

# Corporate Information

## BOARD OF DIRECTORS

- 1 **TAN SRI AZMAN HASHIM**  
Chairman  
Non-Independent Non-Executive Director
- 2 **GRAHAM KENNEDY HODGES**  
Non-Independent Non-Executive Director
- 3 **SOO KIM WAI**  
Non-Independent Non-Executive Director
- 4 **VOON SENG CHUAN**  
Senior Independent Non-Executive Director
- 5 **SEOW YOO LIN**  
Independent Non-Executive Director
- 6 **FARINA BINTI FARIKHULLAH KHAN**  
Independent Non-Executive Director
- 7 **HONG KEAN YONG**  
Independent Non-Executive Director
- 8 **DATO' KONG SOOI LIN**  
Independent Non-Executive Director

## AUDIT AND EXAMINATION COMMITTEE

- Seow Yoo Lin**  
Chairman  
Independent Non-Executive Director
- Farina Binti Farikhullah Khan**  
Independent Non-Executive Director
- Dato' Kong Sooi Lin**  
Independent Non-Executive Director

## GROUP NOMINATION AND REMUNERATION COMMITTEE

- Voon Seng Chuan**  
Chairman  
Senior Independent Non-Executive Director
- Graham Kennedy Hodges**  
Non-Independent Non-Executive Director
- Soo Kim Wai**  
Non-Independent Non-Executive Director
- Farina Binti Farikhullah Khan**  
Independent Non-Executive Director
- Seow Yoo Lin**  
Independent Non-Executive Director

## RISK MANAGEMENT COMMITTEE

- Dato' Kong Sooi Lin**  
Chairman  
Independent Non-Executive Director
- Graham Kennedy Hodges**  
Non-Independent Non-Executive Director
- Hong Kean Yong**  
Independent Non-Executive Director

## GROUP INFORMATION TECHNOLOGY COMMITTEE

- Hong Kean Yong**  
Chairman  
Independent Non-Executive Director
- Soo Kim Wai**  
Non-Independent Non-Executive Director
- Voon Seng Chuan**  
Senior Independent Non-Executive Director

## GROUP COMPANY SECRETARY

- Koid Phaik Gunn**  
(MAICSA 7007433)  
(SSM Practising Certificate No. 202008003140)  
Chartered Secretary

## REGISTERED OFFICE

22<sup>nd</sup> Floor, Bangunan AmBank Group  
No. 55, Jalan Raja Chulan  
50200 Kuala Lumpur  
Malaysia  
Tel : +603-2036 2633  
Fax : +603-2032 1914

## AUDITORS

**Messrs Ernst & Young PLT**  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants  
Level 23A, Menara Millenium  
Jalan Damanlela  
Pusat Bandar Damansara  
50490 Kuala Lumpur  
Malaysia

## PRINCIPAL BANKER

AmBank (M) Berhad

## REGISTRAR

**Boardroom Share Registrars Sdn Bhd**  
11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13, 46200 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia  
Tel : +603-7890 4700  
Fax : +603-7890 4670  
Email : BSR.Helpdesk@boardroomlimited.com

