

**AL RAJHI BANKING & INVESTMENT CORPORATION (MALAYSIA) BHD.**

(Incorporated in Malaysia)

Company No. 719057-X

Basel II - Pillar 3 Disclosure

As at 31 December 2019

**1. Overview**

The information of Al Rajhi Banking & Investment Corporation (Malaysia) Bhd. (“the Group”) below is disclosed pursuant to the requirements of the Bank Negara Malaysia’s (“BNM”). Capital Adequacy Framework for Islamic Banks (“CAFIB”) – Disclosure Requirements (“Pillar 3”), which sets out the minimum disclosure standards, the approach in determining the appropriateness of information disclosed and the internal controls over the disclosure process which cover the verification and review of the accuracy of information disclosed.

CAFIB consists of 3 Pillars:

- (a) Pillar 1 sets minimum regulatory capital to cover credit, market and operational risk;
- (b) Pillar 2 aims to ensure that Islamic banking institutions have adequate capital to cover all their material risks and support their operations at all times; and
- (c) Pillar 3 aims to enhance transparency by setting the minimum requirements for market disclosure of information on the risk management practices and capital adequacy of Islamic banks.

The Group has adopted the Standardised Approach in determining the capital requirements for credit risk and market risk and has applied the Basic Indicator Approach for operational risk under BNM’s CAFIB. Under the Standardised Approach, the Group applied the standard risk weights prescribed by BNM to assess the capital requirements for exposures in credit risk and market risk. The assessment of the capital required for operational risk under the Basic Indicator Approach and is based on a percentage fixed by BNM over the Group’s average gross income for a fixed number of quarterly periods.

In compliance with the Pillar 3 Guideline, the Pillar 3 Disclosure for the Group is being regularly prepared for two periods: 30 June and 31 December. The Pillar 3 Disclosure will be published in the Bank’s website, <https://www.alrajhibank.com.my>

The following tables present the minimum regulatory capital requirements to support the Group’s and the Bank’s risk-weighted assets.


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**1. Overview (Cont'd)**

	Group and Bank			
	31 Dec 2019		31 Dec 2018	
	Risk- Weighted Assets	Capital Requirement	Risk- Weighted Assets	Capital Requirement
	RM'000	RM'000	RM'000	RM'000
Credit Risk	5,161,016	412,881	4,912,676	393,016
Market Risk	173,339	13,867	106,803	8,544
Operational Risk	368,432	29,475	350,620	28,050
<b>Total</b>	<b>5,702,786</b>	<b>456,223</b>	<b>5,370,099</b>	<b>429,610</b>

The Group does not have any capital requirement for Large Exposure Risk as there is no amount in excess of the lowest threshold arising from equity holdings as specified in the BNM's Risk Weighted Capital Adequacy Framework ("RWCAF").

**2. Capital Management**

The Group's capital management is guided by the Group's Capital Adequacy Management and Governance Framework and the Capital Adequacy Management and Planning Policy which articulates the guiding principles for the capital management process to ensure that the Bank has adequate capital that is commensurate with the Bank's risk profile. This objective is directed by the need to maintain a prudent relationship between available capital and risks in the underlying businesses to meet the expectations of key constituencies, including regulators and investors. Under the Internal Capital Adequacy Assessment Process ("ICAAP"), the Group's risk management and capital management processes were enhanced to facilitate a comprehensive assessment of the various types of risk that the Group may be exposed to.

The Board of Directors ("BOD") / Board Risk Management Committee ("BRMC") are responsible for ensuring that the Group and the Bank maintains an appropriate level and quality of capital in line with the Group's and the Bank's risk profile and business plan. The Board is supported by the Executive Risk Management Committee ("ERMC") and ICAAP Working Group i.e. Risk Management, Finance, and Business Units. Risk Management Division ("RMD") is responsible for monitoring and reporting of the ICAAP, including comparing actual capital levels with the capital targets and the relevant analysis and recommendation. Meanwhile, Finance Division and respective business units with the inputs



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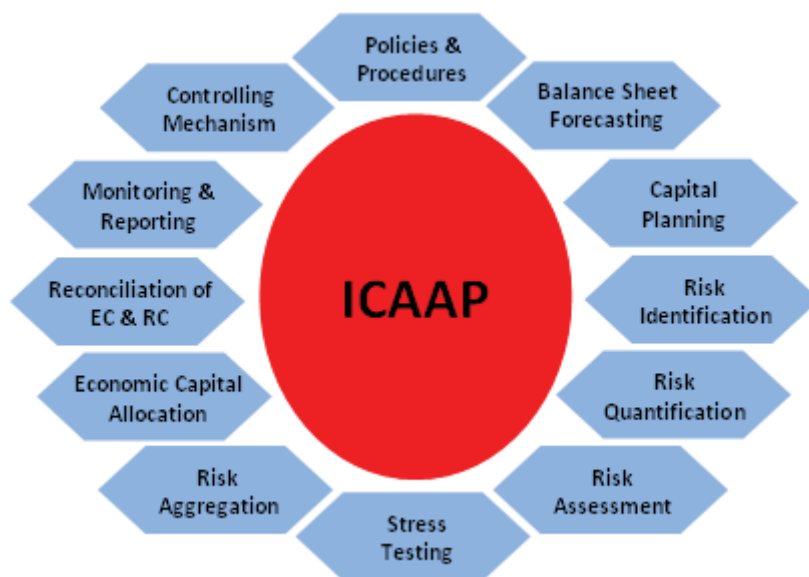
### 2. Capital Management (Cont'd)

of RMD are responsible for preparing the current capital position and also the business plan and financial projections for the next three years.

#### 2.1 Internal Capital Adequacy Assessment Process

ICAAP implementation is significant for the Group and the Bank to ensure that it maintains adequate capital on an ongoing basis to support its business operations considering the requirement for regulatory capital under Pillar 1 and economic capital under Pillar 2. The assessment shall reflect the profile of all risks that the Group and the Bank is exposed to.

The major components of ICAAP of the Group and the Bank can be illustrated through the following diagram:





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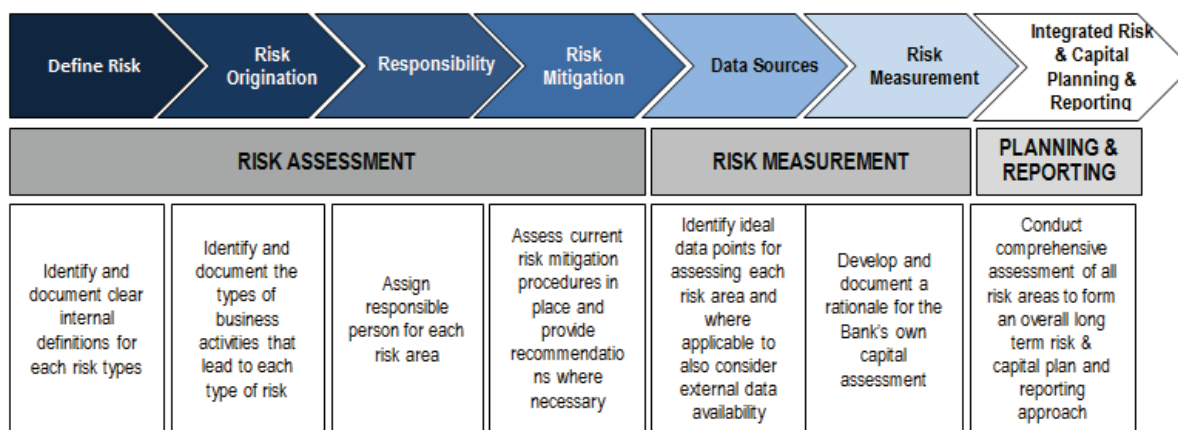
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**2. Capital Management (Cont'd)**

**2.1 Internal Capital Adequacy Assessment Process (continued)**

The risk management processes under ICAAP are as follows:-



**2.2 Capital Adequacy Ratios and Capital Structure**

The following tables present the capital adequacy ratios and the capital structure of the Group and the Bank. As at 31 December 2019, the Group's and the Bank's Tier 1 and total capital adequacy ratios were higher than BNM's minimum requirements.


