defined, continuously communicated and reinforced throughout the Group to embed a robust culture that cultivates active identification, assessment and mitigation of risks.

Risk management is integral to all aspects of the Group's business and operations and is the responsibility of all employees across the Group. In line with regulatory requirements and industry leading practices, the Group subscribes to the principle that "Risk and Compliance is Everyone's Responsibility" and hence, risk management is a core responsibility of the respective businesses and operating units. This has been articulated and documented in the Group Risk Management Framework.

Guided by the said principle, the Group has implemented an on-going Risk Culture and Awareness programme which comprises training and awareness campaigns, throughout the Group to promote a healthy risk culture. A strong risk culture minimises the Group's exposure to financial and non-financial risks including reputational impacts, over time.

In addition, the Group has implemented the Business Risk and Compliance Officer/Business Risk Officer/Business Compliance Officer ("BRCO"/"BRO"/"BCO") programme, which aims to cultivate proactive risk and compliance management and to establish a robust risk culture. The BRCO/BRO/BCO programme entails the appointment of BRCOs at the respective business and functional units who act as key liaisons on all risk and compliance matters.

RHB Group leverages on behavioural analytics and insights in our differentiated approach to cultivate the desired risk culture behaviours. In 2025, we further enhanced our support to the BRCOs/BROs/BCOs via an expanded risk culture dashboard at the Group level, enabling near to real-time access to actionable insights for preventing and correcting undesirable behaviours. Additionally, the Group continued developing Machine Learning-based behavioural analytics models with early warning capabilities to strengthen oversight of the second line of defence and overlay existing controls at the first line of defence. These were complemented by targeted messaging via training sessions, awareness campaigns, roadshows and tone from the top messaging via graphic illustrations to shape the desired risk culture behaviours.

Refer to the awards page on page 12 for awards recognising risk culture.

Risk Management Process

The risk management process identifies, assesses and measures, controls, monitors, and reports/analyses risk. This ensures that risk exposures are adequately managed and that the expected return compensates for the risk taken.

1. Identification

The identification and analysis of the existing and potential risks is a continuing process, in order to facilitate proactive and timely identification of risk within the Group's business operations, including emerging risks. This ensures that risks can be managed and controlled within the risk appetite of the Group and specific entity, where necessary.

2. Assessment and Measurement

Risks are measured, assessed, and aggregated using comprehensive qualitative and quantitative risk measurement methodologies, and the process also serves as an important tool as it provides an assessment of capital adequacy and solvency.

3. Controlling

Risks identified during the risk identification process must be adequately managed and mitigated to control the risk of loss. This is also to ensure risk exposures are managed within the Group's or entity's risk appetite.

4. Monitoring

Effective monitoring process ensures that the Group is aware of the condition of its exposures vis-à-vis its approved appetite and to facilitate early identification of potential problem on a timely basis by using continuous and on-going monitoring of risk exposures and risk control/mitigation measures.

5. Analytics and Reporting

Risk analysis and reports are prepared by the respective entities and at a consolidated level as well as business level; and are regularly escalated to the Senior Management and relevant Boards of the Group's entities to ensure that the risks identified remain within the established appetite and to support an informed decision making process. Reporting and analytics are also being continuously enhanced to provide risk intelligence to relevant stakeholders within the Group to facilitate more effective decision making.

In addition, risk management seeks to ensure that risk decisions are consistent with strategic business objectives and within the risk appetite.

The implementation of the BRCO/BRO/BCO programme is in line with the 'Three Lines of Defence' model practised globally. There is clear accountability of risk ownership across the Group. The model is depicted in the diagram below:

FIRST LINE

1 Business/Functional Level

- Responsible for managing day-to-day risks and compliance issues
- Business Risk and Compliance Officer/Business Risk Officer/Business Compliance Officer/equivalent assist businesses/functional units in day-to-day risks and compliance matters

SECOND LINE

2 Group Risk & Credit Management and Group Compliance

- Responsible for oversight, establishing governance and providing support to businesses/functional units on risk and compliance matters

THIRD LINE

3 Group Internal Audit

- Provide independent assurance to the Board that risk and compliance management functions effectively as designed

RISK DOCUMENTATION

The Group recognises that effective implementation of its risk management system and process must be supported by a robust set of documentation and infrastructure. To this end, the Group has established frameworks, policies, and other relevant control documents to ensure clearly defined practices and processes are implemented consistently across the Group. These documents are subject to a robust review process to ensure they remain current.

RISK INFRASTRUCTURE

The Group has organised its resources and talents into dedicated risk management functions and invested in technology, including data management, to support the Group's risk management activities. Employees have been assigned clear roles and responsibilities, provided access to relevant and up-to-date risk information, and given the latitude to continuously enhance their competency through learning and development programmes.

Risk systems and tools are designed to provide accessible risk information that complements the risk management process. The availability of data for analytics and monitoring, and dashboards and reporting assists in continuously enhancing risk management capability. The Group's Risk Management Report has evolved to be more analytically driven, including elements of quantitative and qualitative forward-looking projections.

Effective risk management requires the Group to continuously review its risk management capabilities to manage risks and enhance practices across the Group. Accordingly, the Group has embarked on transformation journeys to achieve greater efficiency and effectiveness.

In line with the Group's PROGRESS27 strategy, Group Risk & Credit Management has developed a comprehensive three-year strategic plan to strengthen resilience, improve agility, meet regulatory expectations, and support RHB's growth and cost optimisation initiatives.

[Further information on risk management is provided in the section on 'Key Risks and Mitigation' of this Integrated Report.](#)

KEY INTERNAL CONTROL PROCESSES

The Group's system of internal control is designed to manage and reduce risks that could hinder the Group from achieving its goals and objectives. It encompasses policies, procedures, processes, organisational structures, and other control aspects that are implemented to ensure the achievement of the Group's objectives in operational effectiveness and efficiency, reliable financial reporting and compliance with laws, regulations, and internal policies.

The key processes established by the Board that provide effective governance and oversight of internal control systems include:

Control Environment and Control Activities

Organisation Structure

The Group has a formal organisational structure with clearly defined lines of accountability and responsibility, authority limits and reporting. The organisational structure provides the basic framework for ensuring that the Group's business and operations operate smoothly as well as depicting the span of control necessary for the effective supervision of day-to-day business conduct and accountability.

Sustainability Management

The Group has established a robust sustainability governance structure to ensure sound management of sustainability and climate-related risks, and to embed Environmental, Social, and Governance ("ESG") considerations into its core operations. ESG and climate-related risks are subject to internal controls, monitoring, and assurance processes, which include controls over sustainability-related reporting and disclosure.

Sustainability and climate-related efforts are guided by the Group's Sustainability Strategy and Roadmap, which sets out four thematic pillars, namely Sustainable & Responsible Finance, Committed to Achieving Net Zero by 2050, Embedding Good Practices, Enriching & Empowering Communities that guide all sustainability activities. It ensures consistency, transparency, and accountability for sustainability initiatives across the Group.

Oversight by the Board ensures that ESG matters are considered as part of the Group's strategic planning, aligning sustainability efforts with business objectives and regulatory expectations. The Board Sustainability Committee ("BSC") assists the Board in providing oversight over the integration of sustainability and climate-related considerations into the Group's strategy and decision-making processes. To comprehensively address sustainability and climate-related matters, the BSC collaborates closely with the BRC, Board Nominating & Remuneration Committee ("BNRC"), and BAC.

At the management level, the Group Sustainability Committee ("GSC"), chaired by the Group Managing Director, steers the strategic implementation of the Group's sustainability strategy and climate agenda. The GSC reports directly to the BSC on a quarterly basis.

Supporting the GSC to integrate sustainability considerations into the Group's business activities is the Sustainable Business Council ("SBC"), which comprises senior leaders across all Strategic Business Groups ("SBGs"). The SBC focuses on driving product innovation and growth in sustainable financial services. In addition, the integration of sustainability considerations into the Group's operations and supply chain is driven by SBGs and Strategic Functional Groups ("SFGs"). This includes the management of areas such as ethics and integrity, environmental stewardship, people & workplace, and sustainable supply chain. Progress on these areas are monitored by the GSC and BSC.

In 2025, RHB established Group Sustainability as a standalone pillar within the Group, consolidating the Group Sustainable Finance and Group Sustainability Strategic Management and Governance functions. This enhancement reaffirms the Group's commitment towards driving sustainable business growth while embedding ESG considerations across our business activities and operations.