## WEBSITE

ambankgroup.com

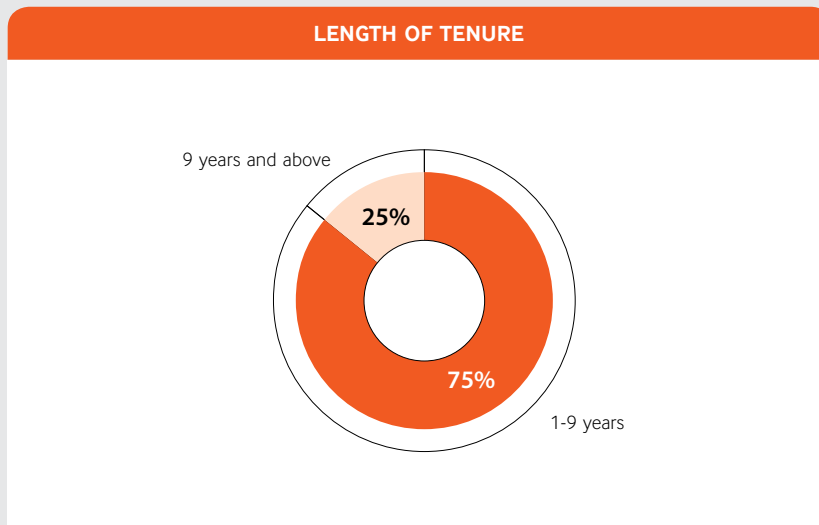
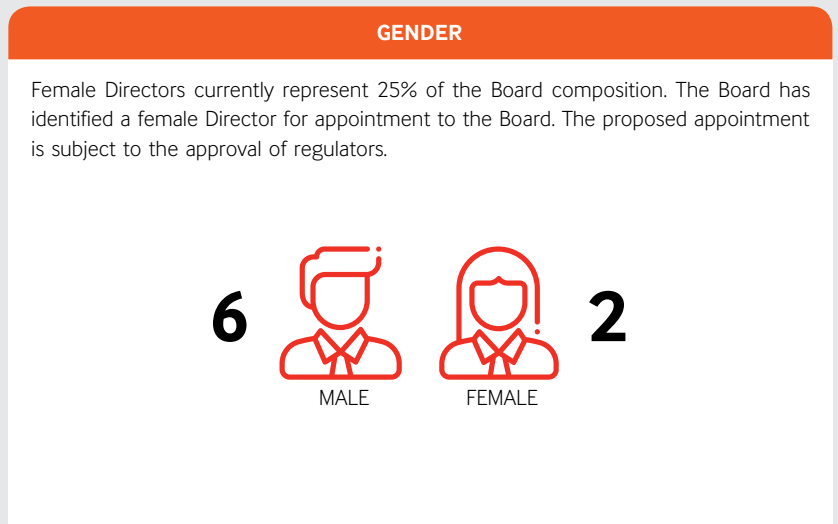
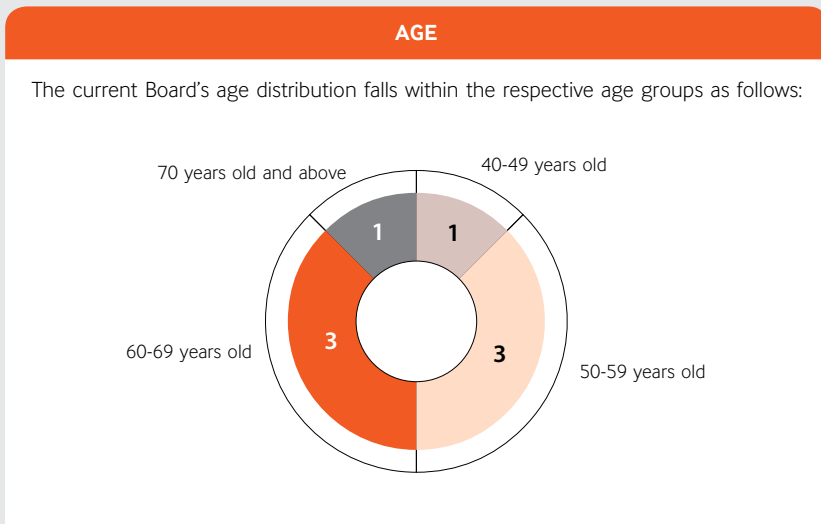
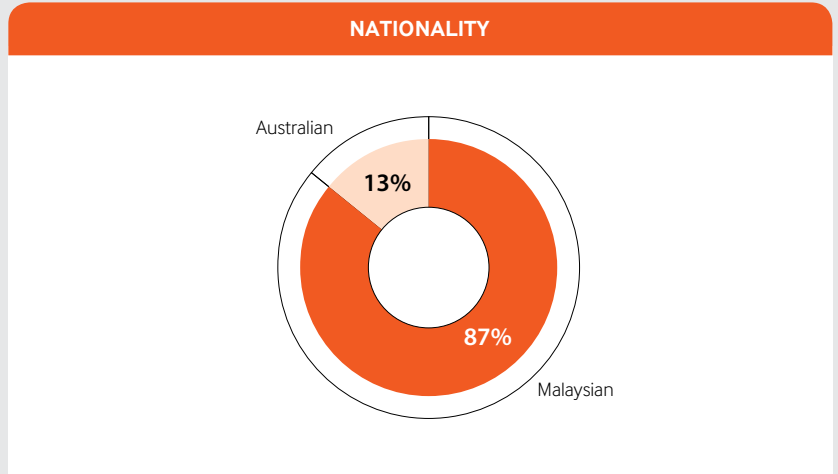
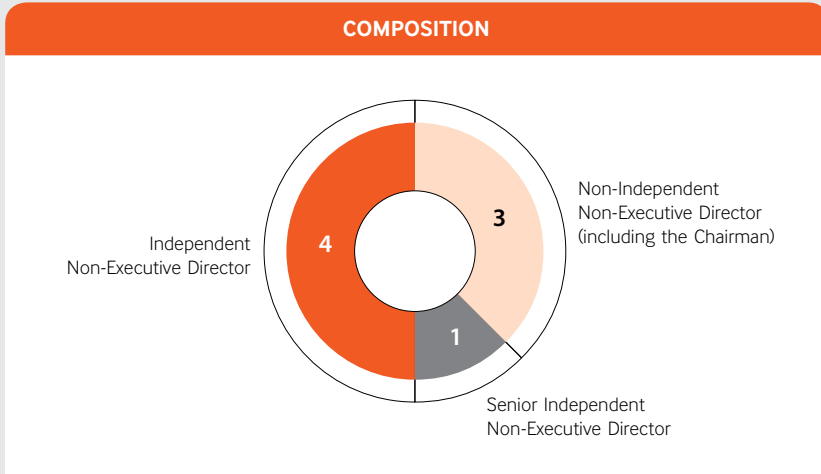
## STOCK EXCHANGE LISTING

