

Banking Made Personal

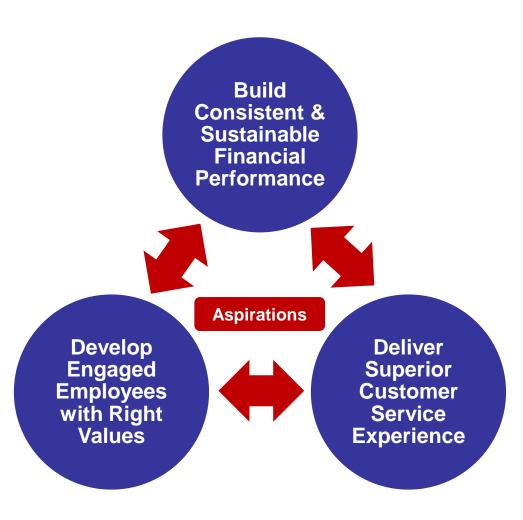
# ANALYST BRIEFING FY2014 22 May 2014



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- 1 Executive Summary
- 2 Strategic Focus & Priorities
- Financial Results for FY2014

#### We have Built a Strong Franchise in Consumer & SME Banking



- ☐ Clear niche in Consumer & SME Banking:
  - ✓ Increasing market share in target segments with year-on-year net loans growth of 14.6%, faster than industry
  - ✓ Winning market recognition
- ☐ Focused on building sustainable long term revenue growth:
  - ✓ Accelerated non-interest income activities
  - ✓ Sustainable CASA ratio at 34.0%
  - √ 0.7% net impaired loans ratio
  - √ 13.7% total capital ratio
- ☐ Dividend policy to pay up to 60% of net profits



#### FY2014: Good Progress Against Our 3-Year Medium Term Targets FY2012 – FY2015

Alliance Financial Gr	oup	FY2011	FY2014
Asset Quality	net impaired loans to be better than industry average	1.9%	0.7%
Non-Interest Income Ratio	to increase non-interest income to 30% of total revenue	20.8%	27.7%
Cost to Income Ratio	<ul> <li>move to industry average (45%-48%) through:</li> <li>targeted revenue growth</li> <li>improved productivity</li> </ul>	48.3%	46.6%
Return on Equity	<ul> <li>achieve industry average (14%-16%) through:</li> <li>focus on underlying earnings momentum</li> <li>effective capital management</li> </ul>	12.8%	13.8%
Dividend Policy	pay up to 60% of net profits after tax, subject to regulatory approvals and strong capital ratios	<b>26.2%</b> (7.0 sen)	<b>79.5</b> %* (29.5 sen*)

#### Sustainable & Consistent Financial Performance: 6.6% Net Interest Income Growth

Incomo Statement	FY2014	FY2013	Change (y-o-y)	
Income Statement	RM mil	RM mil	RM mil	%
Net Interest Income	778.6	730.5	48.1	6.6
Islamic Banking Income	210.9	242.2	-31.3	-12.9
Non-Interest Income	359.4	360.4	-1.0	-0.3
Net Income	1,349.0	1,333.0	16.0	1.2
Operating Expenses	628.2	639.3	-11.1	-1.7
Pre-Provision Operating Profit	720.8	693.8	27.0	3.9
Write-back of losses on loans & financing and other losses and impairment	28.6	25.0	3.6	14.3
Pre-tax profit	749.4	714.0^	35.4	4.9
Net Profit After Taxation	563.5	538.1	25.4	4.7

- +6.6% rise in *net interest income* from 14.6% net loans growth, but interest margins remain under pressure.
- -0.3% decrease in non-interest income mainly due to:
  - Recurring income from transaction banking, wealth management and brokerage activities.

#### offset by:

- Investment income from Financial Markets registered RM12.6 million y-o-y drop due to steepening of the yield curves.
- -1.7% reduction in overhead expenses, despite one-off staff rationalisation cost of ~RM22.3 million incurred in June 2013.

#### Net Loans Growth at 14.6% Y-o-Y, Driven By Consumer & SME Lending

Balance Sheet	FY2014	FY2013	Change	
Balance Sheet	RM bil	RM bil	RM bil	%
Total Assets	48.1	43.7	4.4	10.0
Treasury Assets	11.9	12.7	-0.8	-6.2
Net Loans	31.8	27.8	4.0	14.6
<b>Customer Deposits</b>	39.2	36.0	3.2	9.0
CASA Deposits	13.3	12.1	1.2	10.1
Shareholders' Funds	4.2	4.0	0.2	3.4
Net Loans Growth (y-o-y)	14.6%	13.4%	-	1.2%
Customer Deposits Growth (y-o-y)	9.0%	11.9%		-2.9%

- +14.6% y-o-y *net loans* growth: above industry targeting profitable Consumer and SME segments.
- +9.0% y-o-y customer deposits growth, raising loans to deposits ratio to 82.1% for more effective balance sheet management.
- +10.1% y-o-y growth in CASA deposits, contributing to 34.0% of total deposits.