In managing sustainability and climate-related risks, the Group is guided by frameworks, policies and guidelines which are aligned to regulatory requirements. This includes the Group Climate Risk Management Framework and Policy, Group Stance on Coal, Group No Deforestation, No Peat and No Exploitation ("NDPE") Policy, and the list of Prohibited Credits within the Group Credit Policy. Additionally, the Group Sustainable and Transition Finance Framework and Guidelines will be effective from FY2026 onwards. RHB has also established a comprehensive action plan to ensure compliance with the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards as mandated by the National Sustainability Reporting Framework, by 2027.

[For further details, please refer to the RHB Sustainability Report 2025.](#)

Statement on Risk Management and Internal Control 2025

Control Environment and Control Activities (Cont'd.)

Policies and Guidelines

Policies, guidelines and processes governing the Group's businesses and operations are documented and disseminated Group-wide to employees through the Group's intranet portal for ease of reference and compliance. These are reviewed and updated by the business and functional units through a structured review and approval process to adapt to changes in laws and regulations, business and operational environment.

Authority Limits

The Board has approved the Group Manual of Authority ("MOA") which defines the approving authority with its approving limits for the various levels of Management in the Group. Accordingly, the Management is empowered to discharge their responsibilities and be accountable for their decisions and actions. The MOA is reviewed periodically and updated in line with changes in the organisation structure, business environment or operational needs.

Technology and Cyber Risk Management

The Group regards Technology and Cyber Risk Management as a high-priority area to ensure the confidentiality, integrity, and availability of the Group's information assets and IT infrastructure, to enable the Group's strategy. This area is subsumed under the oversight of BRC, of which as per RMIT requirement, the composition of the Board includes one member with technology experience and competencies.

IT security in the Group is achieved through the implementation of a risk-based control approach covering people, processes, and technology. The Technology and Cyber Risk Management framework, policies, guidelines, and procedures are well-established and supported by proper organisational structures with competent resources. A defence in-depth strategy is used, where multiple layers of Technology and Cyber Risk Management controls are enforced throughout the IT infrastructure and system. Equally important to the technology and process controls is the continuous programme to raise the level of security awareness among employees at all levels, including Board members and third-party technology service providers.

With the increasing number of cyber threats globally and locally, the Group has established a Cyber Incident Response Guideline to ensure that there is a structured process of prompt monitoring and timely response to cyber threats and incidents.

This is operationalised through our Security Operation Centre and Cyber Emergency Response Team staffed with qualified cyber security professionals and equipped with market-leading solutions. Regular tests are conducted to ensure the readiness of our people and robustness of our processes and solutions.

In order to strengthen and enhance information security management, the Group has obtained ISO/IEC27001:2022 certification and Telecommunication Industry Association ("TIA")-942-B certification in addition to complying with various regulatory requirements to holistically manage information technology risks.

In addition, the rapid adoption of digitalisation, cloud adoption, and Artificial Intelligence ("AI") has led to increased risks to traditional on-premises computing system. To address this emerging risk, the Group has adopted a multi-pronged approach:

- Deployment of digital solutions with increased investment in security infrastructure and hiring skilled personnel for digital fraud and cloud security.
- Comprehensive technology and cloud risk assessment to evaluate the criticality and readiness of cloud adoption covering architecture, interfaces, confidentiality, and system redundancy.
- Establishing proper governance in the management of digital deployment, including independent third-party security reviews and introduction of policies to strengthen security controls for overall digitisation initiative.
- Continuous assessment of third-party cybersecurity postures and subscriptions to threat intelligence services for better visibility of current cyber landscapes.
- Enforcing secure coding practices that applies security considerations to how software will be coded and encrypted to best defend against cyberattacks or vulnerabilities.
- Developing the required frameworks, policies and guidelines for emerging/new technologies of AI to provide governance and guardrails for responsible and ethical adoption.
- Developing the IT Security 3-year (2025 – 2027) roadmap that aims to further strengthen the IT/Cyber security posture to better protect against continuous evolving cyber threat, meeting regulatory compliance requirements, and maintain a resilient IT infrastructure by continuous improvement in prevention, implementing intelligence and automation in detection and response.

Budgeting Process

A robust budgeting process is established requiring all key operating entities in the Group to prepare budgets and business plans annually for approval by the respective Boards. The budgets and business plans as well as strategic initiatives, taking into account the established risk appetite, go through challenge sessions with Management prior to deliberation at the Board where the Group budget is presented.

Human Capital Management

People are a key component of the Group's internal control environment, as the effectiveness of risk management and internal control systems depends on the integrity, competence, and sound judgement exercised by employees. Accordingly, the Group has established policies and procedures governing recruitment, appointment, performance management, rewards, talent management, disciplinary actions and, where necessary, termination.

The Group develops its human capital in alignment with the "Progressive Excellence: Empowering People for Tomorrow's Growth" strategy. Group Human Resource ("GHR") drives four strategic priorities – **Purposeful Work, Dynamic Workforce, Thriving Workplace,** and **Strong Foundation** – to ensure organisational readiness and resilience.

• Purposeful Work

The Group strengthens organisational effectiveness by optimising workforce capacity and configuration, improving headcount mix, and implementing flexible workforce models. Data-driven decision-making is supported through enhanced use of workforce analytics and AI-assisted insights to ensure workforce deployment remains efficient and aligned to business needs.

Control Environment and Control Activities (Cont'd.)

- **Dynamic Workforce**

To build a future-ready workforce, the Group invests in skills development through technical and future-skilling programmes, a structured competency framework, and leadership development interventions. Talent management is reinforced through Individual Development Plans, succession planning, mentoring, and cross-functional mobility to ensure a strong and diverse leadership pipeline.

- **Thriving Workplace**

The Group continues to foster a safe, inclusive, and engaging work environment. Key efforts include employer branding initiatives, multi-channel employee engagement, wellness and support programmes, and Diversity, Equity and Inclusion ("DEI") initiatives, all aimed at strengthening employee experience and retention. Relevant policies are reviewed periodically to ensure responsiveness to evolving workforce needs.

- **Strong Foundation**

To uphold governance and compliance, the Group implements mandatory learning programmes—delivered physically and digitally—to meet regulatory expectations and strengthen employee competency in areas such as risk management, conduct, customer experience, and operational excellence. The list of mandatory programmes is reviewed annually to ensure alignment with regulatory requirements and business priorities.

Group Code of Ethics and Conduct

The Group Code of Ethics and Conduct ("the Code") is established to ensure a high standard of ethical and professional conduct is upheld by all employees in performing their duties and responsibilities. All employees are required to understand and observe the Code. New recruits are briefed on the Code and are required to sign the Employee Declaration of Compliance Form upon joining the Group.

Group Gifts and Hospitality Guideline

The Group has also established the Gifts and Hospitality Guideline to promote integrity and transparency in giving and receiving gifts, as well as ensuring business entertainment activities are conducted ethically. The Guideline, which complements the Code and was updated in 2025, is designed to help the Group and its employees understand the respective parties' obligations in upholding corporate integrity and transparency in gifting.

Group Anti-Bribery and Corruption Policy

The Group remains steadfast in its zero-tolerance stance on bribery and corruption, a principle that is firmly rooted in RHB's core shared values. This commitment is reinforced through strict adherence to the Malaysian Anti-Corruption Commission Act 2009 and all other applicable anti-corruption laws and regulations. To uphold this commitment, the Group has established a Group Anti-Bribery and Corruption Policy that sets out minimum standards and guiding principles to safeguard business operations and assist employees in upholding corporate integrity and protecting the Group's reputation.

Key initiatives and targets formulated under the Group's Organisational Anti-Corruption Plan (2022–2026) are diligently reviewed and monitored to address potential weaknesses in internal controls and support continuous improvement. Relevant policies and guidelines are also periodically reviewed and updated to prevent operational lapses or breaches.

Group Anti-Money Laundering, Counter Financing of Terrorism and Countering Proliferation Financing Policy

The Group Anti-Money Laundering, Counter Financing of Terrorism and Countering Proliferation Financing ("AML/CFT/CPF") Policy ("Group AML/CFT/CPF Policy") was revised and updated in 2025, in accordance with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 and Bank Negara Malaysia ("BNM")'s Anti-Money Laundering, Countering Financing of Terrorism, Countering Proliferation Financing and Targeted Financial Sanctions for Financial Institutions ("AML/CFT/CPF and TFS for FIs"). It sets out the high-level standards for building a stronger and more robust AML/CFT/CPF compliance regime within the Group, ensuring consistency in managing AML/CFT/CPF compliance risks across the Group, and setting policy statements in respect of the general principles and key measures to which the Group adheres to.