Listed on the Main Market of  
Bursa Malaysia Securities Berhad  
Listing Date : 13 February 1992  
Stock Name : AMBANK  
Stock Code : 1015

## INVESTOR RELATIONS

ir@ambankgroup.com

# Board Diversity



# Board of Directors



From Left to Right

**1 TAN SRI AZMAN HASHIM**  
Chairman  
Non-Independent Non-Executive Director

**2 GRAHAM KENNEDY HODGES**  
Non-Independent Non-Executive Director

**3 SOO KIM WAI**  
Non-Independent Non-Executive Director

**4 VOON SENG CHUAN**  
Senior Independent Non-Executive Director

**5 DATO' KONG SOOI LIN**  
Independent Non-Executive Director

**6 SEOW YOO LIN**  
Independent Non-Executive Director






**7 FARINA BINTI FARIKHULLAH KHAN**  
Independent Non-Executive Director

**8 HONG KEAN YONG**  
Independent Non-Executive Director





# Profile of Directors

 Malaysian
  Male
  81 Years Old
  15 August 1991
  29 Years



## TAN SRI AZMAN HASHIM

Chairman  
Non-Independent Non-Executive Director

### QUALIFICATIONS

- Fellow Chartered Banker (FCB)
- Chartered Accountant (FCPA)
- Fellow, Institute of Chartered Accountants
- Fellow, Institute of Chartered Secretaries and Administrators

### DIRECTORSHIP(S) IN LISTED ISSUERS

None

### EXPERIENCE






- Tan Sri Azman Hashim has been in the banking industry since 1960 when he joined Bank Negara Malaysia. He practised as a Chartered Accountant in Azman Wong Salleh and Co. from 1964 to 1971. He was on the board of Malayan Banking Berhad from 1966 to 1980 and was its Executive Director from 1971 until 1980. He was the Executive Chairman of Kwong Yik Bank Berhad, a subsidiary of Malayan Banking Berhad, from 1980 until 1982 when he acquired AmlInvestment Bank Berhad.
- Tan Sri Azman is the Non-Independent Non-Executive Chairman of AmGeneral Holdings Berhad and AmlInvestment Group Berhad, both of which are subsidiaries of the Company. He is also the Executive Chairman of Amcorp Group Berhad.
- Tan Sri Azman is Chairman of the Asian Institute of Chartered Bankers, Asian Banking School Sdn Bhd, Malaysia South-South Corporation Berhad, Financial Industry Collective Outreach (FINCO), Universiti Teknologi Malaysia – Azman Hashim International Business School Advisory Council and Chairman Emeritus of Pacific Basin Economic Council (PBEC).
- He is the President of Malaysia South-South Association, Malaysia-Japan Economic Association, Malaysian Prison FRIENDS Club and a Member of the East Asia Business Council. He is also the Leader of the ASEAN Japan Business Meeting (Malaysia Committee, Keizai Doyukai). He is the Pro-Chancellor of Open University of Malaysia and University Malaysia Sabah and a Member of the Academic Advisory Council, Universiti Teknologi Petronas.
- Tan Sri Azman is also involved in several charitable organisations as Chairman and Trustee of AmGroup Foundation and Perdana Leadership Foundation and Trustee for Yayasan Azman Hashim, Yayasan Tuanku Najihah and Yayasan Canselor Open University Malaysia.