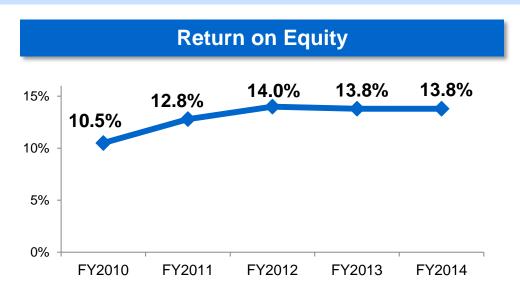


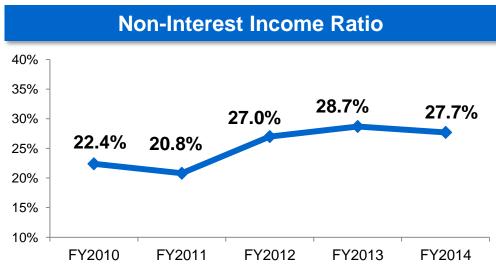
# ALLIANCE FINANCIAL GROUP

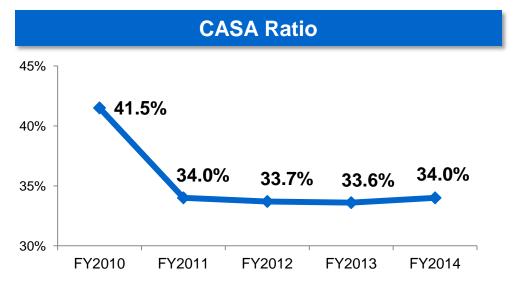
#### **Key Financial Ratios**

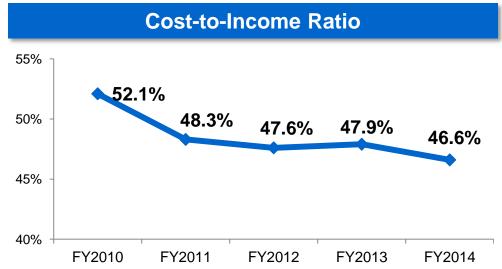
	Financial Ratios	FY2014	FY2013	Change	<ul> <li>Non-interest income ratio – continue with focus on building</li> </ul>
	Return on Equity	13.8%	13.8%	-	recurring fee income.
	Return on Assets	1.2%	1.3%	-0.1%	■ Cost-to-income ratio – continued
Share- holder	Earnings per Share	37.2 sen	35.3 sen	+5.4%	improvement to 46.6% due to effective cost management.
Value	Dividends per Share	29.5 sen*	16.6 sen	+77.7%	■ Loan Loss Coverage – improved to
	Net Assets per Share	RM2.69	RM2.60	RM0.09	92.7% due to reduction in impaired loans.
Efficiency	Non-Interest Income Ratio	27.7%	28.7%	-1.0%	<ul> <li>Loans to deposits ratio – maintaining strong liquidity position</li> </ul>
Linoidiloy	Cost-to-Income Ratio	46.6%	47.9%	-1.3%	■ CASA ratio – improved to 34.0%,
	<b>Gross Impaired Loans Ratio</b>	1.4%	2.1%	-0.7%	on the back of CASA growth of 10.1%, slightly outpacing overall
Asset Quality	Net Impaired Loans Ratio	0.7%	1.1%	-0.4%	deposits growth.
	Loan Loss Coverage Ratio	92.7%	82.5%	+10.2%	Interim dividends declared of 19.0 sen:
Liquidity	Loans to Deposit Ratio	82.1%	78.4%	+3.7%	✓ 1st interim dividend of 7.5 sen
Liquidity	CASA Ratio	34.0%	33.6%	+0.4%	✓ 2nd interim dividend of 11.5 sen
	Common Equity Tier 1 Capital Ratio	10.4%	10.6%	-0.2%	<ul> <li>Proposed Special Dividend of 10.5 sen.</li> </ul>
Capital	Tier 1 Capital Ratio	11.4%	11.9%	-0.5%	<ul> <li>Strong capitalisation under Basel</li> </ul>
	Total Capital Ratio	13.7%	14.6%	-0.9%	III.

#### Sustained Financial Performance, with Key Metrics in the Right Direction











## ALLIANCE FINANCIAL GROUP

#### We are an Award-Winning **Organisation**



**EXCELLENCE IN** RETAIL FINANCIAL SERVICES INTERNATIONAL AWARDS 2013

B A N K

in Asia Pacific, Gulf region & Africa





#### Banking & ASIA Payments Trailblazer Awards

Service Excellence in SME Banking & Service Provider Excellence in Virtualization 2013



Excellence in **SME Banking** 2012



**Best SME Bank Malaysia 2013** 



Sahabat SME Award for 4 consecutive years 2010, 2011, 2012 & 2013



**Promotions** Marketing Awards of Malaysia 2013

Best Brand Loyalty Campaign Alliance OneBank Rewards



Excellence in Consumer Insights/ Market Research/ Data-Driven Marketing Alliance OneBank Rewards



Excellence in CRM & Loyalty Marketing Alliance OneBank Rewards



**Asian Banking & Finance Retail Banking Awards** 2013

Credit Card Initiative Of The Year - Malaysia



**VISA Malaysia Bank** Awards 2012

**Highest Payment Volume** Growth for Visa Platinum Card



THE ASIAN BANKER®

#### **TECHNOLOGY IMPLEMENTATION AWARDS 2014**

SELF SERVICE BANKING PROJECT

in Asia Pacific, Middle East & Africa







IDC Financial Insights - Financial Insights Innovation Awards ("FIIA") 2014



Malaysia's 100 Leading Graduate Employers 2012 76<sup>th</sup> Place



ABM & MPC Highest CSI\* Index Score in Malaysia 2013

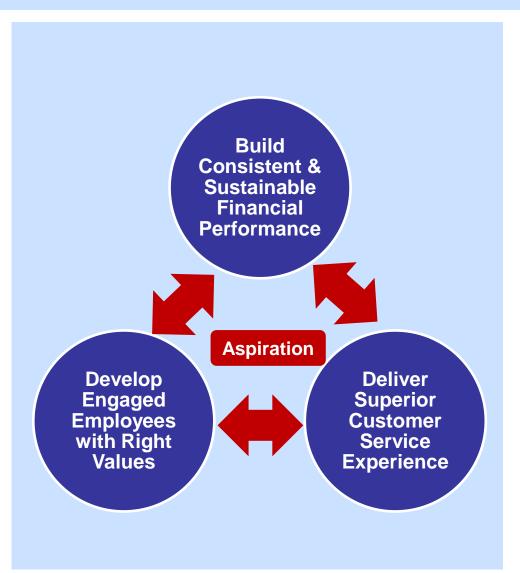


Enterprise & IT Architecture Global Excellence Awards 2012 SOA Vision for Enterprise Services

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#### Continue To "Deliver Consistent and Sustainable Financial Performance"



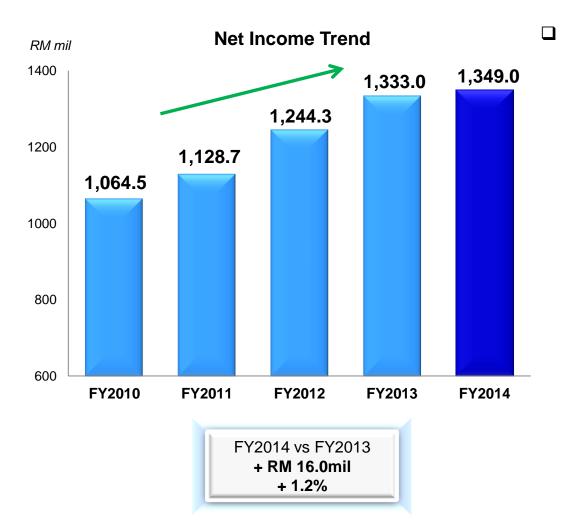
#### **Our Priorities**

- Build on strengths and niche in Consumer and Business Banking
- Enhance existing branch network and leverage on alternate channels
- Enhance customer service through streamlining of processes and raising staff productivity
- Improve efficiency in resource utilisation, ensuring impactful investments in technology and infrastructure
- Strengthen investment banking and Islamic banking capabilities
  - ... We will continue to exercise caution & implement vigilant risk management to deliver consistent & sustainable results...