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**2. Capital Management (Cont'd)**
**2.2 Capital Adequacy Ratios and Capital Structure (Cont'd)**

	Group		Bank	
	31 Dec 2019	31 Dec 2018	31 Dec 2019	31 Dec 2018
	RM'000	RM'000	RM'000	RM'000
<b>Tier-1 capital</b>				
Paid-up share capital	1,000,000	1,000,000	1,000,000	1,000,000
Accumulated losses	(246,636)	(274,506)	(246,848)	(274,668)
	<u>753,364</u>	<u>725,494</u>	<u>753,152</u>	<u>725,332</u>
Less: Deferred tax	(49,498)	(53,194)	(49,497)	(53,194)
<b>Total Tier-1 capital</b>	<b><u>703,866</u></b>	<b><u>672,300</u></b>	<b><u>703,655</u></b>	<b><u>672,138</u></b>
<b>Tier-2 capital</b>				
Collective impairment for bad and doubtful financing	54,899	61,408	54,899	61,408
Subordinated Sukuk	381,881	385,893	381,881	385,893
<b>Total Tier-2 capital</b>	<b><u>436,780</u></b>	<b><u>447,301</u></b>	<b><u>436,780</u></b>	<b><u>447,301</u></b>
<b>Capital base</b>	<b><u>1,140,646</u></b>	<b><u>1,119,601</u></b>	<b><u>1,140,435</u></b>	<b><u>1,119,439</u></b>
Core capital ratio	12.342%	12.519%	12.339%	12.516%
Risk-weighted capital ratio	20.002%	20.849%	19.998%	20.846%

**3. Group Risk Management Framework**

The Group's risk management practice seeks to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its key areas of credit, market, liquidity and operational risks.

The Group's overall risk management framework, including the risk governance and the risk management process are set out in the Risk Management section in the Directors Report as disclosed in the Audited Financial Statements for the year ended 31 December 2019.


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**4. Credit Risk**

Credit risk is the potential loss of revenue as a result of defaults by borrowers or counterparties through the Group's and the Bank's financing, trading and investing activities. The primary exposure to credit risk arises through its financing and advances as well as financial transactions with counterparties including interbank money market activities and debt securities.

The amount of credit exposure is represented by the carrying amounts of the assets in the statement of financial position.

The management of credit risk is governed by credit policies and guidelines documenting the financing standards, discretionary power for financing approval, credit risk rating, collateral and valuation, review, and restructuring of problematic and delinquent financing. The management of counterparties are guided by counterparty limit, counterparty ratings, tenure and types of permissible transactions and these are subject to regular review.

The following tables present the minimum regulatory capital requirements on credit risk of the Group and the Bank.

Exposure Class	Group and Bank			
	31 Dec 2019		31 Dec 2018	
	Risk Weighted Assets	Capital Requirement	Risk Weighted Assets	Capital Requirement
	RM'000	RM'000	RM'000	RM'000
<b>Credit Risk</b>				
On-Balance Sheet Exposures				
Sovereigns/Central Banks	-	-	-	-
Banks, Development Financial Institutions ("DFIs") & MDBs	237,143	18,971	194,140	15,531
Corporate	3,875,083	310,007	3,301,944	264,156
Regulatory Retail	217,209	17,377	463,033	37,043
Residential Real Estate (RRE) Financing	393,502	31,480	448,007	35,841
Higher Risk Asset	749	60	-	-
Other assets	86,745	6,940	66,920	5,354
Defaulted Exposures	23,443	1,875	32,088	2,567
<b>Total for On-Balance Sheet Exposures</b>	<b>4,833,874</b>	<b>386,710</b>	<b>4,506,132</b>	<b>360,492</b>

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**4. Credit Risk (Cont'd)****Risk Governance**

The ERMC supports the BRMC in credit risk management oversight. ERMC and BRMC review the Group's credit risk framework and policies, aligns credit risk management with business strategies and planning, reviews credit profile of the credit portfolios and recommends necessary actions to ensure that the credit risk remains within established risk tolerance level.

The Group's credit risk management includes the establishment of comprehensive credit risk policies, guidelines and procedures which document the Group's financing standards, discretionary power for financing approval, credit risk rating, acceptable collateral and valuation, and the review, rehabilitation and rescheduling of problematic and delinquent financing. All credit approving authorities are guided by credit policies, guidelines and procedures which are periodically reviewed to ensure their continued relevance.

Within the Risk Management Division, the Credit Risk Management Department has functional responsibility for credit risk management which includes formulating and reviewing group-wide risk policies, guidelines and procedures. The Credit Risk Management Department also manages the credit portfolios and ensures the risk policies are implemented and complied with.

**Risk Management Approach**

The management of credit risk starts with experienced key personnel being appointed to the Credit Investment Committee (CIC). The CIC approves major credit decisions. All financing applications of significant amounts are approved by the CIC or the Board of Directors. The credit approving authorities are assigned discretionary powers based on their seniority and track record.

**(a) Financing and advances to Retail Consumers and SMEs**

The credit granting to retail consumers and SMEs is individually underwritten, which amongst others, includes the assessment of the historical repayment track record and the current repayment capacity of the customer. The credit approving authorities have the responsibility to ensure that credit risk is properly assessed and all crucial credit information of the customer is included in the financing application.

**(b) Financing and advances to Corporate and Institutional Customers**

The credit granting to corporate and institutional customers is individually underwritten and risk-rated. Credit officers identify and assess the credit risks of large corporate or

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**4. Credit Risk (Cont'd)****(b) Financing and advances to Corporate and Institutional Customers (Con't)**

institutional customers, or customer groups, taking into consideration their financial and business profiles, industry, economic factors, collateral etc.

**(c) Credit Risk from Trading and Investment Activities**

The management of the credit risk arising from the Group's trading or investing its surplus funds is primarily via the setting of issuers' credit limits which are specifically approved by the relevant approving authorities.

**4.1 Distribution of Credit Exposures**

Tables (a)-(c) present the credit exposures of financial assets before the effect of credit risk mitigation of the Group, analysed by the following:

- (a) Industrial analysis based on its industrial distribution
- (b) Geographical analysis based on the geographical location where the credit risk resides
- (c) Maturity analysis based on the residual contractual maturity

For on-balance sheet exposures, the maximum exposure to credit risk equals their carrying amounts. For financial guarantees, the maximum exposure to credit risk is the maximum amount that the Group would have to pay if the obligations for which the instruments issued are called upon. For credit commitments, the maximum exposure to credit risk is the full amount of the undrawn credit granted to customers.





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**4. Credit Risk (Cont'd)**

**4.1 Distribution of Credit Exposures (Cont'd)**

**(a) Industry Analysis**

Group and Bank	Cash and short term funds		Deposits and placements with other institutions		Derivatives assets		Financial investments at amortised cost		Financial investments at FVOCI		Net financing advances and deposit with BNM		Statutory deposit with BNM		Other assets		Total		
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	
<b>31 December 2019</b>																			
Household	-	-	-	-	-	-	-	-	-	-	1,485,265	-	-	-	-	-	-	1,485,265	
Wholesale & Retail trade	-	-	-	18,270	34	-	-	-	-	-	1,080,172	-	-	-	-	-	-	1,098,476	
Real estate, renting and business activities	-	-	-	-	-	-	-	-	-	-	780,908	-	-	-	-	-	-	780,908	
Manufacturing	-	-	-	-	-	-	-	-	-	-	931,737	-	-	-	-	-	-	931,737	
Construction	-	-	-	-	-	-	-	-	-	-	615,200	-	-	-	-	-	-	615,200	
Finance intermediation	237,229	-	389,862	725,856	-	-	-	-	313,663	-	26,197	135,900	-	-	-	-	-	1,828,707	
Education, Health and Others	-	-	-	-	-	-	-	-	-	-	104,102	-	-	-	-	-	-	104,102	
Agriculture, hunting and related service activities	-	-	-	-	-	-	-	-	-	-	79,886	-	-	-	-	-	-	79,886	
Hotel & restaurant	-	-	-	-	-	-	-	-	-	-	40,541	-	-	-	-	-	-	40,541	
Transportation	-	-	-	-	-	-	-	-	-	-	38,692	-	-	-	-	-	-	38,692	
Mining and Quarrying	-	-	-	-	-	-	-	-	-	-	14,721	-	-	-	-	-	-	14,721	
Other business	-	-	-	-	-	-	-	-	-	-	69,447	-	-	-	-	19,031	-	88,478	
<b>Total</b>	<b>237,229</b>	<b>389,862</b>	<b>34</b>	<b>744,126</b>	<b>34</b>	<b>313,663</b>	<b>5,266,868</b>	<b>135,900</b>	<b>19,031</b>	<b>7,106,713</b>	<b>19,031</b>	<b>7,106,713</b>	<b>19,031</b>	<b>7,106,713</b>	<b>19,031</b>	<b>7,106,713</b>	<b>19,031</b>	<b>7,106,713</b>	<b>7,106,713</b>