### DECLARATION

*He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company except as follows:*

- *Director and substantial shareholder of Amcorp Group Berhad, which in turn is a substantial shareholder of AMMB Holdings Berhad (AMMB), and being a director of Clear Goal Sdn Bhd, his family company which is deemed a substantial shareholder of AMMB by virtue of its interest in Amcorp Group Berhad.*

*He has not been convicted for any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*

 Australian
  Male
  65 Years Old
  30 June 2016
  4 Years

## GRAHAM KENNEDY HODGES

Non-Independent Non-Executive Director

### MEMBERSHIP OF BOARD COMMITTEES

- Member of the Company's Risk Management Committee
- Member of the Company's Group Nomination and Remuneration Committee

### QUALIFICATIONS

- Bachelor of Economics (Hons), Monash University, Australia.

### DIRECTORSHIP(S) IN LISTED ISSUERS

None



### EXPERIENCE

- Graham Kennedy Hodges was appointed the Deputy Chief Executive Officer of Australia and New Zealand Banking Group Limited (ANZ) in May 2009, and had stepped down from the role effective May 2018. Prior to that, he was the Chief Executive Officer and a director of ANZ National Bank Limited responsible for the running of ANZ Group's New Zealand business.
- Mr. Hodges has held the position of Group Managing Director, Corporate and various other roles in Corporate and Business Banking. He joined ANZ in 1991 and was appointed Chief Economist in 1992, a post he held for three years.
- Before ANZ, Mr. Hodges spent several years with the International Monetary Fund in Washington DC and nine years in Commonwealth Treasury in Canberra.
- Mr. Hodges is an Independent Non-Executive Chairman of Regis Healthcare Limited, a healthcare company listed on the Australian Securities Exchange.
- Mr. Hodges is also a Non-Executive Director of Assemble Communities Pty Ltd, a business focused on development of affordable housing in Australia.






### DECLARATION

*He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company except as follows:*

- *Board representative of Australia and New Zealand Banking Group Limited, which is deemed a substantial shareholder of AMMB by virtue of its interest in ANZ Funds Pty Ltd, a substantial shareholder of AMMB.*

*He has not been convicted for any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*

## Profile of Directors

 Malaysian
  Male
  59 Years Old
  4 October 2002
  17 Years



### SOO KIM WAI

Non-Independent Non-Executive Director

#### MEMBERSHIP OF BOARD COMMITTEES

- Member of the Company's Group Nomination and Remuneration Committee
- Member of the Company's Group Information Technology Committee

#### QUALIFICATIONS

- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants
- Fellow, Certified Practising Accountant, Australia
- Fellow, Association of Chartered Certified Accountants, United Kingdom

#### DIRECTORSHIP(S) IN LISTED ISSUERS

- Director, RCE Capital Berhad
- Director, Amcorp Properties Berhad

#### EXPERIENCE






- Soo Kim Wai is currently the Group Managing Director of Amcorp Group Berhad. He joined Amcorp Group Berhad in 1989 as Senior Manager, Finance, and has since held various positions before he was promoted to his current appointment. Prior to that, he was with Plantation Agencies Sdn Bhd from 1985 to 1989, and in the accounting profession for five years with Deloitte KassimChan from 1980 to 1985.
- Mr. Soo sits on the board of some private limited companies and foreign companies. He also serves as Non-Independent Non-Executive Chairman of AmREIT Managers Sdn Bhd, the Manager of AmFirst Real Estate Investment Trust. He is also the Non-Independent Non-Executive Chairman of AmREIT Holdings Sdn Bhd.
- Mr. Soo is also a Non-Independent Non-Executive Director of AmBank (M) Berhad, a wholly-owned subsidiary of the Company.
- In March 2020, Mr. Soo was appointed as a Non-Independent Non-Executive Director of Amcorp Global Ltd (formerly known as TEE Land Limited), a subsidiary of Amcorp Group Berhad, listed on the mainboard of the Singapore Stock Exchange.