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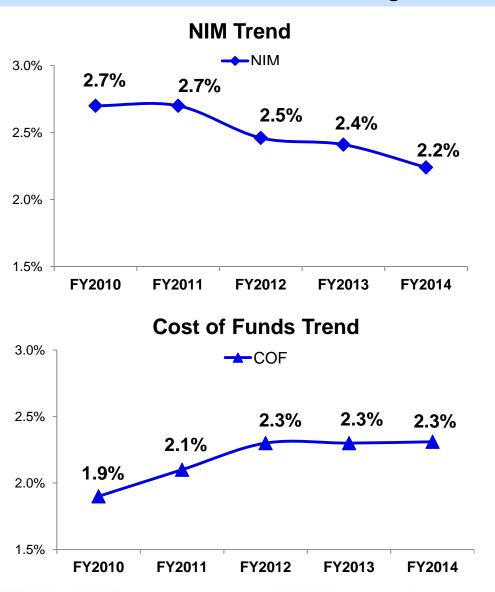
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#### Steady Growth in Net Income Driven by Higher Loans Growth



- **Net income** for FY2014 grew RM16.0 million or 1.2% year-on-year (y-o-y), driven by:
- Net interest income growth of RM48.1 million or 6.6% y-o-y
  - → +RM172.0 million increase in interest income primarily from loans growth; but offset by
  - → +RM123.9 million rise in interest expense from 9.0% y-o-y expansion in deposits and stiffer competition for deposits.
- Net income from Islamic Banking contracted by RM31.3 million or 12.9% mainly due to the run-off of high-yield Co-op personal financing.
- Non-interest income declined marginally by RM1.0 million or 0.3% mainly due to lower investment income from Financial Markets.

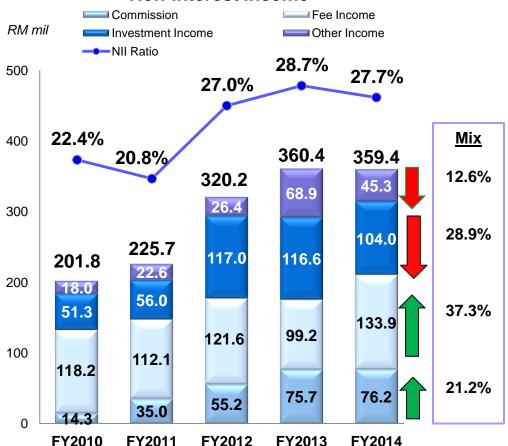
#### **Net Interest Margin Continues To Be Under Pressure**



- Net Interest Margin (NIM) was 2.24% for FY2014, down 17 bps since Mar 2013
- Continuing margin compression mainly due to:
  - Run-off from repayments of higher yielding loans:
    - ✓ Co-op loans continue to run down:
      - RM431 million as at Mar 2014
      - RM521 million as at Mar 2013
      - RM1,023 million as at Mar 2011
    - ✓ New mortgage loans are at lower yield
  - Housing loans as a % of total Loans:
    - 41.4% as at Mar 2014
    - 41.1% as at Mar 2013
    - 37.1% as at Mar 2011
  - Intensified competition for fixed deposits
- ☐ Cost of Funds (COF) has stabilised at 2.3%, as interest cost has been supported by sustained CASA deposits.
- However, margin compression expected to continue mainly due to intensified competition for lending activities.

#### Non-Interest Income Supported by Continuing Focus on Building Recurring Income

#### **Non-Interest Income**



FY2014 vs FY2013 - RM1.0m - 0.3%

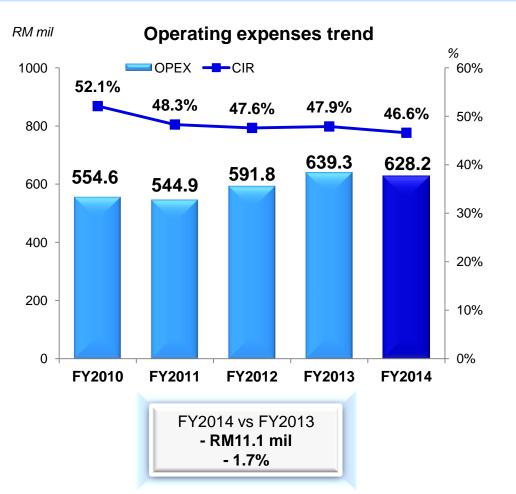
- □ Non-interest income (NII) in FY2014 decreased by RM1.0 million or 0.3%, mainly due to:
  - Recurring income from transaction banking, wealth management, treasury and brokerage activities
    - Commission income increased by RM0.5 million
    - ➤ Brokerage income increased by RM6.2 million
    - > Forex gain increased by RM1.0 million

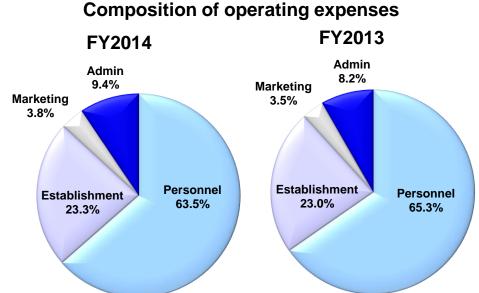
#### offset by:

- Lower investment income by RM12.6 million compared to FY2013 due to steepening of yield curves:
  - ➤ Lower gain from disposal of Available-For-Sale investments by RM22.5 million
- ☐ FY2013 Other income included RM23.2 million gain from disposal of 30% stake in AIA-Takaful.