Pursuant to the Group AML/CFT/CPF Policy, entities and/or employees within the Group are required to adopt a Risk Based Approach ("RBA") for customer acceptance and to implement the AML/CFT/CPF Compliance Programme framework. The RBA is applied to the assessment of customer due diligence ("CDD") requirements, monitoring of customer activities/transactions, reporting of suspicious transactions, record-keeping, AML/CFT/CPF training, protection of customer information, and enforcement actions for non-compliance with the requirements.

The policy also establishes and reinforces the roles and responsibilities of the Board in setting AML/CFT/CPF policies and guidelines, while holding Senior Management accountable for implementing and managing the AML/CFT/CPF compliance programme in line with the Board's approvals. It also clarifies the responsibilities of Senior Management, Group Internal Audit, and the Group Chief Compliance Officer within the Group.

The Group has established the Group's Sanctions Policy and updated the Group Sanctions Guidelines in 2025 to be more stringent and demonstrate its strong commitment to combating AML/CFT/CPF risks and ensuring compliance with all applicable AML/CFT/CPF and Targeted Financial Sanctions laws and regulations that legally bind the Group and its businesses. Restrictions and prohibitions in the policy were enhanced to mitigate the risk of sanctions breach and to continue upholding the zero-tolerance policy towards sanctions breaches or non-compliance.

The various AML initiatives led and completed by the Group were driven by its continuous commitment and efforts to comply with the applicable sanctions, laws, and regulations.

Statement on Risk Management and Internal Control 2025

Control Environment and Control Activities (Cont'd.)

Group Fraud Risk Management Policy

The Group Fraud Risk Management Policy ensures consistent organisational behaviour by developing, implementing and regularly reviewing strategies for fraud prevention, detection, and response. The Policy outlines core governing principles for managing fraud risks within the Group, including leadership and ethical culture, fraud awareness and prevention, fraud control and detection, fraud reporting and escalation as well as fraud response with appropriate corrective actions. It also articulates the roles and responsibilities of the Board, Senior Management, and other stakeholders within the Group on fraud risk management.

The Group strives to combat fraud by having a robust around-the-clock monitoring and detection capabilities in line with BNM's expectations for proactive risk management.

The Group continues to implement BNM's Fraud Countermeasures and the Enhanced Fraud Countermeasures. As part of the fraud countermeasures, the Group has commenced the decommissioning of unsupported mobile operating system ("OS") versions. The Group is also coordinating its efforts with the industry to establish a minimum standard for secure and up-to-date mobile OS platforms.

In addition, leveraging on advanced data analytics and fraud intelligence, the Group employs a comprehensive fraud risk profiles to identify customer segments with heightened susceptibility to fraud, thereby strengthening detection effectiveness.

The Group remains committed to a continuous enhancement of its processes to promptly address emerging vulnerabilities and ensure that appropriate action plans are implemented, consistent with sound governance and accountability standards.

The Group fraud risk prevention measures include enhanced employees, clients, and public awareness on fraud and scams.

- (i) The Group instils a culture of vigilance among employees in handling and combating fraud as well as deterring future occurrences:
 - Emplacing robust and comprehensive tools/infrastructure/training programmes to ensure risks resulting from fraud are identified, escalated/reported, and managed in a decisive and timely manner.
 - Enforcing a zero-tolerance policy to effectively mitigate fraud across the Group's three lines of defence with stern disciplinary action against employees involved in fraudulent activities.
- (ii) The Group also actively participates in industry-wide efforts to combat fraud, especially in online banking:
 - Publication of scams alerts and fraud notifications on a regular basis to raise awareness on fraud and scams, posted in the clients' communications, the Bank's websites and social media platforms.
 - Collaboration with Association of Banks Malaysia ("ABM") and Ministry of Higher Education ("MOHE") to organise fraud and scam awareness, talks, and campaigns at universities, private companies, and with the public.

Business Continuity Management

The Group recognises and is fully committed to the need to provide uninterrupted critical services to its customers, ensure the safety of its employees, protect its assets, including data, and safeguard the interests of its key stakeholders that collectively ensure the viability of the organisation. Hence, the Group acknowledges the importance of a sound Business Continuity Management ("BCM") Framework and Programme in building operational resilience and establishing an effective response and recovery mechanism to safeguard the interests of key stakeholders, reputation, and brand. The Group's BCM Programme is based on good practices on business continuity and operational resiliency, that are aligned to BNM and other regulatory guidelines and international standards.

The Board has an oversight function on the Group's BCM readiness through the BRC and GCRC. The Group Business Continuity Committee is the management committee established to oversee the Group's business continuity framework, policies, budget and plans, and reports to the GCRC.

A sound BCM Programme has been implemented within the Group to ensure resumption of critical business functions in a timely manner in the event of any disruption. Reviews, assessments, updates, and testing of the BCM plans are conducted regularly to ensure adequacy, effectiveness, and readiness of the operational recoveries. Simulation exercises and drills are conducted to familiarise and equip employees with the skills and processes required for the timely resumption of critical functions and business resiliency in the event of any disruption.

As part of the lessons learned from the COVID-19 pandemic, the Management has implemented proactive and precautionary measures to mitigate and manage the risk of outbreaks and infections. Hence, to ensure the continuous provision of essential services, the Business Continuity Plan ("BCP") pandemic strategy is in place. This entails split operations strategy and Work-From-Home arrangements, the utilisation of digital platforms for meetings, and communication platforms to provide advisories and updates on any revisions to the Standard Operating Procedures ("SOP") for pandemic to all employees of the Group.

The Group has introduced new initiatives to enhance the BCM programme and its crisis management processes to expedite crisis response and minimise the impact of disruptions, ensuring the resiliency of operations. The Group has expanded the scope of BCP/Disaster Recovery Plan ("DRP") test activities to prepare for diverse scenarios. It has also successfully conducted a Core Banking Weekday Disaster Recovery ("DR") run to ensure the capability and sustainability of DR systems to support production volumes during business days in the event of a prolonged outage. In 2025, a Crisis Simulation Exercise was conducted internally by the Group in collaboration with a third-party consultant. Additionally, the Group participated in the Securities Commission ("SC")'s -organised Annual Cyber Drill Exercise on 8 May 2025, alongside other industry's capital market entities.

Control Environment and Control Activities (Cont'd.)

In today's dynamic financial environment, banks face increasing challenges in managing outsourcing risks and ensuring the stability of critical business services. The 2025 Operational Resilience and Third-Party Risk Strategy is to strengthen operational resilience. The Group is refining its strategy by identifying Critical Business Services ("CBS") essential for survival, customer trust, and regulatory compliance. This includes defining impact tolerance thresholds, mapping end-to-end dependencies (people, processes, technology, third parties), and integrating structured contingency planning for disruptions ranging from short-term incidents to prolonged crises. Rigorous vendor risk management, continuous monitoring, and enterprise-wide crisis preparedness further reinforce the Group's ability to mitigate operational disruptions effectively.

Operational resilience remains a key priority to ensure the continuous provision of financial services, maintain orderly market conditions, and uphold public confidence. The Group is enhancing its severe-but-plausible scenario design, conducting targeted crisis simulation exercises, and strengthening business continuity frameworks to address evolving risks, including third-party interdependencies and cybersecurity threats. A robust internal and external communication strategy is in place to coordinate responses, manage reputation risks, and restore confidence

during disruptions. Through a disciplined and proactive approach, the Group remains committed to sustaining resilient financial services in an increasingly complex risk landscape.

The Group strives to continue improving its BCM framework through the maturity curve, aligning BCM practices with operational resiliency, including:

- (i) The ability to withstand, recover, and adapt to incidents that may cause harm, destruction or a loss of ability to perform functions; and
- (ii) A focus on outcomes, enabling business continuity during turbulent times.

Recovery Plan

In line with Bank Negara Malaysia's requirement, the Group has established a recovery plan ("RCP") which sets out the governance framework, recovery indicators, recovery options, scenario analysis and other key elements necessary for the timely identification and management of potential disruptions to the Group's financial strength, liquidity and operations. The RCP is subjected to periodic reviews to ensure its ongoing relevance and effectiveness.

Information and Communication

Performance Review

Regular and comprehensive information is provided by the Management to monitor performance against the strategic business plan and the annual budget approved by the Board. This information covers all key financial and operational indicators as well as key strategic initiatives undertaken by the Group during the financial year under review.


The Board and the Group Management Committee ("GMC") receive and review financial reports on the Group's monthly and quarterly financial performance against approved targets, detailing the reasons for any significant variances and measures being taken to meet such targets.

The heads of the core businesses and functions in the Group present their respective management reports to the GMC at its monthly meetings, covering areas such as financial performance, key activity results, and new business proposals or processes for information and deliberation by the GMC.