#### DECLARATION

*He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company except as follows:*

- *Group Managing Director of Amcorp Group Berhad, which is a substantial shareholder of AMMB.*

*He has not been convicted for any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*

 Malaysian
  Male
  61 Years Old
  18 June 2015
  5 Years

## VOON SENG CHUAN

Senior Independent Non-Executive Director

### MEMBERSHIP OF BOARD COMMITTEES

- Chairman of the Company's Group Nomination and Remuneration Committee
- Member of the Company's Group Information Technology Committee

### QUALIFICATIONS

- Bachelor of Science (Honours) in Mathematics, University of Malaya

### DIRECTORSHIP(S) IN LISTED ISSUERS

- Director, Mesiniaga Berhad



### EXPERIENCE

- Voon Seng Chuan has been part of the Information Technology (IT) industry for about three decades. In April 2008, he joined the IBM Quarter Century Club reflecting his 25 years of service in IBM. He retired from IBM in March 2010.
- In his 27 years of service with IBM, he held a number of roles delivering all aspects of IT products and services for clients in all industry segments in Malaysia and the Asia Pacific region. His last role in IBM prior to his retirement was Director for Mid-Market Segment in Asia Pacific.
- From 2000 to 2006, Mr. Voon was the Managing Director for IBM Malaysia and Brunei. Mr. Voon responded to the Malaysian Government's call to transform the nation into an international shared services and outsourcing hub by leading IBM's investment in seven regional centres/operations in Malaysia. In doing so, IBM is well positioned to transfer best practices and high-skilled expertise to the country.
- In 2013, Mr. Voon was recognised with the "Outsourcing Leader of the Year" award by Outsourcing Malaysia. He was also a Council Member of PIKOM (National ICT Association of Malaysia) from 1994/1995 and 1999/2000.
- Mr. Voon is also an Independent Non-Executive Chairman of AmBank (M) Berhad, a wholly-owned subsidiary of the Company.






### DECLARATION

*He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*

*He has not been convicted for any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*



## Profile of Directors

 Malaysian
  Male
  64 Years Old
  30 June 2016
  4 Years



### SEOW YOO LIN

Independent Non-Executive Director

#### MEMBERSHIP OF BOARD COMMITTEES

- Chairman of the Company's Audit and Examination Committee
- Member of the Company's Group Nomination and Remuneration Committee

#### QUALIFICATIONS

- Certified Public Accountant
- Master of Business Administration, International Management Centre, Buckingham, United Kingdom
- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants
- Member, Malaysian Institute of Management

#### DIRECTORSHIP(S) IN LISTED ISSUERS

- Director, Southern Steel Berhad
- Director, Hume Industries Berhad






#### EXPERIENCE

- Seow Yoo Lin joined KPMG Malaysia in 1977 and qualified as a Certified Public Accountant in 1980. In 1983, he was seconded to KPMG United States to gain overseas experience, specialising in banking assignments. He returned in 1985 and was admitted as Partner in 1990.
- He has been the audit partner on a wide range of companies including public listed companies and multinationals in banking and finance, manufacturing, trading and services. In addition, he held various leadership roles including those of Human Resource Partner, Partner in charge of Financial Services and a member of the KPMG Asia Pacific Board.
- He was a member of Executive Committee of the Malaysian Institute of Certified Public Accountants from 2009 to 2011 and a Council member of the Malaysian Institute of Accountants from 2007 to 2011. He was the Managing Partner of KPMG Malaysia from 2007 to 2010. He retired from the firm in 2011.
- Mr. Seow is also an Independent Non-Executive Director of AmInvestment Bank Berhad, a wholly-owned subsidiary of the Company.