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**4. Credit Risk (Cont'd)**

**4.1 Distribution of Credit Exposures (Cont'd)**

**(a) Industry Analysis**

Group	Cash and Deposits and Short term funds		Derivatives		Investment at		Statutory		Other		Total
	RM'000	with other RM'000	assets RM'000	amortised cost RM'000	Net financing and advances RM'000	deposit with BNM RM'000	assets RM'000	RM'000	RM'000		
<b>31 Dec 2018</b>											
Household	-	-	-	-	1,610,850	-	-	-	-	1,610,850	
Wholesale & Retail trade	-	-	-	27,755	1,083,243	-	-	-	-	1,110,998	
Real estate, renting and business activities	-	-	-	-	645,682	-	-	-	-	645,682	
Manufacturing	-	-	-	-	821,102	-	-	-	-	821,102	
Construction	-	-	-	-	548,101	-	-	-	-	548,101	
Finance intermediation	247,267	392,965	-	1,502,493	33,471	187,000	-	-	-	2,363,196	
Education, Health and Others	-	-	-	-	97,801	-	-	-	-	97,801	
Agriculture, hunting and related service activities	-	-	-	-	66,613	-	-	-	-	66,613	
Hotel & restaurant	-	-	-	-	20,535	-	-	-	-	20,535	
Transportation	-	-	-	-	38,447	-	-	-	-	38,447	
Mining and Quarrying	-	-	-	-	24,480	-	-	-	-	24,480	
Other business	-	-	-	-	11,274	-	-	-	17,893	29,167	
<b>T total</b>	<b>247,267</b>	<b>392,965</b>	<b>-</b>	<b>1,530,248</b>	<b>5,001,599</b>	<b>187,000</b>	<b>187,000</b>	<b>17,893</b>	<b>17,893</b>	<b>7,376,972</b>	



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**4. Credit Risk (Cont'd)**

**4.1 Distribution of Credit Exposures (Cont'd)**

**(a) Industry Analysis**

Bank	Cash and Deposits and		Derivatives		Financial		Statutory deposit with BNM	Other assets	Total
	Short term funds	placements with other	assets amortised cost and advances	Investment at Net financing	RM'000	RM'000			
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>31 Dec 2018</b>									
Household	-	-	-	1,610,850	-	-	-	-	1,610,850
Wholesale & Retail trade	-	-	27,755	1,083,243	-	-	-	-	1,110,998
Real estate, renting and business activities	-	-	-	645,682	-	-	-	-	645,682
Manufacturing	-	-	-	821,102	-	-	-	-	821,102
Construction	-	-	-	548,101	-	-	-	-	548,101
Finance intermediation	247,267	392,965	-	1,502,493	33,471	187,000	-	-	2,363,196
Education, Health and Others	-	-	-	97,801	-	-	-	-	97,801
Agriculture, hunting and related service activities	-	-	-	66,613	-	-	-	-	66,613
Hotel & restaurant	-	-	-	20,535	-	-	-	-	20,535
Transportation	-	-	-	38,447	-	-	-	-	38,447
Mining and Quarrying	-	-	-	24,480	-	-	-	-	24,480
Other business	-	-	-	11,274	-	-	-	17,887	29,161
<b>Total</b>	<b>247,267</b>	<b>392,965</b>	<b>-</b>	<b>1,530,248</b>	<b>5,001,599</b>	<b>187,000</b>	<b>187,000</b>	<b>17,887</b>	<b>7,376,966</b>


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**4. Credit Risk (Cont'd)**
**4.1 Distribution of Credit Exposures (Cont'd)**
**(b) Geographical Analysis**

<u>Group and Bank</u>	<b>Malaysia</b> RM'000	<b>Saudi Arabia</b> RM'000	<b>Other countries</b> RM'000	<b>Total</b> RM'000
<b>31 December 2019</b>				
Cash and short term funds	205,921	7,675	23,633	237,229
Deposits and placement with banks and other financial institutions	-	-	389,862	389,862
Derivatives assets	34	-	-	34
Financial investments at amortised cost	744,126	-	-	744,126
Financial investments at Fair value through other comprehensive income (FVOCI)	313,663	-	-	313,663
Net financing and advances	5,266,868	-	-	5,266,868
Statutory deposits with BNM	135,900	-	-	135,900
Other assets	19,031	-	-	19,031
<b>Total</b>	<b>6,685,543</b>	<b>7,675</b>	<b>413,495</b>	<b>7,106,713</b>

<u>Group and Bank</u>	<b>Malaysia</b> RM'000	<b>Saudi Arabia</b> RM'000	<b>Other countries</b> RM'000	<b>Total</b> RM'000
<b>31 December 2018</b>				
Cash and short term funds	204,370	21,776	21,121	247,267
Deposits and placement with banks and other financial institutions	-	392,965	-	392,965
Financial investments at amortised cost	1,530,248	-	-	1,530,248
Net financing and advances	5,001,599	-	-	5,001,599
Statutory deposits with BNM	187,000	-	-	187,000
Other assets	17,893	-	-	17,893
<b>Total</b>	<b>6,941,110</b>	<b>414,741</b>	<b>21,121</b>	<b>7,376,972</b>



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**4. Credit Risk (Cont'd)**

**4.1 Distribution of Credit Exposures (Cont'd)**

**(c) Maturity Analysis**

<b>Group and Bank</b>	<b>Up to 1 year</b> RM'000	<b>&gt; 1 to 3 years</b> RM'000	<b>&gt; 3 to 5 year</b> RM'000	<b>&gt; 5 years</b> RM'000	<b>Total</b> RM'000
<b>31 December 2019</b>					
Cash and short term funds	237,229	-	-	-	237,229
Deposit and placement with bank and other financial institutions	389,862	-	-	-	389,862
Hedging financial instruments	34	-	-	-	34
Financial investments at fair value through other comprehensive income (FVOCI)	313,663	-	-	-	313,663
Financial investments at amortised cost	18,270	-	-	725,857	744,127
Gross financing and advances	2,542,311	230,631	352,313	2,141,612	5,266,868
Statutory deposits with BNM	135,900	-	-	-	135,900
Other assets	19,031	-	-	-	19,031
<b>Total</b>	<b>3,656,301</b>	<b>230,631</b>	<b>352,313</b>	<b>2,867,469</b>	<b>7,106,714</b>