Group Whistleblowing Policy

The Group is committed to providing employees with a safe and confidential avenue to raise concerns without fear of reprisal. In support of this commitment, the Group Whistleblowing Policy ("GWBP") was established in 2007, and was last updated in 2025 to maintain alignment with regulatory and governance requirements. The GWBP is made available to employees across the regions in which RHB operates

and disclosure may be submitted in any language. The policy sets out clear mechanisms and minimum standards to be adhered to consistently across all entities within the Group when addressing disclosures of questionable actions or potential wrongdoing by any personnel of the Group or its Business Partners. It also identifies speakup@rhbgroup.com as the Group's primary designated whistleblowing channel, enabling confidential reporting in good faith. Other alternative reporting channels can be found in the policy.

 Details of the GWBP can be found under Practice 3.2 of the RHB Bank's Corporate Governance Report 2025, at www.rhbgroup.com.

Incident Management Reporting

To complement the Group's internal control monitoring, a comprehensive incident management reporting guideline has been implemented to ensure the proper escalation and management of incidents according to the level of severity. The established incident management reporting process ensures that all incidents with material risk and losses are escalated promptly within the specified escalation timeline to Senior Management and the Board, with necessary steps taken to mitigate potential risks. Periodic monitoring and progress updates on incidents until resolution enables decision-makers to undertake informed decision-making, stay up-to-date on situations, and manage risks effectively.

Statement on Risk Management and Internal Control 2025

Monitoring

Board Committees

The Board has established Board Committees to support its oversight functions. These Committees include RHB Bank BAC, RHB Insurance BAC, RHB Asset Management BAC, RHB Bank Board Risk Committee ("BRC"), RHB Investment Bank Board Risk Committee ("IBBRC"), RHB Islamic Board Risk Committee ("BRC-i"), RHB Insurance Board Risk Committee ("Insurance BRC"), Board Credit Committee, BSC and Board Nominating and Remuneration Committee.

These Board Committees are delegated specific duties to review and consider all matters within their scope of responsibility, as defined in their respective Terms of Reference ("ToR").

Detailed responsibilities of these Board Committees are outlined in RHB Bank Berhad's Corporate Governance Report 2025, Board Charter, and the respective ToRs, at www.rhbgroup.com

Group Management Committee

The GMC comprises the Group Managing Director as the Chairman, the Chief Executive Officers / Managing Directors of the relevant key operating subsidiaries, and the key Senior Management of the Group. The GMC provides the leadership and direction for the implementation of strategies and policies approved by the Board and meets monthly to discuss and deliberate on strategic matters that impact the Group's operations.

Management Audit Committees

Management Audit Committees ("MACs") have been established at key operating entities in the Group to ensure the timely rectification of any audit findings and the underlying causes highlighted by the internal and external auditors, as well as regulators. The status of rectification of all audit findings and the corresponding mitigation action plans implemented by the Management to adequately address the underlying causes are closely monitored by the MACs at each meeting.

The MACs, comprising senior-level representatives from various business/functional groups, are chaired by the Group Chief Financial Officer/Managing Director of the entity concerned. The MACs meet monthly/quarterly, and the minutes of these meetings, together with the relevant audit reports are subsequently tabled to the BAC for information, deliberation, and direction on further action, if required.

Group Compliance

Group Compliance supports the Group in all regulatory and compliance matters by ensuring compliance with relevant laws, rules, and regulations issued by regulators. The Group is committed to maintaining the highest standards of business conduct and ethics by establishing robust and comprehensive policies, procedures, processes, and systems that ensure honesty, transparency and integrity, while upholding its reputation and protecting its shareholders, customers, and employees.

Group Compliance has ongoing initiatives to build a stronger "culture of compliance" in day-to-day operations by managing risks effectively and ensuring adherence to regulatory requirements. In the financial year under review, the Group completed approximately 228 compliance culture programmes and issued various learning publications to maintain a robust compliance culture within the organisation. From 17 to 19 November 2025, Group Compliance held the Compliance Compass 2025 event under the theme 'Navigate to Comply.' The programme reinforced compliance awareness, as a shared responsibility in an

organisation. It achieved encouraging participation both physically and virtually from RHB employees. Employees gained practical insights into key compliance risks and industry best practices through a series of talks, exhibitions, and interactive activities. The event also brought together regulators, enforcement agencies, and learning partners, fostering meaningful collaboration and impactful learning across the Group.

The Group has made continuous efforts to monitor and manage compliance risk challenges, actively propagating the understanding that compliance is a shared responsibility across all levels of employees. Approximately 301 compliance reviews were conducted across the Group, offering insights into potential regulatory risks and enabling business improvements to processes.

Under the RHB AML/CFT/CPF Capabilities Enhancement ("RACE") Programme, Group Compliance completed the gap assessment phase for all regional branches and subsidiaries. The progress made to date includes the following:

- Enhanced governance process for AML/CFT matters by leveraging on the Group AML Committee, as an advisory platform;
- Rolled-out AML Awareness campaigns;
- Refined learning needs analysis ("LNA"), and kick-started AML/CFT training sessions;
- Rolled out AML product risk rating model;
- Enhanced Transaction Monitoring end-to-end process and standards;
- Rolled out a full suite of the Group AML system capabilities to RHB Bank Lao Sole Co., Ltd;
- Enabled comprehensive payment screening via SWIFT SAA hubbing – implemented for RHB Bank Cambodia and RHB Bank Lao Sole Co., Ltd, and in progress for RHB Bank Brunei;
- Enhanced screening and controls for Trade Finance; and
- Implemented AML/CFT Risk Appetite Statement ("RAS"), and enhanced AML/CFT risk reporting.

The Group has in addition, enhanced its AML/CFT/CPF capabilities through improvements in AML/CFT/CPF data governance and data management, transaction monitoring scenario coverage and calibration, as well as screening rules and matching validation. This helped to streamline processes to avoid errors and duplication of effort by standardising the overall approach and leveraging smart automation.

The smart automation enhancements include:

- Strengthened Trade-Based Money Laundering controls, e.g. consistent screening for dual-use goods and a standardised approach to identifying beneficial owners;
- Comprehensive risk coverage through new transaction monitoring scenarios; and
- Remediation of customer information while adopting an enhanced AML risk assessment tools and analysis.

The key control operations are performed to a high and consistent standard by centralising AML/CFT/CPF control operations within Group Operations, establishing a clear first Line of Defence ownership which is supported by strong BRCO/BRO/BCO and governance committees with a clearly defined Risk Appetite Statement ("RAS") and policies, reporting and KPI. This also include some automation key processes such as for Enhanced Due Diligence Forms and approval via system, enhanced effectiveness Customer Risk Profiling via system and etc.

Monitoring (Cont'd.)

Shariah Compliance

In line with the Shariah Governance Policy Document issued by BNM, the Group has maintained a comprehensive Shariah Governance Framework encompassing Shariah governance structure, key principles of Shariah governance and control functions, reporting structure as well as roles and responsibilities.

Various activities and initiatives, such as Shariah reviews, assessments, training sessions, and briefings, have been implemented to strengthen Shariah compliance. Efforts include addressing employees implications of non-compliance review findings and cultivating a strong compliance culture. Shariah compliance awareness programmes and continuous learning programmes were conducted throughout the year to educate employees on the importance of Shariah requirements and the necessity of compliance surveillance.

INTERNAL AUDIT


Group Internal Audit ("GIA") was established by the Board to provide an independent assurance on the adequacy and effectiveness of the Group's risk management, internal control, and governance processes as implemented by the Management. GIA's activities are guided by the Global Internal Audit Standards issued by the Institute of Internal Auditors, as set out in the International Professional Practices Framework and by the requirements of relevant regulators governing the internal audit function. GIA is headed by the Group Chief Internal Auditor who reports functionally to the BAC and administratively to the Group Managing Director, ensuring GIA's independence from Management. GIA is adequately resourced with suitably qualified personnel.

The internal audit universe covers all key activities of the Group, including branches, all business and support functions, overseas operations, subsidiaries, outsourced activities, and regulator-mandated reviews. GIA adopts a risk-based approach in determining the auditable units and frequency of audits, in line with the Group's key risks, strategies and areas of focus, which are identified through GIA's risk assessment methodology. The risk-based internal audit plan is approved by the BAC annually.

Audits are conducted in accordance with the approved audit plan, with ad-hoc reviews and investigations performed upon request by the Management, the Board or regulators. Investigations into whistleblowing cases are conducted by GIA, Industrial Relations & Human Resource Governance and/or Group Integrity & Governance. The outcomes of these investigations are reported to the BAC for deliberation and the Board for notation.