#### DECLARATION

*He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*

*He has not been convicted for any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*

 Malaysian
  Female
  48 Years Old
  8 August 2017
  3 years

## FARINA BINTI FARIKHULLAH KHAN

Independent Non-Executive Director

### MEMBERSHIP OF BOARD COMMITTEES

- Member of the Company's Audit and Examination Committee
- Member of the Company's Group Nomination and Remuneration Committee

### QUALIFICATIONS

- Bachelor of Commerce in Accounting, University of New South Wales, Australia
- Fellow, Institute of Chartered Accountant Australia and New Zealand
- Advanced Management Program, Harvard Business School, United States of America

### DIRECTORSHIP(S) IN LISTED ISSUERS

- Director, Petronas Gas Berhad
- Director, KLCC Property Holdings Berhad
- Director, Icon Offshore Berhad



### EXPERIENCE






- Farina binti Farikhullah Khan has over 25 years of working experience, predominantly in oil and gas industry.
- She started out her career in 1994 with Coopers & Lybrand, Australia in the Business Services unit for three years.
- In 1997, Farina returned to Malaysia to join Petroliam Nasional Berhad (PETRONAS) in the Corporate Planning and Development Division where she started as an executive and in the ensuing years until 2005, she held various positions including Senior Manager (Strategy and Portfolio) in Group Strategic Planning of PETRONAS.
- She subsequently assumed the position of Chief Financial Officer of PETRONAS Carigali Sdn Bhd, one of the largest subsidiaries of PETRONAS with operations in over 20 countries, from 2006 to 2010. She then served as the Chief Financial Officer at PETRONAS Exploration and Production Business, the largest arm of PETRONAS Business, from mid-2010 until 2013, where the business included both PETRONAS Carigali Group of Companies as well as the Petroleum Management Unit of PETRONAS.
- Prior to leaving PETRONAS Group at the end of 2015 to pursue her other interests, Farina was the Chief Financial Officer of PETRONAS Chemical Group Berhad, the largest listed entity of PETRONAS, for two years.
- Farina had also previously served on the Board of various PETRONAS entities, such as Progress Energy Canada Ltd as well as a number of PETRONAS joint venture entities with foreign partners.
- She is also an Independent Non-Executive Director of AmBank Islamic Berhad, a wholly-owned subsidiary of the Company.
- She is an Independent Non-Executive Director of KLCC REIT Management Sdn Bhd, the Manager of KLCC Real Estate Investment Trust.

### DECLARATION

*She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*

*She has not been convicted for any offence within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*

## Profile of Directors

 Malaysian
  Male
  57 Years Old
  10 October 2019
  Less than 1 Year



### HONG KEAN YONG

Independent Non-Executive Director

#### MEMBERSHIP OF BOARD COMMITTEES

- Chairman of the Company's Group Information Technology Committee
- Member of the Company's Risk Management Committee

#### QUALIFICATIONS

- Bachelor of Engineering (Hons) in Electrical and Electronics Engineering, University of Malaya

#### DIRECTORSHIP(S) IN LISTED ISSUERS

- Director, Time Dotcom Berhad



#### EXPERIENCE

- Mr. Hong was the Senior Vice President of Strategic Planning and Technology Advisor at Taylors Education Group from April 2011 until June 2018, where his primary responsibility was to advise the Group Chief Executive Officer on adoption of information technology in the various operating divisions and provide oversight of Chief Information Officer of Higher Education Division.
- Prior to that, Mr. Hong was the Group Chief Information Officer for Hong Leong Financial Group Berhad from April 2008 to March 2011. He was responsible for the Group IT Strategy and IT Oversight of all subsidiary companies. He played an important role in setting the IT Vision and Mission and the synergies in the application of technology to enable business, including the IT architecture, design and development across the financial services group.

#### DECLARATION

*He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*

*He has not been convicted for any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*

 Malaysian
  Female
  59 Years Old
  30 October 2019
  Less than 1 Year

## DATO' KONG SOOI LIN

Independent Non-Executive Director

### MEMBERSHIP OF BOARD COMMITTEES

- Chairman of the Company's Risk Management Committee
- Member of the Company's Audit and Examination Committee

### QUALIFICATIONS

- Bachelor of Commerce (Honours), University of New South Wales, Australia
- Fellow, Certified Practising Accountant, Australia
- Chartered Banker, Asian Institute of Chartered Bankers
- Chartered Accountant, Malaysian Institute of Accountants

