



**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 2<sup>nd</sup> 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 60<sup>th</sup> 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