Audit reports, detailing the audit findings, root causes, risk and impact, GIA's comments and recommendations, and Management's response are tabled to MACs and BAC on a monthly basis. In addition, Shariah Audit reports are tabled to the Shariah Committee for notification and deliberation.

GIA has expanded the use of data analytics to enhance the efficiency and effectiveness of audits. As part of its capability-building efforts and in preparing its internal audit staff members to be 'auditors of the future', GIA continues to enhance the competency framework, in collaboration with Group Human Resources.

 Further information on the GIA function can be found in the Board Audit Committee Report of this Integrated Report.

CONCLUSION

The Board, through the RHB Bank BAC, RHB Insurance BAC, RHB Asset Management BAC, BRC, IBBRC, BRC-i and Insurance BRC confirms that it has reviewed the adequacy and effectiveness of the Group's risk management and internal control system.

The Board has also received assurance from the Group Managing Director and the Group Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively in all material aspects.

Based on the monthly updates from its Board Committees and the assurance received from the Management, the Board is of the view that the Group's risk management and internal control system is operating adequately and effectively for the financial year under review and up to the date of approval of this Statement.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysian Institute of Accountants. AAPG 3 does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

Analysis of Shareholdings

as at 27 February 2026

Number of Issued Shares : 4,361,913,750 ordinary shares

Class of Shares : Ordinary shares

Voting Rights : Each shareholder present in person or by proxy at any Shareholders' Meeting shall have one vote for each ordinary share held

Number of Shareholders : 67,885

Category	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Shareholdings
Less than 100 shares	5,148	7.58	113,671	0.00
100 – 1,000 shares	27,027	39.81	13,527,704	0.31
1,001 – 10,000 shares	28,008	41.26	101,132,302	2.32
10,001 – 100,000 shares	6,398	9.43	183,250,812	4.20
100,001 to less than 5% of the issued shares	1,302	1.92	2,057,157,637	47.16
5% and above of the issued shares	2	0.00	2,006,731,624	46.01
Total	67,885	100.00	4,361,913,750	100.00

SUBSTANTIAL SHAREHOLDERS

No.	Name of Substantial Shareholders	No. of Shares			
		Direct	%	Indirect	%
1.	Employees Provident Fund Board ("EPF") ¹	1,636,882,169	37.53	-	-
2.	OSK Holdings Berhad	447,768,886	10.27	-	-
3.	Kumpulan Wang Persaraan (Diperbadankan)	211,910,046	4.86	11,973,510	0.27
4.	Tan Sri Ong Leong Huat @ Wong Joo Hwa ²	-	-	447,768,886	10.27
5.	Yellow Rock (L) Foundation ²	-	-	447,768,886	10.27

Notes:

¹ The interest of EPF is held through various fund managers.

² Deemed interested pursuant to Section 8(4) of the Companies Act 2016, by virtue of shares held through OSK Holdings Berhad.

DIRECTORS' INTEREST IN SECURITIES OF THE COMPANY AND ITS RELATED CORPORATION

The Company	Shareholdings	
	No. of Shares Held	%
Tan Sri Ong Leong Huat @ Wong Joo Hwa – Indirect ¹	448,002,723	10.27
Ong Ai Lin – Direct	29,071	*
Donald Joshua Jaganathan – Direct	40,000	*
Dato' Mohd Rashid Mohamad – Direct	182,000	*

Notes:

* Negligible percentage.

¹ Deemed interested pursuant to Sections 8(4) and 59 of the Companies Act 2016, by virtue of shares held through OSK Holdings Berhad, 3 Fairies Holdings Sdn Bhd and his family members.

Classification of Shareholders

as at 27 February 2026

Category	No. of Shareholders		Shareholdings		% of Total Shareholdings	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
Individual						
Bumiputera	797	0	5,496,333	0	0.13	0.00
Chinese	35,515	0	249,780,093	0	5.73	0.00
Indian	1,018	0	6,413,662	0	0.15	0.00
Others	145	757	1,479,316	13,714,665	0.03	0.31
Body Corporate						
Banks/Finance Companies	34	2	500,449,616	215,000	11.47	0.01
Investment Trusts/Foundation/ Charities	17	0	532,884	0	0.01	0.00
Industrial and Commercial Companies	527	19	436,449,022	7,709,922	10.00	0.18
Government Agencies/Institutions	1	0	374,089	0	0.01	0.00
Nominees	27,463	1,585	2,215,305,970	923,871,491	50.79	21.18
Others	5	0	121,687	0	0.00	0.00
Total	65,522	2,363	3,416,402,672	945,511,078	78.32	21.68

Changes in Share Capital

as at 27 February 2026

The number of issued shares of the Company as at 27 February 2026 is 4,361,913,750 ordinary shares.

The changes on the number of issued shares since 1999 are as follows:

Date	No. of Shares Allotted	Description	Cumulative No. of Issued Shares	
			Preference Shares	Ordinary Shares
03/06/1999	308,500,000 (preference shares)	Issued pursuant to Sale of Shares Agreement between RHB Bank Berhad ("RHB Bank"), Rashid Hussain Berhad (as promoter), Sime Darby Financial Services Holdings Sdn Bhd and KUB Malaysia Berhad for the acquisition of 90.36% equity interest in Sime Bank Berhad.	308,500,000	3,899,971,952
03/06/1999	1,000,000,000 (preference shares)	Issued pursuant to Subscription Agreement dated 30 November 1998 between Danamodal Nasional Berhad, RHB Capital Berhad ("RHB Capital") and RHB Bank.	1,308,500,000	3,899,971,952
01/09/1999	4,469,561 (preference shares)	Issued pursuant to the compulsory acquisition of the remaining 9.64% equity interest in Sime Bank Berhad.	1,312,969,561	3,899,971,952
23/09/1999	55,129,584 (preference shares)	Issued pursuant to the compulsory acquisition of the remaining 9.64% equity interest in Sime Bank Berhad.	1,368,099,145	3,899,971,952
27/03/2008	2,736,198,290 (ordinary shares of RM0.50 each)	Issued pursuant to the Conversion Notice received by RHB Bank in respect of the Irredeemable Non-Cumulative Convertible Preference Shares ("INCPS") holder, RHB Capital's intention to convert its entire 1,368,099,145 INCPS of RM1.00 each into new ordinary shares of RM0.50 each in RHB Bank.	-	6,636,170,242
31/10/2014	94,802,428 (ordinary shares of RM0.50 each)	Issued pursuant to Rights Issue on the basis of 1 new ordinary share for every 70 existing ordinary shares held.	-	6,730,972,670
03/04/2015	190,197,391 (ordinary shares of RM0.50 each)	Issued pursuant to Rights Issue on the basis of 28.26 new ordinary shares for every 1,000 existing ordinary shares held.	-	6,921,170,061
18/02/2016	Not applicable	Consolidation of every 2 existing ordinary shares of RM0.50 each into 1 new ordinary share of RM1.00 each.	-	3,460,585,030
07/04/2016	101,618,705 (ordinary shares of RM1.00 each)	Issued pursuant to Rights Issue on the basis of 29.3646 new ordinary shares for every 1,000 existing ordinary shares held.	-	3,562,203,735
14/04/2016	447,841,886 (ordinary shares of RM1.00 each)	Cash	-	4,010,045,621
08/07/2021	58,314,499 (ordinary shares of RM4.61 each)	Issued pursuant to Dividend Reinvestment Plan applicable to the Final Dividend in respect of financial year ended 31 December 2020.	-	4,068,360,120
03/11/2021	74,558,388 (ordinary shares of RM4.69 each)	Issued pursuant to Dividend Reinvestment Plan applicable to the Interim Dividend in respect of financial year ended 31 December 2021.	-	4,142,918,508
16/06/2022	69,158,646 (ordinary shares of RM5.17 each)	Issued pursuant to Dividend Reinvestment Plan applicable to the Final Dividend in respect of financial year ended 31 December 2021.	-	4,212,077,154
07/11/2022	35,296,474 (ordinary shares of RM4.97 each)	Issued pursuant to Dividend Reinvestment Plan applicable to the Interim Dividend in respect of financial year ended 31 December 2022.	-	4,247,373,628
15/05/2023	38,974,473 (ordinary shares of RM4.74 each)	Issued pursuant to Dividend Reinvestment Plan applicable to the Second Interim Dividend in respect of financial year ended 31 December 2022.	-	4,286,348,101
16/05/2024	73,141,449 (ordinary shares of RM4.88 each)	Issued pursuant to Dividend Reinvestment Plan applicable to the Second Interim Dividend in respect of financial year ended 31 December 2023.	-	4,359,489,550
03/07/2025	2,424,200 (ordinary shares of RM5.71 each)	Issued pursuant to Share Grant Scheme of RHB Bank.	-	4,361,913,750