### DIRECTORSHIP(S) IN LISTED ISSUERS

- Director, Eco World International Berhad



### EXPERIENCE

- Dato' Kong has over 30 years of investment banking experience and has extensive equity and debt transaction expertise, having advised on numerous highly profiled and industry-shaping corporate exercises in Malaysia and Asia Pacific.
- Dato' Kong began her career with Ernst & Whinney (now known as Ernst & Young) and Arthur Anderson & Co. and then joined Bumiputra Merchant Bankers Berhad under Corporate Banking in 1989.
- In 1994, she joined CIMB Investment Bank Berhad (CIMB Investment Bank) and has been with CIMB Group Holdings Berhad (CIMB Group) for 25 years until her retirement from CIMB Investment Bank as its Chief Executive Officer in March 2019. Throughout her tenure with CIMB Group, Dato' Kong has contributed significantly to entrenching CIMB as one of the top investment banking houses domestically and across ASEAN.
- Dato' Kong has held various capacities within CIMB Group. Her roles include Group Head of Investment Banking Division for the Asia Pacific region, Group Head of Private Banking, Head of Senior Bankers Group, Chairperson of CIMB Private Limited Sri Lanka and Commissioner on the Board Commissioners of CIMB Securities Indonesia.
- Dato' Kong is also an Independent Non-Executive Director of AmInvestment Bank Berhad, a wholly-owned subsidiary of the Company.
- She is a Director of Malaysia Venture Capital Management Berhad.

### DECLARATION

*She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.*






*She has not been convicted for any offence within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.*



## Profile of **Company Secretary**



**KOID PHAIK GUNN**  
Group Company Secretary

 Malaysian
  Female
  54 Years Old
  9 March 2010
  10 Years

### Qualification(s)

- Fellow, Institute of Chartered Secretaries and Administrators (ICSA)
- Bachelor of Law, University of London, United Kingdom

### Directorship(s) in Listed Issuers

None

### Experience

- Koid Phaik Gunn has more than three decades of experience in corporate secretarial practice. Ms. Koid joined AmBank Group in 1993 as Company Secretary of AmSecurities Sdn Bhd, then the stockbroking arm of AmBank Group.
- In 2004, she moved to the Group Legal and Company Secretarial Department as Deputy Group Company Secretary. She has been the Group Company Secretary of AmBank Group since 2009.
- Prior to joining AmBank Group, Ms. Koid was in company secretarial practice for nine years.

### Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offence within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.

# Profile of Group Senior Management



## DATO' SULAIMAN BIN MOHD TAHIR

Group Chief Executive Officer  
AmBank Group

Malaysian Male 57 Years Old 23 November 2015

### Qualification(s)

- Bachelor of Accounting, RMIT University Australia
- Chartered Banker, Asian Institute of Chartered Banker

### Responsibilities

Dato' Sulaiman bin Mohd Tahir, the Group Chief Executive Officer of AmBank Group, oversees the management of all Group businesses, to ensure sustainable growth and long-term value creation for shareholders, customers, employees and other stakeholders.

### Experience

With a wealth of experience backed by more than three decades of spearheading growth in the Malaysian banking industry, Dato' Sulaiman has introduced a new paradigm at AmBank Group through transformational efforts premised on innovation.

With a strong commitment to embracing digital advances in the banking industry, Dato' Sulaiman has put in place multiple initiatives to accelerate the Group's digital transformation and ensure AmBank is at the forefront of digital adoption.

Thanks to Dato' Sulaiman's leadership and the strong AmBank talent pool, today, the Group is an award-winning bank delivering leading-edge banking solutions as well as an enhanced customer experience as a result of its transformation.

Dato' Sulaiman started out his career with an accounting firm, which later became PricewaterhouseCoopers, before joining the Bank of Commerce in 1987. Dato' Sulaiman has held various key positions in an ASEAN bank before joining AmBank Group.

### Directorship(s) In Listed Issuers

None

### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company. He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



## JAMIE LING

Group Chief Financial Officer  
AmBank Group

Malaysian Male 51 Years Old 1 June 2017

### Qualification(s)

- Bachelor of Arts (Honours) in Economics and Accounting, University of Newcastle Upon Tyne, United Kingdom
- Fellow, Institute of Chartered Accountants England and Wales, United Kingdom
- Member, Association of Chartered Certified Accountants
- Alumni, Executive Management Programmes of Templeton College, Oxford University, and INSEAD

### Responsibilities

Jamie Ling, as the Group Chief Financial Officer, manages the full spectrum of AmBank Group's finance. He assumes the responsibility of overseeing the Group's financial strategy and implementation, as well as the Group's business strategy.