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**4. Credit Risk (Cont'd)**

**4.1 Distribution of Credit Exposures (Cont'd)**

**(d) Maturity Analysis**

Group and Bank	Up to 1 year				> 1 to 3 years		> 3 to 5 year		> 5 years		Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>31 December 2018</b>											
Cash and short term funds	247,267	-	-	-	-	-	-	-	-	-	247,267
Deposit and placement with bank and other financial institutions	392,965	-	-	-	-	-	-	-	-	-	392,965
Financial investments at amortised cost	263,784	-	-	-	-	-	-	-	1,266,464	-	1,530,248
Gross financing and advances	2,207,884	143,142	-	-	376,522	-	-	-	2,274,050	-	5,001,599
Statutory deposits with BNM	187,000	-	-	-	-	-	-	-	-	-	187,000
Other assets	18,342	-	-	-	-	-	-	-	-	-	18,342
<b>Total</b>	<b>3,317,242</b>	<b>143,142</b>	<b>143,142</b>	<b>143,142</b>	<b>376,522</b>	<b>376,522</b>	<b>376,522</b>	<b>376,522</b>	<b>3,540,514</b>	<b>3,540,514</b>	<b>7,377,421</b>


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**4.2 Off-Balance Sheet Exposures**

Off-balance sheet exposures of the Group are mainly from the following:

- Financial guarantees and standby letters of credit, which represent undertaking that the Group will make payments in the event that a customer cannot meet its obligations to third parties. These exposures carry the same credit risk as financing even though are contingent in nature
- Documentary and commercial letters of credits, which are undertakings by the Group on behalf of the customer. These exposure are usually collateralized by the underlying shipment of goods to which they relate
- Commitments to extend credit including the utilized or undrawn portions of credits facilities
- Principal/notional amount of derivative financial instruments

**Disclosure on Off Balance Sheet Exposures**

Group and Bank	31 Dec 2019			31 Dec 2018		
	Principal amount RM000	Credit equivalent amount RM000	Risk weighted amount RM000	Principal amount RM000	Credit equivalent amount RM000	Risk weighted amount RM000
Transaction-related contingent items	86,397	43,198	43,198	70,662	35,331	35,331
Trade-related contingencies	691	138	138	3,580	716	716
Irrevocable commitments to extent credit:						
-Maturity no exceeding one year	1,190,241	238,029	230,534	1,742,964	348,568	322,230
-Maturity exceeding one year	103,824	51,909	52,006	95,435	47,689	47,080
Unutilised charge card lines	8,438	1,688	1,266	7,910	1,582	1,187
	<b>1,389,591</b>	<b>334,962</b>	<b>327,142</b>	<b>1,920,551</b>	<b>433,886</b>	<b>406,544</b>



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#### **4. Credit Risk (Cont'd)**

##### **4.3 Credit Risk Mitigation**

The Group's approach in granting credit facilities is based on the credit standing of the customer, source of repayment and financing servicing ability rather than placing primary reliance on credit risk mitigants ("CRM"). Depending on a customer's standing and the type of product, facilities may be provided unsecured. Nevertheless, mitigation of credit risk is a key aspect of effective risk management and takes many forms.

The main types of collateral obtained by the Group to mitigate credit risk are as follows:

- (a) for home financing – charges over the properties
- (b) for shop-house financing – charges over the properties
- (c) for motor vehicle financing – charges over the vehicles financed
- (d) for corporate and SME financing – charges over business assets such as premises or deposit.

The reliance that can be placed on CRM is carefully assessed in light of issues such as legal enforceability, market value and Counterparty credit risk ("CCR") of the guarantor. Policies and procedures are in place to govern the protection of the Group's position from the onset of a customer relationship, for instance in requiring standard terms and conditions or specifically agreed upon documentation to ensure the legal enforceability of the CRM.

Where there is a currency mismatch, haircuts are applied to protect against currency fluctuations, in addition to ongoing review and controls over maturity mismatch between collateral and exposures. Especially in mortgage financing, the collateral is required to be insured at all times against major risks, for instance, fire, with the respective banking entities as the loss payee under the takaful policy. In addition, customers are encouraged to insure against major risks, such as, death and permanent disability.




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**4. Credit Risk (Cont'd)**
**4.3 Credit Risk Mitigation (Cont'd)**

The following tables present the credit risk mitigation analysis of the Group i.e. credit exposures covered by eligible financial collateral and financial guarantees as defined under the Standardised Approach. Eligible financial collateral consists primarily of cash. The Group does not have any credit exposure which is reduced through the application of other eligible collateral.

Group and Bank Exposure Class	31 Dec 2019		31 Dec 2018	
	Exposures before CRM RM000	Exposures covered by eligible collateral RM000	Exposures before CRM RM000	Exposures covered by eligible collateral RM000
<b>Credit Risk</b>				
<i>On-Balance Sheet Exposures</i>				
Sovereigns/Central Banks	1,183,402	-	1,458,670	-
Banks, Development Financial Institutions & MDBs	600,924	-	615,138	-
Corporate	4,071,026	869,212	3,628,522	797,158
Regulatory Retail	290,612	1,001	619,562	4,104
Residential Real Estate (RRE) Financing	894,211	-	983,419	-
Higher Risk assets	499	-	-	-
Other assets	106,980	-	89,458	-
Defaulted Exposures	28,790	-	33,899	-
Total for On-Balance Sheet Exposures	7,176,444	870,213	7,428,668	801,262
<i>Off-Balance Sheet Exposures</i>				
Off-balance sheet exposures other than OTC derivatives or credit derivatives	334,962	-	433,886	-
Total for Off-Balance Sheet Exposures	334,962	-	433,886	-
Total On and Off-Balance Sheet Exposures	7,511,406	870,213	7,862,554	801,262


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**4. Credit Risk (Cont'd)**
**4.4 Assignment of Risk Weight for Portfolios under the Standardised Approach**

The Bank assesses credit quality of financing and advances using an internal rating technique tailored to the various categories of products and counter parties. These technique have been developed internally and combines statistical analysis with credit officer's judgment.

Financing and advances

<b><u>Internal ratings</u></b>	<b><u>Description</u></b>
- Investment grade	Strong(est) credit quality which associated with general standards of investment grade as per defined by international rating agency such as Standard and Poor's (S&P), Moody's, Fitch, and Japan Credit Rating Agency (JCR).
- Non-investment grade	Weaker credit quality which associated with general standards of non-investment grade as per defined by international rating agency such as Standard and Poor's (S&P), Moody's, Fitch, and Japan Credit Rating Agency (JCR).

The credit quality of financial assets other than financing and advances are determined based on the ratings of counterparties as defined by Moody's or equivalent ratings of other international rating agencies as defined below:

- AAA to AA3
- A1 to A3
- Baa1 to Baa3
- P1 to P3
- Non rated



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**4. Credit Risk (Con't)**

**4.4 Assignment of Risk Weight for Portfolios Under the Standardised Approach (Cont'd)**

The following tables present the credit exposures of the Group before the effect of credit risk mitigation by credit quality rating categories.

Group and Bank 31 December 2019	Disclosure on Rated Exposures according to Rating by ECAs										Total RM'000	
	AAA RM'000	AA+ RM'000	AA RM'000	A+ RM'000	A RM'000	A- RM'000	BBB+ RM'000	BBB RM'000	BBB- RM'000	BB+ to B- RM'000		Unrated RM'000
<b>Exposure Class</b>												
<b>On and Off Balance-Sheet Exposures</b>												
<b>Credit Exposure - Standardised Approach</b>												
Sovereigns/Central Banks	-	-	-	-	868	1,183,402	-	-	-	-	-	1,183,402
Banks, DFIs & MDBs	-	-	-	190,387	868	19,358	4,684	307	632	-	387,554	603,790
Corporate	-	-	-	-	-	-	-	-	-	-	4,421,043	4,421,043
Regulatory Retail	-	-	-	-	-	-	-	-	-	-	294,175	294,175
Residential Real Estate (RRE) Financing	-	-	-	-	-	-	-	-	-	-	901,324	901,324
Total Higher Risk Assets	-	-	-	-	-	-	-	-	-	-	693	693
Other assets	-	-	-	-	-	-	-	-	-	-	106,979	106,979
<b>Total</b>	-	-	-	190,387	868	1,202,760	4,684	307	632	-	6,111,768	7,511,406



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**4. Credit Risk (Cont'd)**

**4.4 Assignment of Risk Weight for Portfolios Under the Standardised Approach (Cont'd)**

The following tables present the credit exposures of the Group before the effect of credit risk mitigation by credit quality rating categories.