List of Thirty (30) Largest Shareholders

as at 27 February 2026

No.	Name	Shareholdings	
		No. of Shares	%
1	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	1,636,882,169	37.53
2	OSK HOLDINGS BERHAD	369,849,455	8.48
3	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	211,910,046	4.86
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD	91,010,735	2.09
5	PERMODALAN NASIONAL BERHAD	71,861,500	1.65
6	PUBLIC INVEST NOMINEES (TEMPATAN) SDN BHD FOR OSK HOLDINGS BERHAD	64,650,962	1.48
7	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA	58,222,200	1.34
8	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 3	37,832,700	0.87
9	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA	36,111,900	0.83
10	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	35,141,129	0.81
11	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 2 - WAWASAN	34,105,700	0.78
12	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FUND	33,627,472	0.77
13	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	30,112,669	0.69
14	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	28,413,700	0.65
15	CARTABAN NOMINEES (TEMPATAN) SDN BHD PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	26,934,474	0.62
16	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 19)	23,092,000	0.53
17	CARTABAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR BARCLAYS CAPITAL SECURITIES LTD (SBL/PB)	22,060,838	0.51
18	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF	17,572,466	0.40
19	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	17,019,188	0.39
20	HSBC NOMINEES (ASING) SDN BHD J.P. MORGAN SECURITIES PLC	16,989,828	0.39
21	HSBC NOMINEES (ASING) SDN BHD JPMSE LUX FOR ROBECO CAPITAL GROWTH FUNDS	16,740,174	0.38
22	PERTUBUHAN KESELAMATAN SOSIAL	16,600,000	0.38

List of Thirty (30) Largest Shareholders

as at 27 February 2026

No.	Name	Shareholdings	
		No. of Shares	%
23	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB BANK BERHAD (EDP 2)	15,663,092	0.36
24	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	15,252,100	0.35
25	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR CITIBANK NEW YORK (NORGES BANK 14)	15,093,400	0.35
26	HSBC NOMINEES (ASING) SDN BHD MORGAN STANLEY & CO. INTERNATIONAL PLC (FIRM A/C)	14,644,354	0.34
27	HSBC NOMINEES (ASING) SDN BHD HSBC-FS G FOR PEOPLE'S BANK OF CHINA (SICL ASIA EM)	14,288,600	0.33
28	HONG LEONG ASSURANCE BERHAD AS BENEFICIAL OWNER (LIFE PAR)	13,011,247	0.30
29	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR BLACKROCK INSTITUTIONAL TRUST COMPANY, N.A. INVESTMENT FUNDS FOR EMPLOYEE BENEFIT TRUSTS	12,075,350	0.28
30	HSBC NOMINEES (TEMPATAN) SDN BHD HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	10,874,156	0.25

List of Top Ten (10) Properties

as at 31 December 2025

Location	Owner	Description of Property	Land Area (sq m.)	Usage	Age of building (Years)	Tenure	Year of Expiry on Lease	Net Book Value 31.12.2025 (RM'000)	Year of Acquisition or Revaluation	
MALAYSIA										
Kuala Lumpur										
1.	Tower 1, Tower 2 & 3, RHB Centre 424 & 426 Jalan Tun Razak	RHB Bank Berhad	12 storey & 16 storey office building	10,270	Office Space	36 & 30	Freehold	-	164,514	2016
2.	Lot 29 Jalan Tun Razak	RHB Bank Berhad	Vacant Land	5,478	Staff Carpark	N/A	Freehold	-	133,000	2016
Selangor										
3.	Lot No. 8 Jalan Institusi Bandar Baru Bangi	RHB Bank Berhad	6 storey office Block, 5 storey Training Block, 7 storey IT Block & 5 storey Car Park Block	55,713	Training Centre	25	Leasehold	2090	48,864	1992
Perak										
4.	No. 2, 4, 6 & 8 Jalan Tun Sambanthan Ipoh	RHB Bank Berhad	4 storey office building	890	Bank Branch	28	Freehold	-	3,836	1991
Penang										
5.	Unit 11 & 12 Jalan Chain Ferry Tmn Inderawasih Seberang Prai	RHB Bank Berhad	2 units of 3 storey commercial building	603	Bank Branch	31	Freehold	-	3,171	1998
SINGAPORE										
6.	90 Cecil Street	Banfora Pte Ltd	17-storey commercial building with a basement carpark	796	Commercial Building	46	Leasehold	2883	148,012	1997
7.	10, Jalan Besar 01-03 & B1-13 Sim Lim Tower	RHB Bank Berhad	Two shop units within a commercial building	543	Bank Branch	47	Freehold	-	24,683	1999
8.	14A/B, 16A/B & 18A/B East Coast Road	RHB Bank Berhad	3 units of 3 storey shophouses	442	Office	67	Freehold	-	13,009	1999
9.	1/1A/1B Yio Chu Kang Road	RHB Bank Berhad	3 storey corner walk-up building	101	Office	56	Freehold	-	9,048	1999
10.	No. 537/539 Geylang Road	RHB Bank Berhad	3 storey shophouses	374	Office	46	Freehold	-	8,680	1999

Notice of 60th Annual General Meeting

NOTICE IS HEREBY GIVEN that the 60th Annual General Meeting (“**AGM**”) of RHB Bank Berhad (“**RHB Bank**” or “**Company**”) will be held at Kuala Lumpur Convention Centre, Ballroom 2, Level 3, East Wing, Jalan Pinang, Kuala Lumpur City Centre, 50088 Kuala Lumpur, Malaysia (“**Meeting Venue**”) and will be broadcasted live from the Meeting Venue on Wednesday, 6 May 2026 at 10.00 a.m. to transact the following businesses:

AGENDA

AS ORDINARY BUSINESS:

- | | |
|---|---|
| <p>1. To receive the Audited Financial Statements of the Company for the financial year ended 31 December 2025 and the Directors’ and Auditors’ Reports thereon.</p> | <p>(Please refer to Explanatory Note 1)</p> |
| <p>2. To re-elect the following Directors, each of whom retires by rotation pursuant to Clause 94 of the Company’s Constitution and being eligible, offer himself for re-election:</p> <p>(i) Mr. Lim Cheng Teck
(ii) Datuk Iain John Lo
(iii) Tan Sri Ahmad Badri Mohd Zahir</p> <p>Ms. Ong Ai Lin, having reached the nine-year tenure limit under the Guidelines on Tenure of Appointment/ Re-Appointment of Non-Executive Directors of RHB Banking Group, has expressed her intention not to seek re-election at the forthcoming AGM. Accordingly, she will remain in office until the conclusion of the 60th AGM.</p> | <p>Ordinary Resolution 1
Ordinary Resolution 2
Ordinary Resolution 3</p> |
| <p>3. To approve the payment of Directors’ fees and Board Committees’ allowances to the Non-Executive Directors for the period from the 60th AGM to the 61st AGM of the Company.</p> | <p>Ordinary Resolution 4</p> |
| <p>4. To approve the payment of Directors’ remuneration (excluding Directors’ fees and Board Committees’ allowances) of an amount up to RM2,600,000.00 to the Non-Executive Directors for the period from the 60th AGM to the 61st AGM of the Company.</p> | <p>Ordinary Resolution 5</p> |
| <p>5. To re-appoint Messrs. PricewaterhouseCoopers PLT as Auditors of the Company to hold office until the conclusion of the 61st AGM of the Company, at a remuneration to be determined by the Directors.</p> | <p>Ordinary Resolution 6</p> |

AS SPECIAL BUSINESS:

To consider and if thought fit, to pass the following resolutions:

- | | |
|--|-------------------------------------|
| <p>6. AUTHORITY FOR DIRECTORS TO ISSUE SHARES</p> <p>“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.</p> <p>AND THAT pursuant to Section 85 of the Companies Act 2016 read together with Clause 14(e)(i) of the Constitution of the Company, the shareholders of the Company do hereby waive their statutory pre-emptive rights over all New Shares issued under the authority.”</p> | <p>Ordinary Resolution 7</p> |
| <p>7. To transact any other business, for which due notice shall have been given in accordance with the Companies Act 2016.</p> | |

BY ORDER OF THE BOARD

Azman Shah Md Yaman (LS 0006901) (SSM PC No.: 201908001628)

Filza Zainal Abidin (LS 0008413) (SSM PC No.: 202208000377)

Company Secretaries

Kuala Lumpur
7 April 2026

NOTES:

Hybrid AGM

1. The 60th AGM of the Company will be held on a hybrid mode and members/proxies/corporate representatives are given options, either:
 - (i) To attend physically ("**Physical Attendance**") at the Meeting Venue. Members/proxies/corporate representatives who wish to attend and participate at the 60th AGM physically are required to register for the AGM at the Meeting Venue.
 - (ii) To attend virtually ("**Virtual Attendance**") using the Remote Participation and Electronic Voting ("**RPEV**") facilities to be provided by the appointed Share Registrar for this AGM, Boardroom Share Registrars Sdn Bhd ("**Boardroom**"). Members/proxies/corporate representatives who wish to attend and participate at the 60th AGM remotely, the virtual meeting will be conducted through live streaming and online remote voting via the RPEV facilities to be provided by Boardroom at <https://meeting.boardroomlimited.my>.