#### Cost-to-income Ratio improved to 46.6%, from Effective Cost Management



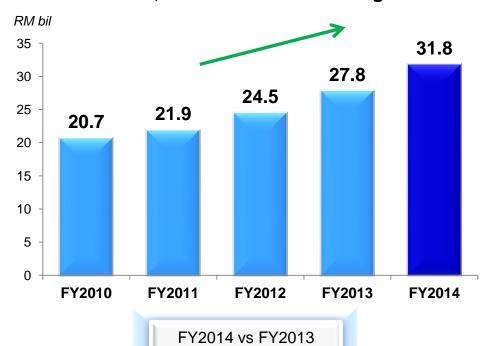


OPEX Contribution	ution FY2014 RM mil	FY2013	Change	
OF LX CONTINUION		RM mil	RM	%
Personnel	399.1	417.6	-18.5	-4.4
Establishment	146.3	146.9	-0.6	-0.4
Marketing	23.9	22.5	1.4	6.2
Administration	58.9	52.3	6.6	12.6

- □ Operating expenses reduced, contributed by effective cost management as the Group continues to invest in IT infrastructure as well.
- □ Personnel cost remains the main operating cost. Excluding one-off staff rationalisation expense of RM22.3 million incurred in 1st Quarter, personnel cost constitutes 62.2% of total OPEX.

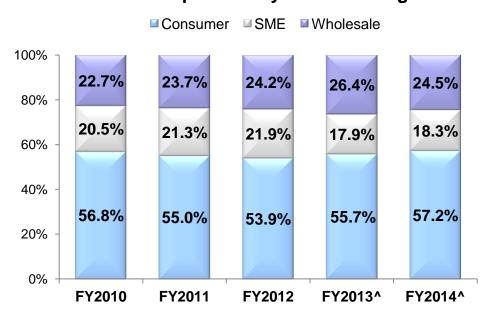
#### Net Loans Growth Momentum at 14.6% Y-o-Y, Driven By Consumer Lending

#### **Net loans, Advances and Financing Trend**



+ RM4.0 bil + 14.6%

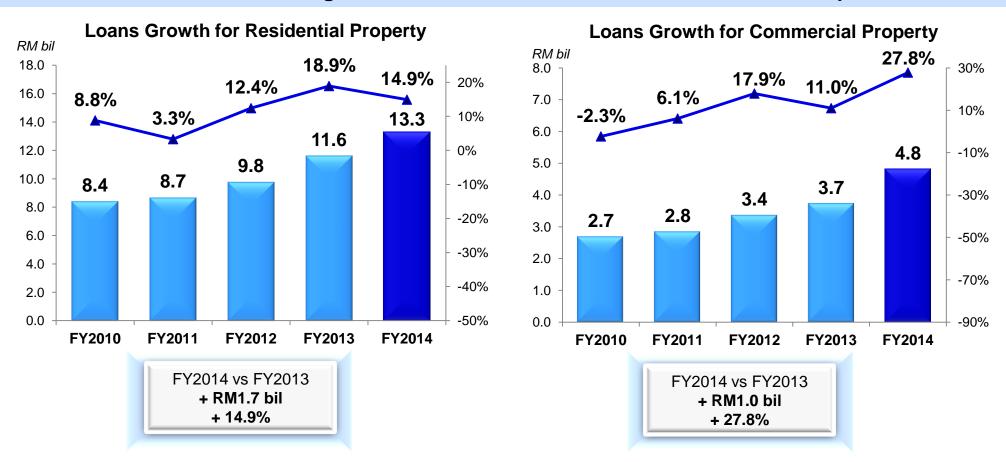
#### **Loans Composition by Business Segments**



- Net loans growth of 14.6%, higher than industry loans growth
- Balanced loans composition with 57.2% Consumer; 18.3% SME and 24.5% for Wholesale Lending
- ☐ Effective management of interest rate risk: 89.7% of loan book is floating rate (FY2013: 90.3%)



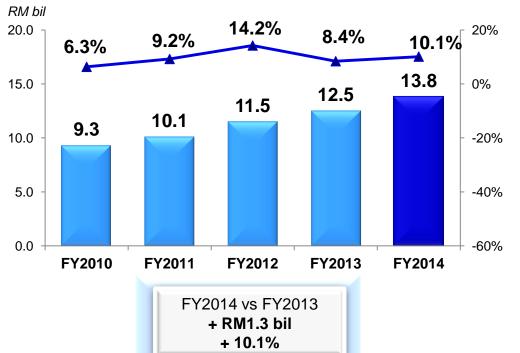
#### Maintained Double-digit Growth Y-o-Y for Residential & Commercial Properties



- ☐ Residential properties: +RM1.7 billion or 14.9% y-o-y growth, higher than industry growth rate of 13.5%
- ☐ Commercial properties: +RM1.0 billion or 27.8% y-o-y growth
- ☐ Focus on high growth areas i.e. Klang Valley, Penang and Johor, with attractive housing loan packages for the right customer segments, and business premises financing for SMEs

#### Business Loans Growth Momentum Pick-Up, with Lending to SMEs at 17.0% Y-o-Y Growth

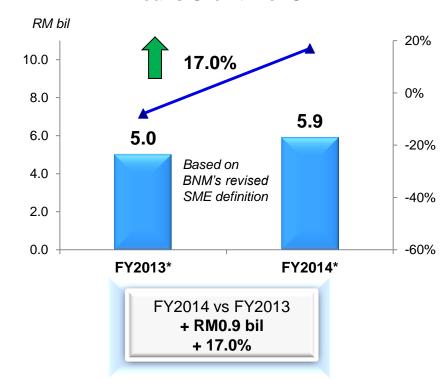
## Loans Growth for Business Banking



- Overall business loans: +RM1.3 billion or 10.1% y-o-y.
- ☐ Corporate & commercial loans: Major loan repayment in December 2013 moderated corporate loans growth.

(RM'mil)	FY2013	FY2014	Y-o-Y Growth
SME	5,041	5,900	17.0%
Corporate & Commercial	7,471	7,874	5.4%

#### **Loans Growth for SME**

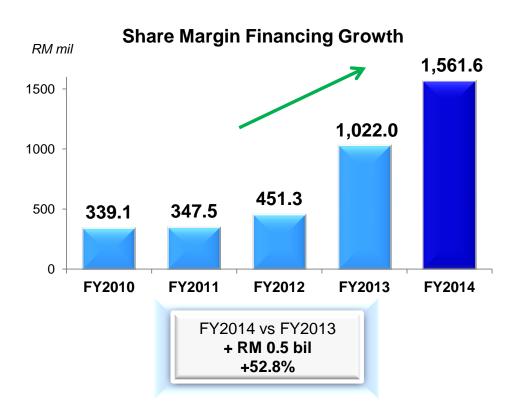


→ SME Lending: up RM 0.9 billion or 17.0% y-o-y (based on BNM's revised SME definition).