Group and Bank 31 December 2018	Disclosure on Rated Exposures according to Rating by ECAs										Unrated RM'000	Total RM'000
	AAA RM'000	AA+ RM'000	AA RM'000	A+ RM'000	A RM'000	A- RM'000	BBB+ RM'000	BBB RM'000	BBB- RM'000	BB+ to B- RM'000		
<b>Exposure Class</b>												
<b>On and Off Balance-Sheet Exposures</b>												
<b>Credit Exposure - Standardised Approach</b>												
Sovereigns/Central Banks	-	-	-	-	-	1,458,670	-	-	-	-	-	1,458,670
Banks, DFIs & MDBs	-	-	5,273	283,870	3,073	50,004	67,634	68,511	-	95	156,676	635,136
Corporate	-	-	-	-	-	-	-	-	-	-	4,064,206	4,064,206
Regulatory Retail	-	-	-	-	-	-	-	-	-	-	623,103	623,103
Residential Real Estate (RRE) Financing	-	-	-	-	-	-	-	-	-	-	991,980	991,980
Other assets	-	-	-	-	-	-	-	-	-	-	89,459	89,459
<b>Total</b>	-	-	5,273	283,870	3,073	1,508,674	67,634	68,511	-	95	5,925,424	7,862,554



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**4. Credit Risk (Cont'd)**

**4.4 Assignment of Risk Weight for Portfolios Under the Standardised Approach (Cont'd)**

The following tables present the credit exposures of the Group and the Bank after the effect of credit risk mitigation by risk weights.

Group and Bank 31 December 2019	Exposures after netting and credit risk mitigation ("CRM")									
	Sovereigns/ Central Bank RM'000	Banks, DFIs' and MDBs RM'000	Corporate RM'000	Regulatory Retail RM'000	Residential Real Estate RM'000	Higher Risk Assets RM'000	Other assets RM'000	Total exposure after netting and CRM RM'000	Total weighted assets RM'000	
Performing Exposures										
0%	1,183,402	-	-	-	-	-	20,233	1,203,635	-	-
20%	-	213,927	76,420	-	-	-	-	290,347	58,069	-
35%	-	-	-	-	429,129	-	-	429,129	150,195	-
50%	-	389,862	-	-	439,580	-	-	829,442	414,721	-
75%	-	-	-	292,908	7,942	-	-	300,850	225,638	-
100%	-	-	4,183,605	-	17,560	-	86,745	4,287,910	4,287,910	-
150%	-	-	-	-	-	693	-	693	1,040	-
Total	1,183,402	603,789	4,260,025	292,908	894,211	693	106,978	7,342,006	5,137,573	-
Defaulted Exposures										
35%	-	-	-	-	-	-	-	-	-	-
50%	-	-	12,449	46	7,113	-	-	19,608	9,804	-
100%	-	-	-	220	-	-	-	220	220	-
150%	-	-	8,946	-	-	-	-	8,946	13,419	-
Total	-	-	21,395	266	7,113	-	-	28,774	23,443	-
<b>Total Performing and Defaulted</b>	1,183,402	603,789	4,281,420	293,174	901,324	693	106,978	7,370,780	5,161,016	-



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**4. Credit Risk (Cont'd)**

**4.4 Assignment of Risk Weight for Portfolios Under the Standardised Approach (Cont'd)**

The following tables present the credit exposures of the Group and the Bank after the effect of credit risk mitigation by risk weights.

Group and Bank  
31 December 2018

Risk weights	Exposures after netting and credit risk mitigation ("CRM")										Total exposure after netting and CRM RM'000	Total weighted assets RM'000	
	Sovereigns/ Central Bank RM'000	Banks, DFIs' and MDBs RM'000	Corporate RM'000	Regulatory Retail RM'000	Residential Real Estate RM'000	Higher Risk Assets RM'000	Other assets RM'000						
<b>Performing Exposures</b>													
0%	1,458,670	-	-	-	-	-	-	-	-	-	22,538	1,481,208	-
20%	-	378,097	256,026	-	-	-	-	-	-	-	-	634,123	126,825
35%	-	-	-	-	407,501	-	-	-	-	-	-	407,501	142,625
50%	-	257,040	-	-	537,106	-	-	-	-	-	-	794,146	397,073
75%	-	-	-	620,410	10,277	-	-	-	-	-	-	630,687	473,015
100%	-	-	3,644,693	-	29,437	-	-	-	-	66,920	-	3,741,050	3,741,050
<b>Total</b>	<b>1,458,670</b>	<b>635,137</b>	<b>3,900,719</b>	<b>620,410</b>	<b>984,321</b>	<b>-</b>	<b>-</b>	<b>89,458</b>	<b>-</b>	<b>7,688,715</b>	<b>4,880,588</b>		
<b>Defaulted Exposures</b>													
35%	-	-	-	-	-	-	-	-	-	-	-	-	-
50%	-	-	12,338	443	4,186	-	-	-	-	-	-	16,967	8,484
100%	-	-	-	64	3,473	-	-	-	-	-	-	3,537	3,537
150%	-	-	13,379	-	-	-	-	-	-	-	-	13,379	20,067
<b>Total</b>	<b>-</b>	<b>-</b>	<b>25,717</b>	<b>507</b>	<b>7,659</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,883</b>	<b>-</b>	<b>32,088</b>	
<b>Total Performing and Defaulted</b>	<b>1,458,670</b>	<b>635,137</b>	<b>3,926,436</b>	<b>620,917</b>	<b>991,980</b>	<b>-</b>	<b>-</b>	<b>89,458</b>	<b>-</b>	<b>7,722,598</b>	<b>4,912,676</b>		


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances**

The following tables present the gross financing, advances and financing of the Group analysed by credit quality.

**Gross Financing, Advances and Financing by Credit Quality**

	Group and Bank	
	31 Dec 2019	31 Dec 2018
	RM'000	RM'000
Neither past due nor impaired	5,133,884	4,826,151
Past due but not impaired	159,092	207,752
Impaired	62,574	66,846
Gross financing and advances	<u>5,355,550</u>	<u>5,100,749</u>
Ratio of net impaired financing and advances to gross financing and advances less individual impairment allowances	0.54%	0.67%

**a) Neither Past Due Nor Impaired**

The credit quality of gross financing and advances which are neither past due nor impaired is set out in Note 40(c)(vi) to the financial statements.


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances (Cont'd)**
**(b) Past Due But Not Impaired**

Past due but not impaired financing and advances are financing where the customer has failed to make a principal or profit payment when contractually due.

*(i) Past Due But Not Impaired Financing and Advances by Economic Purposes*

	<b>Group and Bank</b>	
	<b>31 Dec 2019</b>	<b>31 Dec 2018</b>
	RM'000	RM'000
Purchase of property – residential property	124,911	163,946
Personal use	27,686	34,169
Purchase of transport vehicles	4,503	7,175
Purchase of shop-house	1,930	2,274
Charge card	62	187
	<u>159,092</u>	<u>207,752</u>

*(ii) Past Due But Not Impaired Financing and Advances by Geographical Analysis*

	<b>Group and Bank</b>	
	<b>31 Dec 2019</b>	<b>31 Dec 2018</b>
	RM'000	RM'000
Malaysia	<u>159,092</u>	<u>207,752</u>
	<u>159,092</u>	<u>207,752</u>

*(iii) Past Due But Not Impaired Financing and Advances by Maturity Structure*

	<b>Group and Bank</b>	
	<b>31 Dec 2019</b>	<b>31 Dec 2018</b>
	RM'000	RM'000
1 day to < 1 month	110,911	139,109
1 month to < 2 month	40,857	47,136
2 month to < 3 month	7,324	21,507
	<u>159,092</u>	<u>207,752</u>





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#### **4. Credit Risk (Cont'd)**

##### **4.5 Credit Quality of Gross Financing and Advances (Cont'd)**

###### **(c) Impaired Financing and Advances**

The Group assesses, at each reporting period, whether there is any objective evidence that an individually significant financing is impaired. The adoption of MFRS 9 has fundamentally changed the Bank's financing loss impairment method by replacing MFRS 139 incurred loss approach with a forward-looking ECL approach. From 1 January 2018, the Bank has been recording the allowance for expected credit losses for all financings and other debt financial assets not held at FVTPL, together with financing commitments and financial guarantee contracts, in this section all referred to as 'financial instruments'. Equity instruments are not subject to impairment under MFRS 9. The ECL allowance is based on the credit losses expected to arise over the life of the asset (the lifetime expected credit loss or 'LTECL'), unless there has been no significant increase in credit risk since origination, in which case, the allowance is based on the 12 months' expected credit loss ("12m ECL").