Refer to the procedures provided in the Administrative Details to register, participate and vote remotely.

Appointment of Proxy

1. For the purpose of determining a member's entitlement at the 60th AGM in accordance with Clause 51(c) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a General Meeting Record of Depositors as at 29 April 2026.

Only a member whose name appears on the Record of Depositors shall be eligible to participate at the 60th AGM or appoint proxy(ies) to participate and vote on his/her behalf.

2. A member of the Company entitled to participate and vote remotely at the 60th AGM is entitled to appoint one (1) or more proxies to participate and vote remotely in his/her place. A proxy may but need not be a member of the Company.
3. The Proxy Form must be signed by the appointer or his/her attorney duly authorised in writing or in the case of a corporation, be executed under its common seal or under the hand of its attorney duly authorised in writing.

If the Proxy Form is returned without any indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit.

4. Where a member appoints two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("**SICDA**"), it may appoint at least one (1) proxy in respect of each Securities Account which is credited with ordinary shares of the Company.
5. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under SICDA which is exempted from compliance with the provisions of Section 25A(1) of SICDA.
6. The Proxy Form or other instruments of appointment must be deposited at the office of the share registrar of the Company, Boardroom Share Registrars Sdn Bhd, 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia or lodged electronically via "Boardroom Smart Investor Portal" at <https://investor.boardroomlimited.com> not later than 48 hours before the time fixed for holding the forthcoming 60th AGM or any adjournment thereof.

Notice of 60th Annual General Meeting

Explanatory Notes

1. Item 1 of the Agenda – Audited Financial Statements for Financial Year Ended 31 December 2025

The Audited Financial Statements are laid for discussion only in accordance with Section 340(1)(a) of the Companies Act 2016 and do not require approval of the shareholders. Hence, the same will not be put forward for voting.

2. Ordinary Resolutions 1, 2 and 3 – Re-election of Retiring Directors

2.1 Clause 94 of the Company's Constitution provides that one-third of the Directors for the time being, or if their number is not a multiple of three (3), then the number nearest to one-third, shall retire by rotation at an AGM of the Company and be eligible for re-election. With the current Board size of 10, four (4) Directors are to retire in accordance with Clause 94 of the Company's Constitution.

Mr. Lim Cheng Teck, Datuk Iain John Lo and Tan Sri Ahmad Badri Mohd Zahir shall retire in accordance with Clause 94 of the Company's Constitution and are eligible to seek for re-election.

Ms. Ong Ai Lin, having reached the nine-year tenure limit under the Guidelines on Tenure of Appointment/Re-Appointment of Non-Executive Directors of RHB Banking Group, has expressed her intention not to seek re-election at the forthcoming AGM. Accordingly, she will remain in office until the conclusion of the 60th AGM.

2.2 The Board Nominating and Remuneration Committee ("**BNRC**") had considered and assessed the performance and contribution of each retiring Director via the annual Board Effectiveness Evaluation ("**BEE**") exercise for financial year 2025 ("**FY2025**").

(a) The Company undertook a comprehensive assessment of the Board, Board Committees and Individual Directors. The questionnaire for each Director was customised based on the Director's representation of the respective entity's Board and/or Board Committee. The BEE questionnaire was designed based on the principles and governance practices set out in local regulatory standards and requirements, and international good practices.

(b) In line with Standard 13.1 and Guideline 13.2 of the Policy Document on Corporate Governance issued by Bank Negara Malaysia ("**BNM**"), the Board appointed Ernst & Young Consulting Sdn Bhd to conduct an independent BEE of the Directors of the Company based on the relevant performance criteria which included the following:

Part A: Evaluation of the Board

Part A assessed the overall behaviours and culture of the Board based on five (5) identified dimensions, namely leadership & culture, composition, responsibilities, committees and administration & operations of the Board as a collective unit and also specifically on the attributes of individual Board Committee's conduct & performance. The assessment was conducted through structured interview evaluation and questionnaires. The results indicated that the Board is effective and well-functioning, providing strong oversight and stewardship over key areas under the Board's mandate.

Part B: Board of Directors' Self & Peer-Assessment

Part B evaluated individual Board member's contribution to the Board and aspects on personal qualities and attributes. The questionnaires were designed to assess the Directors on specific traits such as independence, contribution & commitment, competencies, skills and expertise and general comments on other Directors. Based on the results of the BEE, the individual Directors met the performance criteria required of an effective and a high performance Board.

(c) The profile of the Directors up for re-election/re-appointment can be found in RHB Bank Berhad's Integrated Report 2025 and the detailed write-up on the outcome of the BEE is disclosed under **Practice 6.1** of RHB Bank Berhad's Corporate Governance Report 2025 ("**CG Report**"). Details of the BNRC's view on the re-election/re-appointment of the respective Directors can be found under **Practice 5.7** of the CG Report.

2.3 Section 54(2)(a) of the Financial Services Act 2013 ("**FSA**") provides that the appointment, election, re-appointment and re-election of a Chairman, Director or Chief Executive Officer of the Company is subject to the prior written approval of BNM. In this respect, the approval granted by BNM on the tenure of the Directors seeking re-election under Ordinary Resolutions 1, 2 and 3 remain in force.

Based on the above, the Board had approved the recommendation to seek the shareholders' approval for the re-election of the retiring Directors, namely, Mr. Lim Cheng Teck, Datuk Iain John Lo and Tan Sri Ahmad Badri Mohd Zahir. These three (3) retiring Directors had abstained from deliberations and decisions on their eligibility to stand for re-election at the relevant Board meeting. The Board further noted that Ms. Ong Ai Lin who is also retiring by rotation in accordance with Clause 94 of the Company's Constitution and having reached the nine-year tenure limit under the Guidelines on Tenure of Appointment/Re-Appointment of Non-Executive Directors of RHB Banking Group, has expressed her intention not to seek re-election at the forthcoming AGM. Accordingly, she will remain in office until the conclusion of the 60th AGM.

3. Ordinary Resolutions 4 and 5 – Payment of Directors' Fees, Board Committees' Allowances and Directors' Remuneration (excluding Directors' Fees and Board Committees' Allowances) to the Non-Executive Directors

The Non-Executive Chairman and Non-Executive Directors are entitled to annual Directors' fees and annual Board Committees' allowances. The current Directors' fees and Board Committees' allowances are as set out below:

No.	Description	Non-Executive Chairman (RM)	Non-Executive Directors (RM)
1	Annual Directors' Fees	340,000.00	240,000.00
Annual Board Committees' Allowances			
2	Board Audit Committee	75,000.00	45,000.00
3	Board Nominating and Remuneration Committee	75,000.00	45,000.00
4	Board Risk Committee	75,000.00	45,000.00
5	Board Credit Committee	75,000.00	45,000.00
6	Board Sustainability Committee	60,000.00	40,000.00
Directors' Remuneration (excluding Directors' Fees and Board Committees' Allowances)			
7	Monthly Fixed Allowance ^(a)	25,000.00	Not Applicable
8	Meeting Allowance (per meeting):		
	(a) Board of the Company	3,000.00	3,000.00
	(b) Board Committees ^(b)	3,000.00	3,000.00
9	Farewell Pot Scheme (for the entire tenure of directorship) ^(c)	3,000.00	3,000.00
10	Other Benefits:		
	Club membership, Directors & Officers liability insurance coverage, driver, car and petrol allowance, electronic devices and peripherals for meeting purposes, Directors' business-use credit card, personal accident insurance, banking benefits, air travel coverage, medical coverage, etc.		

Notes:

(a) The monthly fixed allowance is given to the Chairman of the Company as a Special Allowance, in recognition of the significant roles in leadership and oversight, and the wide-ranging scope of responsibilities expected of him.

(b) The abovementioned Board Committees are Centralised Committees which are shared by the Company and its relevant subsidiaries of RHB Banking Group ("the Group").