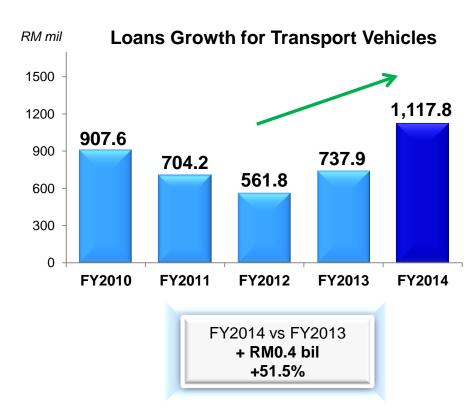
Note: \* BNM's revised SME definition effective from 1 January 2014. FY2013 SME loans have been restated based on BNM's revised SME definition.



#### **Growth in Share Margin Financing and Hire Purchase Loans**

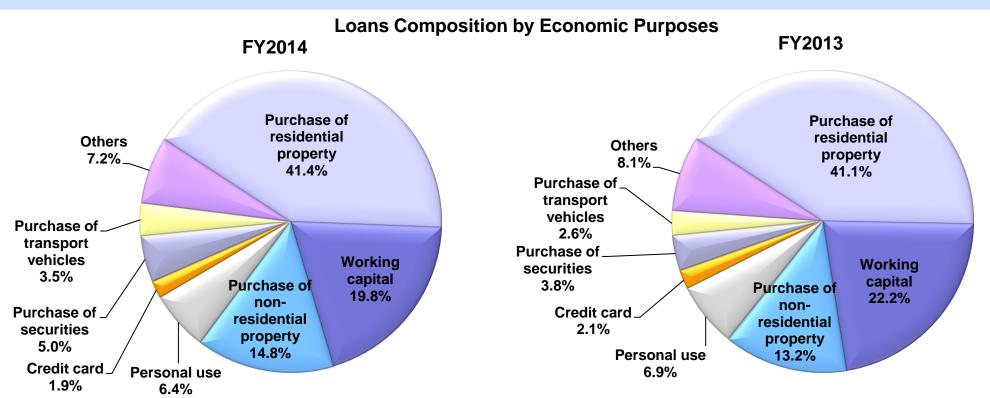


☐ Share Margin Financing for FY2014 grew RM539.6 million or 52.8% year-on-year (y-o-y) with greater focus on wealth management and reorganisation of broking business.



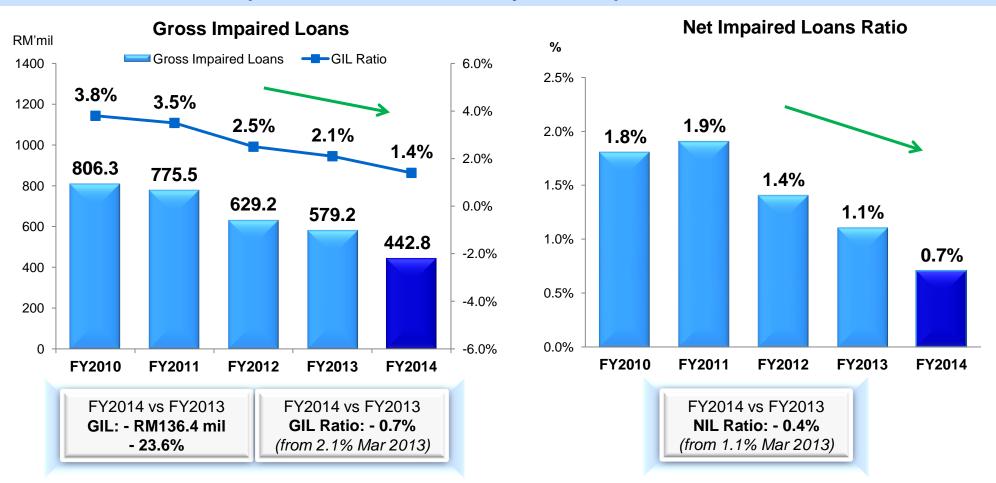
- Re-commenced Hire Purchase financing in April 2012, focusing on new cars and non-national marques.
- → +RM379.9 million y-o-y growth with continued expansion of panel of car dealers and distributors.

#### Well Diversified & Secured Loans Portfolio



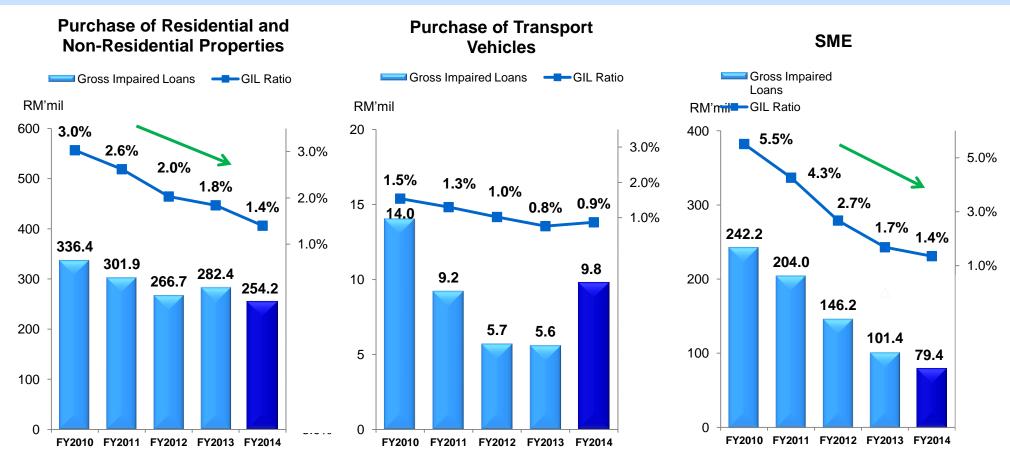
- Risk Management well diversified and collateralised loan book.
- ☐ Residential and non-residential properties account for 56.2% of gross loans portfolio:
  - 41.4% of loans portfolio is for the purchase of residential properties (up from 41.1% in FY2013)
  - 14.8% is for the purchase of non-residential properties (up from 13.2% in FY2013)
- ☐ 19.8% of loans is for working capital, compared to 22.2% in FY2013.