The 12m ECL is the portion of LTECLs that represent the ECLs that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Both LTECLs and 12mECLs are calculated on either an individual basis or a collective basis, depending on the nature of the underlying portfolio of financial instruments.

The Bank has established a policy to perform an assessment, at the end of each reporting period, of whether a financial instrument's credit risk has increased significantly since initial recognition, by considering the change in the risk of default occurring over the remaining life of the financial instrument.

For financial assets for which the Bank has no reasonable expectations of recovering either the entire outstanding amount, or a proportion thereof, the gross carrying amount of the financial asset is reduced. This is considered a (partial) derecognition of the financial asset.


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances (Cont'd)**
**(c ) Impaired Financing and Advances (Cont'd)**

The movements in the allowance for impairment losses of financing and advances during the financial period are as follows:

	<b>Group and Bank</b>	
	<b>31 Dec 2019</b>	<b>31 Dec 2018</b>
	RM'000	RM'000
At 1 January	99,150	-
Impairment loss recognised during the year	3,223	111,655
Impairment written-off	(13,691)	(12,505)
Closing balance	<u>88,682</u>	<u>99,150</u>


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances (Cont'd)**

Table (i)-(iii) present analysis of the impaired financing and advances of the Group and the Bank and the related impairment allowances by the following:

- (i) Economic purpose
- (ii) Geographical
- (iii) Reconciliation of allowance for impaired financing and advances.

*(i) Impaired Financing and Advances and the Related Impairment Allowances by Economic Purpose*

<b>Group and Bank 31 Dec 2019</b>	<b>Impaired Financing and Advances</b>	<b>Impairment 1 Jan</b>	<b>Net Charge for the year</b>	<b>Amount Written Off/Other Movement</b>	<b>Total Impairment Allowances for Financing and Advances</b>
	RM'000	RM'000	RM'000	RM'000	RM'000
Working capital	42,496	78,600	(17,843)	(1,820)	58,937
Personal use	7,192	15,099	17,233	(9,716)	22,616
Purchase of properties-residential	12,060	4,473	3,338	(1,600)	6,212
Charged Card	314	185	164	(35)	315
Purchase of transport vehicle	513	793	330	(520)	602
Purchase of shop-house	-	-	-	-	-
	<b>62,574</b>	<b>99,150</b>	<b>3,223</b>	<b>(13,691)</b>	<b>88,682</b>

<b>Group and Bank 31 Dec 2018</b>	<b>Impaired Financing and Advances</b>	<b>Impairment 1 Jan</b>	<b>Net Charge for the year</b>	<b>Amount Written Off/Other Movement</b>	<b>Total Impairment Allowances for Financing and Advances</b>
	RM'000	RM'000	RM'000	RM'000	RM'000
Working capital	48,142	73,812	4,788	-	78,600
Personal use	5,925	-	25,459	(10,360)	15,099
Purchase of properties-residential	11,757	-	5,770	(1,297)	4,473
Charged Card	183	-	203	(18)	185
Purchase of transport vehicle	714	-	1,624	(831)	793
Purchase of shop-house	126	-	-	-	-
	<b>66,847</b>	<b>73,812</b>	<b>37,843</b>	<b>(12,505)</b>	<b>99,150</b>


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances (Cont'd)**

(ii) Impaired Financing and Advances and the Related Impairment Allowances by Geographical Analysis.

Group and Bank 31 Dec 2019	Impaired Financing and Advances RM'000	Impairment 1 Jan RM'000	Net Charge for the Year RM'000	Amounts Written Off/Other Movement RM'000	Total Impairment Allowances for Financing and Advances RM'000
Malaysia	62,574	99,150	3,223	(13,691)	88,682
	<u>62,574</u>	<u>99,150</u>	<u>3,223</u>	<u>(13,691)</u>	<u>88,682</u>
Group and Bank 31 Dec 2018	Impaired Financing and Advances RM'000	Impairment 1 Jan RM'000	Net Charge for the Year RM'000	Amounts Written Off/Other Movement RM'000	Total Impairment Allowances for Financing and Advances RM'000
Malaysia	66,847	73,812	37,843	(12,505)	99,150
	<u>66,847</u>	<u>73,812</u>	<u>37,843</u>	<u>(12,505)</u>	<u>99,150</u>


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances (Cont'd)**
*(iii) Movements in ECL/impairment allowances for financing and advances:*

	<b>Group and Bank</b>	
	<b>31 Dec 2019</b>	<b>31 Dec 2018</b>
	RM'000	RM'000
<b>ECL/ Collective assessment allowance</b>		
At 1 January		
Stage 1 ECL	33,982	30,773
Stage 2 ECL	32,150	53,612
Stage 1 ECL provided during the financial year	(4,128)	3,209
Stage 2 ECL provided during the financial year	(7,105)	(21,462)
At 31 December	<u>54,899</u>	<u>66,132</u>
As % of total gross financing and advances less individual impairment allowances	<u>1.03%</u>	<u>1.30%</u>
<b>ECL/ Individual assessment allowance</b>		
At 1 January	33,018	10,510
Stage 3 ECL provided during the financial year	14,456	35,013
Amount written off	(13,691)	(12,505)
At 31 December	<u>33,783</u>	<u>33,018</u>


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**4. Credit Risk (Cont'd)**
**4.5 Credit Quality of Gross Financing and Advances (Cont'd)**
*(iii) Movements in ECL/impairment allowances for financing and advances:*

<b>Group and Bank</b>	<b>Stage 1</b>	<b>Stage 2</b>	<b>Stage 3</b>	<b>Total</b>
	RM'000	RM'000	RM'000	RM'000
At 1 January 2019	33,982	32,150	33,018	99,150
Changes due to financial assets recognised in the opening balance:				
- Transferred to 12-mth ECL	7,879	(6,255)	(1,624)	-
- Transferred to Lifetime ECL not credit impaired	(657)	1,526	(869)	-
- Transferred to Lifetime ECL credit impaired	(80)	(520)	600	-
Financing derecognised during the year (other than write-offs)	(6,568)	(2,656)	(1,565)	(10,789)
Write-offs	-	-	(13,691)	(13,691)
New Financing originated/ purchased	8,540	1,087	595	10,222
Changes due to change in credit risk	(11,285)	10,387	17,291	16,393
Allowance made/ (written back), net	(1,957)	(10,674)	28	(12,603)
At 31 December 2019	<b>29,854</b>	<b>25,045</b>	<b>33,783</b>	<b>88,682</b>



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## 5. Market Risk

### Risk Governance

The Assets and Liabilities Committee (“ALCO”) supports the BRMC in market risk management oversight. The ALCO reviews the Group’s market risk framework and policies, aligns market risk management with business strategies and planning, and recommends actions to ensure that the market risk remains within established risk tolerance level. Market risk is defined as the risk of loss resulting from changes in market prices and rates, arising principally from customer-driven transactions. The objective of the Group’s market risk policies and processes is to obtain the best balance of risk and return while meeting customers’ requirements. The market risk of the Group is identified into traded market risk and non-traded market risk.