(c) A token with the value of up to RM3,000.00 will be granted to a Non-Executive Director for the entire tenure of directorship upon his/her exit from the Group, either upon retirement or resignation.

The Group Managing Director / Group Chief Executive Officer does not receive any Director's remuneration.

In determining the estimated total amount of remuneration (excluding Directors' fees and Board Committees' allowances) for the Non-Executive Directors including the Non-Executive Chairman of the Board of the Company, the Board had considered various factors including the number of scheduled meetings for the Board and Board Committees as well as the number of Non-Executive Directors involved in these meetings.

The shareholders' approval is hereby sought for the payment of Directors' Fees and Board Committees' Allowances as well as Directors' remuneration (excluding Directors' Fees and Board Committees' Allowances) up to an amount of RM2,600,000.00 to the Non-Executive Directors with effect from the 60th AGM to 61st AGM of the Company.

Payment of the Non-Executive Directors' remuneration will be made by the Company on a monthly basis and/or as and when deemed appropriate, if the proposed Ordinary Resolutions 4 and 5 have been passed at the 60th AGM of the Company. The Board is of the view that it is just and equitable for the Non-Executive Directors to be paid the Directors' remuneration on a monthly basis and/or as and when deemed appropriate, particularly after they have discharged their responsibilities and rendered their services to the Company throughout the relevant period.

Notice of 60th Annual General Meeting

4. Ordinary Resolution 6 – Re-appointment of Auditors

The Board Audit Committee (“**BAC**”) had, on 22 January 2026, conducted its annual assessment on the external auditors of the Company, Messrs. PricewaterhouseCoopers PLT (“**PricewaterhouseCoopers**”) in accordance with BNM’s Guidelines on External Auditors. The assessment covered a wide spectrum of matters such as performance, suitability, independence and objectivity of the external auditors, based on qualifying criteria for the re-appointment of auditors and terms of audit engagements.

Having satisfied with their performance and fulfilment of criteria as set out in BNM’s Guidelines on External Auditors, the BAC recommended the re-appointment of PricewaterhouseCoopers as the external auditors of the Company for the financial year ending 31 December 2026.

The Board had, on 28 January 2026, approved the BAC’s recommendation for shareholders’ approval to be sought at the 60th AGM of the Company on the re-appointment of PricewaterhouseCoopers as the external auditors of the Company for the financial year ending 31 December 2026, under Ordinary Resolution 6.

5. Ordinary Resolution 7 – Authority for Directors to Issue Shares

The proposed Ordinary Resolution 7 is to renew 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. 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%¹ of the total number of issued shares of the Company (excluding treasury shares) 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.

Pursuant to Section 85 of the Companies Act 2016 read together with Clause 14(e)(i) of the Company’s Constitution, the shareholders to waive their statutory pre-emptive rights to be offered any new shares which rank equally to existing shares issued by the Company.

¹ The allocation of 10% includes the amount of up to 2% allotted under the Share Grant Scheme (“**SGS**”) of RHB Bank and its subsidiaries, approved by shareholders at the Extraordinary General Meeting (“**EGM**”) on 27 April 2022. This 2% allocation, approved by shareholders at the EGM of the Company held on 27 April 2022, shall continue to be in force for a period of nine (9) years until 2031 and is intended to be utilised at any point in time during the duration of SGS period for employees and Executive Directors of RHB Banking Group (excluding subsidiaries which are dormant), who fulfil the eligibility criteria and who are selected to be offered for participation in the SGS in accordance with the provisions of the By-Laws governing the SGS.

STATEMENT ACCOMPANYING NOTICE OF THE 60th AGM OF THE COMPANY

Additional information pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad is set out in Annexure A to the Notice of the 60th AGM of the Company.

ANNEXURE A

Statement Accompanying Notice of the 60th AGM of the Company

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

- (i) Further details of individuals who are standing for re-election as Directors at the 60th AGM are provided in the RHB Bank’s Integrated Report 2025. No individual is standing for election as a Director at the 60th AGM of the Company.
- (ii) A statement relating to general mandate for issue of securities in accordance with paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The proposed Ordinary Resolution 7 for the General Mandate for issue of securities is a renewal mandate. As at the date of this Notice, no new shares were issued pursuant to Sections 75 and 76 of the Companies Act 2016 granted to the Directors at the last AGM held on 8 May 2025.

Proxy Form



Registration No. 196501000373 (6171-M)
(Incorporated in Malaysia under the then
Companies Ordinances, 1940-1946)

No. of Ordinary Shares Held	CDS Account No.

I/We _____ NRIC/Passport/Company No. _____
(Name in block letters)

of _____
(Full address)

being a member of **RHB BANK BERHAD** ("RHB Bank" or "Company") hereby appoint:

Name _____ NRIC No. (Mandatory) _____
(Name in block letters)

of _____
(Full address, Email & Tel. No.)

and/or*

Name _____ NRIC No. (Mandatory) _____
(Name in block letters)

of _____
(Full address, Email & Tel. No.)

or failing him/her, the CHAIRMAN OF THE MEETING, as my/our* proxy to vote for me/us* and on my/our* behalf at the 60th Annual General Meeting ("AGM") of the Company to be held at Kuala Lumpur Convention Centre, Ballroom 2, Level 3, East Wing, Jalan Pinang, Kuala Lumpur City Centre, 50088 Kuala Lumpur, Malaysia ("Meeting Venue") and to be broadcasted live from the Meeting Venue on Wednesday, 6 May 2026 at 10.00 a.m. or at any adjournment thereof.

The proportion of my/our* holdings to be represented by my/our* proxies are as follows:

First Proxy (1)	Second Proxy (2)

My/Our* proxy is to vote as indicated below:

Resolutions		For	Against
	To re-elect the following Directors who retire by rotation pursuant to Clause 94 of the Company's Constitution:		
Ordinary Resolution 1	(i) Mr. Lim Cheng Teck		
Ordinary Resolution 2	(ii) Datuk Iain John Lo		
Ordinary Resolution 3	(iii) Tan Sri Ahmad Badri Mohd Zahir		
Ordinary Resolution 4	To approve the payment of Directors' fees and Board Committees' allowances to the Non-Executive Directors for the period from the 60 th AGM to the 61 st AGM of the Company.		
Ordinary Resolution 5	To approve the payment of Directors' remuneration (excluding Directors' fees and Board Committees' allowances) of an amount up to RM2,600,000.00 to the Non-Executive Directors for the period from the 60 th AGM to the 61 st AGM of the Company.		
Ordinary Resolution 6	To re-appoint Messrs. PricewaterhouseCoopers PLT as Auditors of the Company to hold office until the conclusion of the 61 st AGM of the Company, at a remuneration to be determined by the Directors.		
Ordinary Resolution 7	To authorise the Directors to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.		

(Please indicate with an "X" in the spaces provided above as to how you wish to cast your vote. If no specific directions as to voting are given, the proxy shall vote or abstain from voting at his/her full discretion.)

Dated _____, 2026

Signature

(If shareholder is a corporation, this part
should be executed under its seal)

* Delete if not applicable

Notes:

1. In respect of deposited securities, only members whose names appear in the Record of Depositors on 29 April 2026 (General Meeting Record of Depositors) shall be entitled to participate and vote remotely at the forthcoming 60th AGM using the remote participation and electronic voting facilities.
2. A member of the Company entitled to participate and vote remotely at the forthcoming 60th AGM is entitled to appoint one (1) or more proxies to participate and vote remotely in his/her place. A proxy may but need not be a member of the Company.
3. The Proxy Form must be signed by the appointer or his/her attorney duly authorised in writing or in the case of a corporation, be executed under its common seal or under the hand of its attorney duly authorised in writing.
4. If the Proxy Form is returned without any indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit.
5. Where a member appoints two (2) proxies, the appointment shall be invalid unless he/she specifies the proportion of his/her holdings to be represented by each proxy. Where a member of the Company is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("**SICDA**"), it may appoint at least one (1) proxy in respect of each Securities Account which is credited with ordinary shares of the Company.
6. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**Omnibus Account**"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
7. The Proxy Form or other instruments of appointment must be deposited at the office of the share registrar of the Company, Boardroom Share Registrars Sdn Bhd, 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor, Malaysia or lodged electronically via "Boardroom Smart Investor Portal" at <https://investor.boardroomlimited.com> no later than 48 hours before the time fixed for holding the forthcoming 60th AGM or any adjournment thereof.

Please Fold Here

Postage Stamp

The Share Registrar of **RHB BANK BERHAD**
BOARDROOM SHARE REGISTRARS SDN BHD
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya Selangor
Malaysia

Please Fold Here



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