#### Continued Improvement In Asset Quality – Net Impaired Loans Ratio at 0.7%



- □ Net reduction in gross impaired loans of RM136.4 million y-o-y, despite a 14.1% y-o-y gross loans growth.
- ☐ The continued improvement in impaired loans is the result of continuing efforts to refine credit origination processes, credit scoring models and intensify collection.

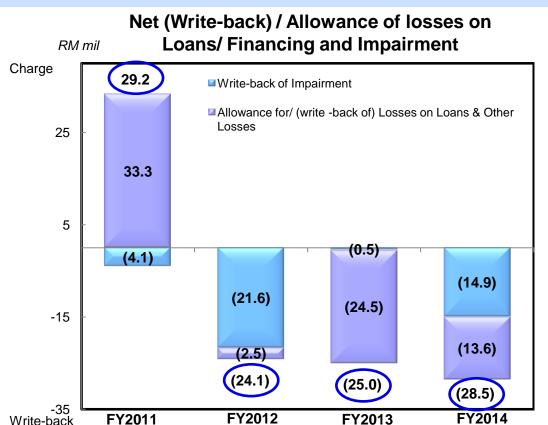
#### Continued Improvement in Asset Quality for Mortgages and SME segments



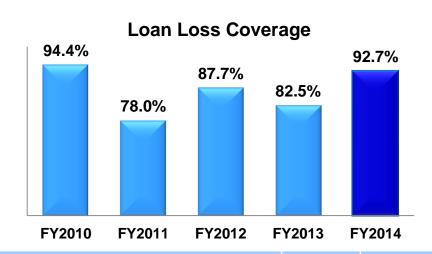
- Asset quality continued to improve, with the gross impaired loans ("GIL") ratio for the purchase of residential & non-residential properties declined to 1.4% on combined basis.
- □ GIL ratio for purchase of transport vehicles increased to 0.9%, however the increase is only RM4.2 million on the back of loans growth in this segment of RM379.9 million in FY2014.
- ☐ GIL ratio for SME segment further improved to 1.4%.



#### FY2014: RM28.5 million of Total Write-Back of Losses Provisions & Impairment (CLO)

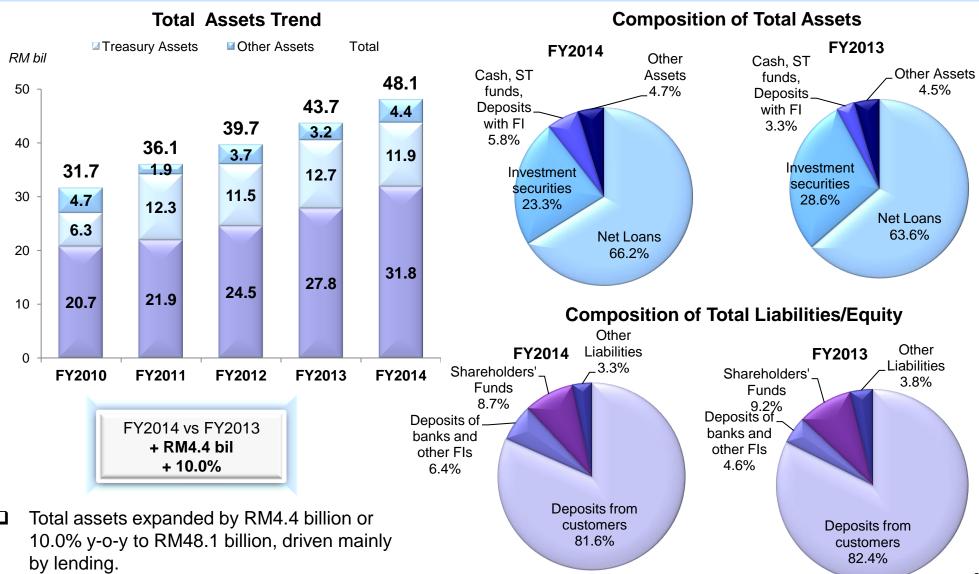


- ☐ Lower net write back of impairment on loans/ financing in FY2014 is mainly due to lower bad debts recoveries (fewer major recovery accounts in FY2014).
- ☐ Higher write-back of impairment (CLO) is due to recoveries of RM14.9million for FY2014 (compared to RM0.5million in FY2013).

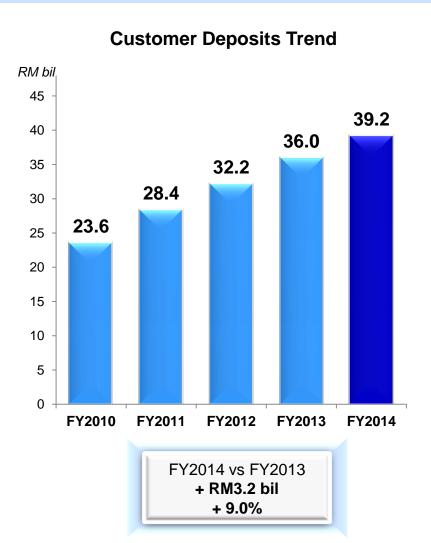


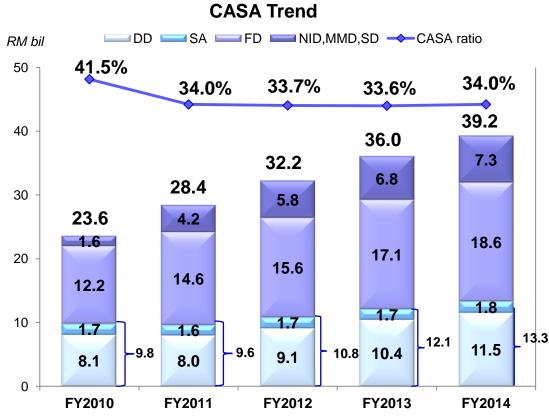
RM'000	FY2014	FY2013
Individual assessment	5,613	19,674
Collective assessment	11,746	8,034
Bad debts recovered	(59,113)	(78,360)
Bad debts written off	24,511	21,660
Write-back of commitments /contingencies	-	(197)
Allowance for other assets	3,622	4,676
(Write-back of) losses on loans/ financing and other losses	(13,621)	(24,513)
Write-back of impairment (CLO)	(14,927)	(474)
Total write-back	(28,548)	(24,987)