#### 5.1 Traded Market Risk

Traded market risk, primarily the profit rate/rate of return risk/equity risk and credit spread risk, exist in the Group’s trading book positions held for the purpose of benefiting from short-term price movements. However, the Group does not actively trade in this area and therefore maintains a minimal exposure. The Group maintains its policy of prohibiting exposures in trading fixed income, equity or financial derivative positions unless with the prior specific approval of the Shariah Board and the Board of Directors.

#### 5.2 Non-Traded Market Risk

The Group’s core non-traded market risks are profit rate/rate of return risk in the banking book and foreign exchange risk.

##### (a) Profit Rate/Rate of Return Risk in the Banking Book

Profit rate/rate of return risk in the banking book is the risk to the Group’s earnings and economic value of equity (“EVE”) arising from adverse movements in profit rate/rate of return. The banking book includes positions that arise from profit rate management of the Group’s retail, corporate and treasury banking assets and liabilities as well as financial instruments designated as financial investment at amortised cost.

The following tables present the profit rate risk analysis. The sensitivity factors used are assumptions based on parallel shifts in the key variables and the impact on the re-priced mismatches of assets and liabilities position of the bank.


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**5. Market Risk (Cont'd)**
**5.2 Non-Traded Market Risk(Cont'd)**
**(a) Profit Rate/Rate of Return Risk in the Banking Book (Cont'd)**

Profit rate sensitivity analysis

	Group and Bank			
	31 Dec 2019		31 Dec 2018	
	Impact on profit after tax RM'000	Impact on equity RM'000	Impact on profit after tax RM'000	Impact on equity RM'000
+ 100 basis points	3,068	(41,214)	8,868	(36,633)
- 100 basis points	(3,068)	41,214	(8,868)	36,633

**(b) Foreign Currency Sensitivity Analysis**

The foreign currency sensitivity represents the effect of the appreciation or depreciation of the foreign currency rates on the consolidated currency position, while other variables remain constant.

Currency exposures	2019 Impact on profit after tax and equity			2018 Impact on profit after tax and equity		
	RM'000	+5%	-5%	RM'000	+5%	-5%
		RM'000	RM'000		RM'000	RM'000
<b>Group and Bank</b>						
EUR	88	4	(4)	813	41	(41)
AUD	99	5	(5)	284	14	(14)
HKD	247	12	(12)	192	10	(10)
SAR	152	8	(8)	(159)	(8)	8
USD	715	36	(36)	(35)	(2)	2
Others	859	43	(43)	326	16	(16)
	<u>2,160</u>	<u>108</u>	<u>(108)</u>	<u>1,421</u>	<u>71</u>	<u>(71)</u>





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## 6. Operational Risk

Operational risk is defined as the risk of loss, whether direct or indirect, to which the Bank is exposed due to inadequacy or failure of internal processes or procedures, systems or controls, people or external events, including legal risk and Shariah Non-Compliance risk. Operational risk, in some form, exists in each of the Bank's business and support activities and can result in direct and indirect financial loss, regulatory sanctions, customer dissatisfaction and damage to the Bank's reputation

The Group established a proper governance and oversight structures, reporting lines and accountabilities for managing operational risk within the management and working levels. For effective operational risk management implementation, the Group has put in place operational risk management policies, procedures, approaches and essential methodologies that enables identification, measurement, monitoring and reporting of inherent and emerging operational risks. Operational Risk Committee (ORC) and Operational Risk Working Committee (ORWC) are established for focused oversight on operational risk with the responsibility to monitor and deliberate on operational risk issues.

An independent operational risk management function in Risk Management is responsible for overseeing and reviewing the identification and management of major operational risks by business and support functions as well as integrating operational risks bank wide. Risk coordinators are appointed for the embedded risk functions at the business and support functions to facilitate the operational risk management implementation. The day-to-day management of operational risk exposures is through the development and maintenance of comprehensive internal controls and procedures based on segregation of duties, independent checks, segmented system access control and multi-tier authorization processes within the respective business and operational functions in the Bank.

### Minimum Regulatory Capital Requirements for Operational Risk

The following table presents the minimum regulatory capital requirements for Operation Risk for the Group and Bank, computed using Basic Indicator Approach.

	Group and Bank			
	31 Dec 2019		31 Dec 2018	
	Risk weighted assets RM'000	Capital Requirement RM'000	Risk weighted assets RM'000	Capital Requirement RM'000
Operational Risk	368,432	29,475	350,620	28,050



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## **6. Operational Risk (Cont'd)**

### **Risk Management Approach**

#### **(a) Strategy and Processes**

The implementation of Operational Risk Management within the Group includes the risk management on the Technology Risk, Fraud Risk, Legal and Regulatory Risk, Product Risk, Outsourcing Risk, Shariah Non-Compliance Risk, Business Resilience and Continuity and other pertinent operational risks relevant to the business and operational functions.

Technology Risk falls under the purview of Operational Risk Management and therefore follows the same methodology. Among the salient technology risk management principles for the Bank are:

- Establish the right tone from the top while defining and enforcing personal accountability and responsibility for managing technology risks.
- Technology requirements must always connect to business objectives.
- Align the management of technology risk with overall enterprise risk.
- Implementation of appropriate practices and controls to mitigate risks, including emerging risks such as cyber risks as approved by the Bank.

The Group has put in place a disciplined product evaluation process. The Group's product evaluation process is governed by the Group's Product and Services Governance Policy and its guideline. Each new product or service introduced as well as variations to existing products or services are subject to a rigorous risk review and sign-off process where risks are identified and assessed by divisions' independent of the risk taking unit that proposes the product or service and reviewed by Control Function Specialist (CFS).

The Group continues to direct group-wide efforts to maintain its legal and regulatory compliance culture in all jurisdictions that the Group operates in. The Group seeks to meet the standards and expectations of regulatory authorities through a number of initiatives and activities to support compliance with regulations governing anti-money laundering and counter financing of terrorism.



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## **6. Operational Risk (Cont'd)**

### **Risk Management Approach (Cont'd)**

#### **(a) Strategy and Processes (Cont'd)**

Fraud risk management is also governed under Operational Risk Management where the main objectives of fraud risk management includes:

- Independently review, identify, assess, measures and manage fraud risk as second line of defense on a bank wide basis.
- Enforced responsibility and accountability for the management of fraud risk across the bank.
- Ensure governance and management throughout the bank via risk culture that promotes a responsible culture of transparency, vigilance, openness, awareness and off being proactive across the bank.
- To investigate into allegations of fraud involving branches, head office and subsidiaries of ARBM.

To further enhance operational risk management in response to threat of external fraud, losses arising from frauds or control lapses are analyzed in depth to identify the causes of such losses and to implement remedial actions to prevent recurrence. Analyses of impaired financing attributed to operational lapses are also conducted diligently and the findings are disseminated to all business units as learning points.

The Group manages its outsourcing arrangements through the Outsourcing Policy and Guidelines on Outsourcing Activities which stipulate the requirements and the operating procedures to be observed in managing activities that are outsourced to third party service providers. In managing outsourcing risks, the Bank implements Due Diligence, Outsourcing Risk Assessment, Risk Appetite setting to ensure that the risks associated with outsourced activities are addressed effectively. The Bank aims to minimize the impact of risk caused by third party service provider arrangements including outsourced service providers (OSP) which could delay and affect business operations and customer service.

The Bank is exposed to disruptive events, some of which may be severe and result in an inability to fulfil some or all business obligations. Disaster recovery and business continuity plans are put in place as an integral part of the Group's strategy to mitigate risk and manage the impact of loss events. Where appropriate, the Group mitigates risk of high impact loss events by relevant takaful coverage.

The Group protects and ensures information security through continuous assessment of the security features on all computer platforms and network infrastructure, and



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### 6. Operational Risk (Cont'd)

#### Risk Management Approach (Cont'd)

##### (a) Strategy and Processes (Cont'd)

Implementation of appropriate security controls to protect against the misuse or compromise of information assets. In addition, the Group continues to undertake initiatives to maintain 100% systems availability and robust system performance in the Group's computer systems, peripherals and network infrastructure to ensure uninterrupted transmission.