#### Effective Utilisation of Balance Sheet: Net Loans Constitute 66.2% of Total Assets



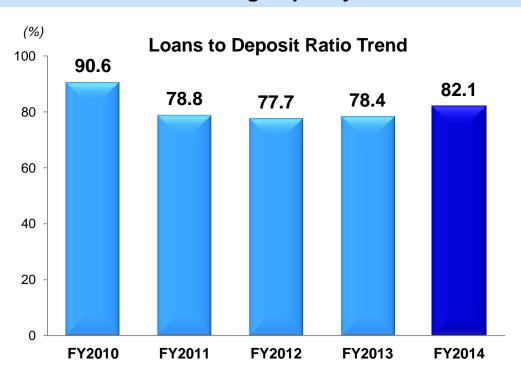
#### Robust Deposit Growth of 9.0% Y-o-Y, With CASA Deposits Up 10.1% to RM13.3 billion





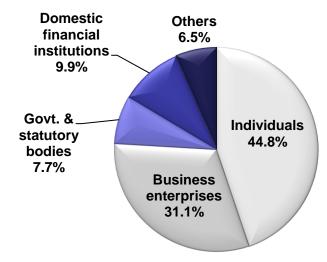
- □ Total customer deposits of RM39.2 billion as at FY2014, up 9.0% from the same period last year.
- □ CASA deposits expanded by RM1.2 billion or 10.1% y-o-y to RM13.3 billion in FY2014.

#### **Strong Liquidity Position with Loans to Deposits Ratio at 82.1%**

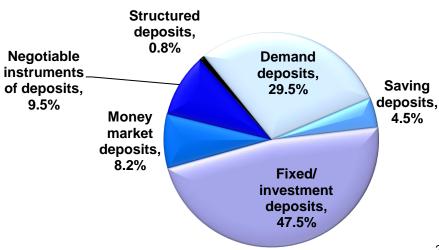


- Loans to Deposit Ratio of 82.1% in FY2014.
- Our overall strategy is to eventually raise Loans to Deposit ratio closer to 85.0%:
  - for more efficient balance sheet management; and
  - to be in line with industry

#### **Deposits Composition by Customer Type**

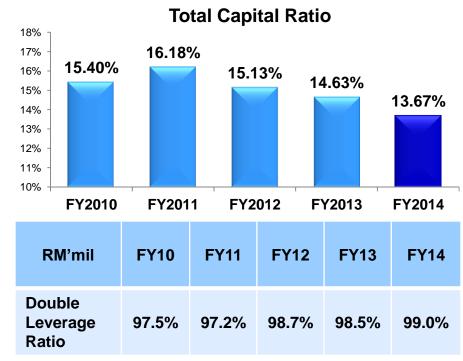


#### **Deposits Composition by Product Type**



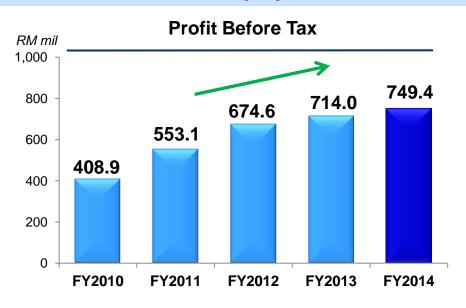
#### **Basel III: Capital Adequacy Ratios Well Above Regulatory Requirements**

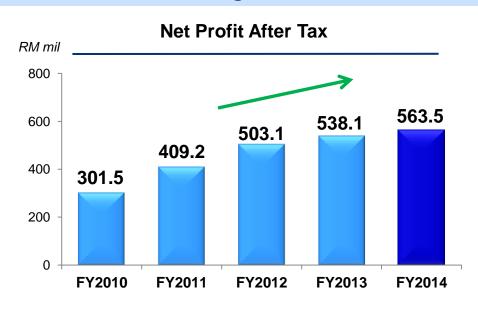
Legal Entities	CET 1 Capital Ratio	Tier 1 Capital Ratio	Total Capital Ratio
AFG	10.38%	11.43%	13.67%
ABMB	10.36%	11.61%	11.67%
AIS	13.11%	13.11%	13.82%
AIBB	92.15%	92.15%	92.18%
Basel III Minimum regulatory capital adequacy ratio ^	4.5%	6.0%	8.0%

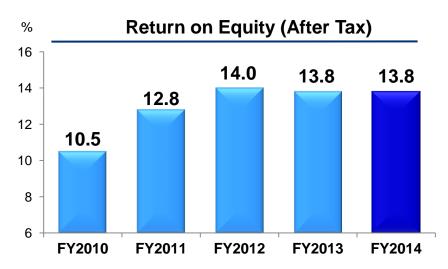


- Strong profit generation capacity to fund balance sheet expansion and targeted dividend payouts.
- Continuous enhancement of capital usage by focusing on:
  - Less capital intensive lending activities Consumer, Mortgage and SME lending
  - Non-interest income and fee based activities Wealth Management and Transaction Banking
  - · Improving asset quality
- Capital adequacy ratios are well above Basel III requirements.

#### Return on Equity at 13.8%, with Consistent Growth in Earnings Per Share

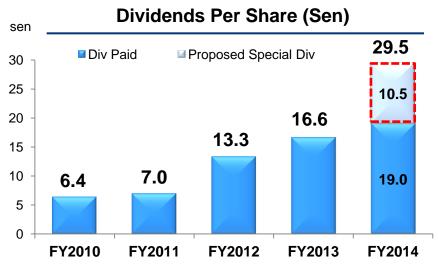


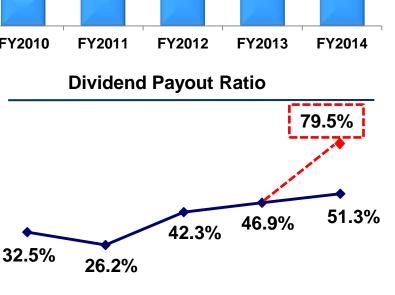






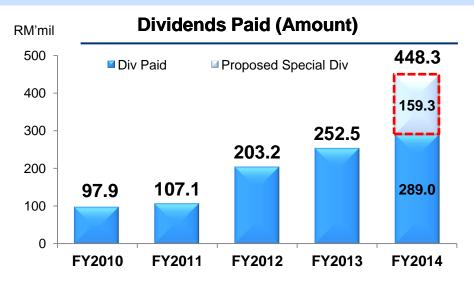
#### FY2014: Progressively Raising Dividend in line with Revised Policy of up to 60% of Net Earnings

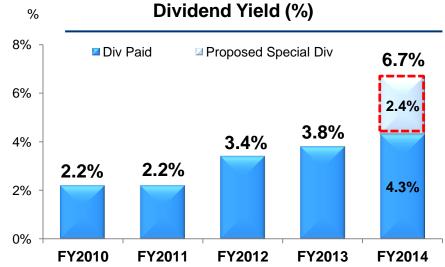




FY2013

FY2014





%

80%

60%

40%

20%

0%

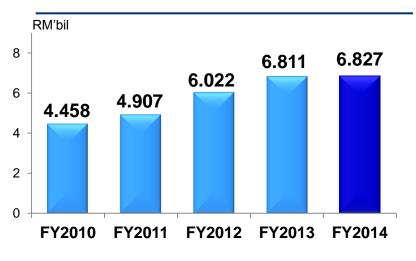
FY2010

FY2012

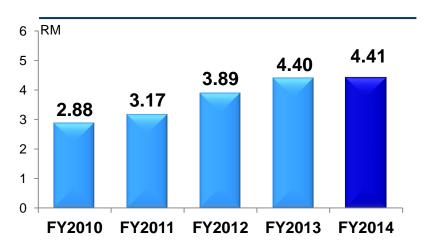
FY2011

#### FY2014: Steady improvement in Market Capitalisation and Share Price performance

#### **Market Capitalisation**



**Share Price Performance** 



- Market capitalisation and share price performance is improving steadily, with CAGR at 11.2% since FY2010.
- The Group's Total Shareholder Return, which takes into account the capital gains of share price and dividends to measure enhancement of value to shareholders, stood at 6.9%.

Financial Year	Capital Gain	Dividend Yield	TSR
FY10	70.4%	2.2%	72.6%
FY11	10.1%	2.2%	12.3%
FY12	22.7%	3.4%	26.1%
FY13	13.1%	3.8%	16.9%
FY14	0.2%	6.7%	6.9%

# **THANK YOU**

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#### #

#### **BNM Definition for SME**

	CATEGORY	MICRO	SMALL	MEDIUM
	Manufacturing	Sales Turnover <rm300,000< th=""><th>RM300,000≤ Sales Turnover <rm15 mil<="" th=""><th>RM15 mil≤ Sales Turnover ≤RM50 mil</th></rm15></th></rm300,000<>	RM300,000≤ Sales Turnover <rm15 mil<="" th=""><th>RM15 mil≤ Sales Turnover ≤RM50 mil</th></rm15>	RM15 mil≤ Sales Turnover ≤RM50 mil
New		OR	OR	OR
definition		Employees <5	5≤ Employees <75	75≤ Employees ≤200
	Services and Other Sectors	Sales Turnover <rm300,000< th=""><th>RM300,000≤ Sales Turnover <rm3 mil<="" th=""><th>RM3 mil≤ Sales Turnover <rm20 mil<="" th=""></rm20></th></rm3></th></rm300,000<>	RM300,000≤ Sales Turnover <rm3 mil<="" th=""><th>RM3 mil≤ Sales Turnover <rm20 mil<="" th=""></rm20></th></rm3>	RM3 mil≤ Sales Turnover <rm20 mil<="" th=""></rm20>
		OR	OR	OR
		Employees <5	5≤ Employees <30	30≤ Employees ≤75
	CATEGORY	MICRO	SMALL	MEDIUM
	Manufacturing	Sales Turnover <rm250,000< td=""><td>RM250,000≤ Sales Turnover <rm10 mil<="" td=""><td>RM10 mil≤ Sales Turnover ≤RM25 mil</td></rm10></td></rm250,000<>	RM250,000≤ Sales Turnover <rm10 mil<="" td=""><td>RM10 mil≤ Sales Turnover ≤RM25 mil</td></rm10>	RM10 mil≤ Sales Turnover ≤RM25 mil
Old	Manufacturing		•	
Old definition	Manufacturing	<rm250,000< th=""><th>Turnover <rm10 mil<="" th=""><th>≤RM25 mil</th></rm10></th></rm250,000<>	Turnover <rm10 mil<="" th=""><th>≤RM25 mil</th></rm10>	≤RM25 mil
<u> </u>	Services and Other Sectors	<rm250,000 OR</rm250,000 	Turnover <rm10 mil="" or<="" td=""><td>≤RM25 mil OR</td></rm10>	≤RM25 mil OR
<u> </u>	Services and	<rm250,000 <5="" employees="" or="" sales="" td="" turnover<=""><td>Turnover <rm10 5≤="" <51="" employees="" mil="" or="" rm200,000≤="" sales<="" td=""><td>≤RM25 mil OR 51≤ Employees ≤150 RM1 mil≤ Sales Turnover</td></rm10></td></rm250,000>	Turnover <rm10 5≤="" <51="" employees="" mil="" or="" rm200,000≤="" sales<="" td=""><td>≤RM25 mil OR 51≤ Employees ≤150 RM1 mil≤ Sales Turnover</td></rm10>	≤RM25 mil OR 51≤ Employees ≤150 RM1 mil≤ Sales Turnover

#### Guideline on Classification and Impairment Provision for Loans/Financing

#### Requirement

- Banks to *maintain, in aggregate, collective* assessment allowance ("CA") and Regulatory Reserve ratio of 1.2%.
- The *CA* + *Regulatory Reserve* is stated as a percentage of gross loans (excluding government loans), net of individual allowance ("IA").
- CA includes both provision for impaired and nonimpaired loans, amount as per disclosed in our financial statements.
- The Basic shall comply with this requirement by <u>31</u> Dec 2015.

AFG	Mar 2014	Mar 2013
CA %	0.98%	1.24%

#### **Treatment**

- In the event the Bank is required to top up the provision to 1.2% (via the *creation of Regulatory Reserve*), the *top up portion* is created by way of transferring the provision from retained profits i.e. merely *movement* within the statement of equity without additional charge to profit & loss accounts.
  - ➤ It would be a transfer from Retained Earnings to Regulatory Reserve (within Shareholders Funds).
  - ➤ Effectively the Regulatory Reserve will be similar to the Statutory Reserve – cannot be used to declare dividends. But no impact on the NTA.
- As per Para 14.1, Regulatory Reserve, attributable to non-impaired loan is eligible for inclusion into Tier-2 capital computation.

#### **Impact**

- As at end-Mar 2014, AFG's CA ratio was at 0.98%. To top up to 1.2%, this translates to addition *RM71.9 million*.
- Estimated impact to CET1 ratio is a drop of ~0.24% to 10.14%. Total Capital Ratio maintained at 13.67%.