##### (b) Tools and Methods for Risk Mitigation

The Group had established, among others, the following tools for sound practices and effective implementation of operational risk management within the bank:

- Risk and Control Self-Assessment ("RCSA") – to enhance management assessment of the state of the risk and control environment.
- Branch Risk and Control Self-Assessment ("BRCSA") – to evaluate and assess the operational risks and control effectiveness at branches.
- Risk Assessments templates for material products and services, process and activities within the bank.
- Key Risk Indicators ("KRI") – to collect statistical data on an ongoing basis to facilitate early detection of Key operational risk and control deficiencies.
- Operational risk incident reporting and data collection – to facilitate an enhanced analysis and timely reporting of operational risk data which are useful in assessing the Group's operational risk exposure and in strengthening the internal control environment.

The Group employs the following key methods to mitigate its operational risk:

- System of internal controls based on segregation of duties, independent checks, segmented system access control and multi-tier authorisation processes
- Documented operational risk management policies and procedural manuals to mitigate errors by users
- Processes to ensure compliance with internal policies, guidelines, controls and procedures and appropriate punitive actions are taken against errant staff
- Periodic review and enhancement of operational risk limits and controls strategies
- Disaster recovery and business continuity plans put in place to mitigate risk and manage the impact of loss events
- Takaful coverage to mitigate risk of high impact loss events, where appropriate



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## **6. Operational Risk (Cont'd)**

### **Risk Management Approach (Cont'd)**

#### **(b) Tools and Methods for Risk Mitigation (Cont'd)**

- Review of outsourced and service provider performance to ensure that services providers adhere to the terms and conditions in the service agreement and that their integrity and service quality are not compromised.

#### **(c) Reporting**

Reporting forms an essential part of operational risk management. The Group's risk management processes are designed to ensure that operational issues are identified, escalated and managed on a timely manner.

Operational risk areas for the key business and control units are reported through periodic operational risk management reports, which provide analyses and action plans for each significant business operation. The operational risk areas considered include premises controls and safety, losses due to fraud or control lapses, system availability, disaster recovery and business continuity plan simulations, outsourcing arrangements and legal actions taken against the Group. The operational risk management reports are tabled to the Operational Risk Working Committee ("ORWC"), Operational Risk Committee ("ORC") and the ERM for deliberations.

## **7. Shariah Non-Compliance Risk and Governance**

Shariah Non-Compliance ("SNC") Risk arises from the Bank's failure to comply with the Shariah ruling and Shariah standards as determined by the Shariah Board of the Bank or Shariah Advisory Council of Bank Negara Malaysia.

The Bank practice a zero risk appetite policy for non-adherence to the Shariah requirement, Shariah Standards, resolutions and rulings set out by BNM Shariah Advisory Council, Securities Commission Shariah Advisory Council, ARBM Shariah Board and any other relevant Shariah authority as determined by ARBM Shariah Board. The SNC risk is managed according to the Bank's Risk Management Framework and Shariah Risk Management Policy under the auspices of Shariah Governance Framework ("SGF") of the Bank. The risk methodology provides structural process in mitigating the risk of SNC while promoting risk awareness culture at all level. Shariah Risk Management Policy, amongst others, prescribes the core requirement of Shariah compliance concerning the Bank's operation and activities. Whereas SGF sets out the Bank's governance structure, process and arrangements including the functions of internal Shariah.

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**7. Shariah Non-Compliance Risk and Governance (Cont'd)**

The Shariah Board is responsible and accountable for all its decision, views and opinions related to Shariah matters. The Shariah Board is expected to endorse bank's policies and procedures relating to Shariah matters to ensure the contents do not contain any elements which are not in line with Shariah. The Shariah Board is preceded by qualified members who deliberate and endorse all Shariah matters with full independence as prescribed in the SGF.

Meanwhile, Board of Directors ("BOD") is expected to have an oversight on Shariah Compliance aspects of the Bank's overall operations. The Board is ultimately responsible for the establishment of an appropriate Shariah governance framework of the Bank.

The Management shall be responsible for observing and implementing Shariah standards and decisions made by the Shariah Advisory Council of Bank Negara Malaysia and the Shariah Board of the Bank respectively. The Management is also responsible to ensure that responsibilities for the effective implementation and maintenance of Shariah risk management policies, processes and control are clearly set out and supported by effective reporting and escalation procedures.

**7.1 Shariah Control Function Comprising Shariah Review, Shariah Audit and Shariah Risk.**

Shariah Control function comprises of Shariah Compliance Review, Shariah Audit and Shariah Risk Management where all Shariah issues and findings will be deliberated at Shariah Risk Working Committee (SRWC) before presenting to Shariah Board.

- a) The Shariah Compliance Review function refers to regular assessment on Shariah compliance in the activities and operations of the Bank with the objective of ensuring that the activities and operations carried out by the Bank do not contravene with Shariah Ruling, Shariah requirements and Shariah standards of the Bank's Shariah Board and Shariah Advisory Council of Bank Negara Malaysia.
- b) The Shariah Risk Management refers to function that systematically identifies, measures, monitors and reports Shariah non-compliance risks in operations, business, affairs and activities of the bank. Shariah Risk Working Committee (SRWC) has been established in the bank which is responsible for developing and/or enhancing the capability of the Bank in managing Shariah non-compliance risk and recommending them to the higher authorities for further deliberation and decision.
- c) The Shariah Audit refers to periodical assessment conducted from time to time, to provide an independent assessment and objective assurance designed to add



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## **7. Shariah Non-Compliance Risk and Governance (Cont'd)**

### **7.1 Shariah Control Function Comprising Shariah Review, Shariah Audit and Shariah Risk. (Cont'd)**

value and improve the degree of compliance in relation to the Bank's action, operation, business and activities with the main objective of ensuring a sound and effective internal control system for Shariah compliance including to verify the business or support units are in compliance with the decisions endorsed by the Shariah Board.

- (d) Shariah Audit to inform the incident owner to raise the SNC Reporting Form, and follow through the process of SNC Reporting. Shariah Audit also to provide recommendations on the rectification measures taken as well as follow-up on the implementation by the Bank.

In addition, the independent assessment is performed periodically by internal Shariah Audit to verify that the operations conducted by the business or support units are in compliance with the decisions endorsed by the Shariah Board. Any incidences of Shariah non-compliance are reported to both the Shariah Board and the Board Audit Committee.

Remedial actions to be taken on immediate basis in rectifying the SNC event and cease the operations which is deemed as SNC, including but not limited to the immediate termination of the Shariah non-compliant products or services to address Shariah non-compliant income or activities. Rectification plans proposed to rectify the SNC shall be approved by the Shariah Board and the Board of Directors.

#### **Rectification Process of Shariah Non-Compliant Income during Period under Review**

There is nil Shariah Non-Compliance ("SNC") event and hence there is no financial impact due to SNC event for the financial period under review. The process of SNC Reporting as well as SNC Income Purification is in place and well documented in the bank which is subject to updates from time to time. Should there be any SNC events being detected which requires income purification, the rectification process and proper distribution of purification income will be according to the Shariah parameters stipulated in Shariah Board Ruling No.70 on Management of Purification Account and the Bank's Guideline on Income Purification.



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## **CHIEF EXECUTIVE OFFICER ATTESTATION**

### **Capital Adequacy Framework for Islamic Banks (CAFIB) – Disclosure Requirement**

In accordance with Bank Negara Malaysia's Capital Adequacy Framework for Islamic Banks (CAFIB) – Disclosure Requirements (Pillar 3), I hereby attest that to the best of my knowledge, the disclosures contained in Al Rajhi Banking & Investment Corporation (Malaysia) Bhd's Pillar 3 Disclosures report for the financial period ended 31 December 2019 are consistent with the manner in which the Group and the Bank assesses and manages its risk, and are not misleading in any particular way.

For and on behalf of,

A handwritten signature in black ink, appearing to read 'Steve Chen Thien Yin', written over a light blue rectangular background.

**STEVE CHEN THIEN YIN**  
Chief Executive Officer