### Experience

Jamie has garnered more than two decades of regional and international banking experience across Asia and Europe. His in-depth commercial and financial experience covers key roles held in treasury, finance, risk management, and sales in international banking institutions.

After being qualified as a Chartered Accountant in London, Jamie joined HSBC Bank's headquarters in London before moving into Standard Chartered Bank where he was responsible for leadership roles in Malaysia, the United Kingdom, and North East Asia. Jamie was the Regional Chief Financial Officer of Standard Chartered Bank for Greater China and North East Asia, managing the finance function of offices in Hong Kong, Taiwan, China, South Korea, and Japan. He also served as a Board member and Finance Director of Standard Chartered (Hong Kong) Limited, where Hong Kong was the largest market of the group.

### Directorship(s) In Listed Issuers

None

### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.

## Profile of Group Senior Management



### RAJA TEH MAIMUNAH RAJA ABDUL AZIZ

Managing Director  
Wholesale Banking, AmBank Group

Malaysian Female 52 Years Old 7 February 2017

#### Qualification(s)

- Bachelor of Laws LLB (Honours), University of East London, United Kingdom
- Honorary Doctors of Law, University of East London, United Kingdom
- Chartered Banker, Asian Institute of Chartered Banker
- Chartered Professional in Islamic Finance, Chartered Institute of Islamic Finance Professionals

#### Concurrent Roles

- Board Member and Board Risk Committee Member, Kumpulan Wang Persaraan (Diperbadankan)
- Advisor, Islamic Banking and Finance, World Islamic, Economic Forum Foundation

#### Responsibilities

Raja Teh Maimunah spearheads the Group's Wholesale Banking division encompassing Group Treasury and Markets, Group Transaction Banking, Wholesale Banking Client Coverage, Corporate Banking and Credit Administration.

#### Experience

Raja Teh Maimunah carries more than 25 years' experience in the banking industry with previous roles covering Investment Banking, Islamic Banking and Digital Banking. Her expertise encompasses corporate and transaction banking, Islamic financing and investments, digital payment and collection solutions, equity and debt origination, equity sales, mergers and acquisitions, proprietary investments, initial and secondary public offerings, asset-based securitisation and debt restructuring and recovery.

Prior to her current role, she was the Chief Executive Officer of AmInvestment Bank and prior to that she was the Managing Director and Chief Executive Officer of Hong Leong Islamic Bank, as well as the Chief Operating Officer of Digital Innovations & Transaction Banking of the Hong Leong Bank Group. The other roles she had held include Global Head, Islamic Markets at Bursa Malaysia Berhad; Chief Corporate Officer and Head, International Business, Corporate and Investment Banking at Kuwait Finance House (Malaysia); Senior Director at Bank Alkhair (Bahrain); Associate Director at CIMB Investment Bank and Senior Vice President, Investment Banking at RHB Investment Bank. She spent her early years with KPMG Peat Marwick Consultants, before transitioning to the banking and finance industry.

#### Directorship(s) In Listed Issuers

None

#### Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offence within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



### SEOHAN SOO

Chief Executive Officer\*  
AmInvestment Bank Berhad

Malaysian Male 53 Years Old 1 July 2018

#### Qualification(s)

- Bachelor of Laws, University of Warwick, United Kingdom
- Masters of Laws, University of Cambridge, United Kingdom
- Barrister-at-Laws, Lincoln's Inn, London, United Kingdom
- Advocate and Solicitor of the High Court of Malaya

#### Responsibilities

As the Chief Executive Officer of AmInvestment Bank, Seohan is responsible for stewarding the investment bank's full range of integrated solutions and services, encompassing corporate finance and M&A advisory, equity capital markets, debt and sukuk capital markets, as well as fund management, private banking and stockbroking services.

He was instrumental in securing investment banking mandates for advisory/capital markets with AmInvestment Bank being consistently top three in the Malaysia Bonds League Tables over the last 17 years.

#### Experience

Seohan has more than 25 years of investment banking experience at both foreign and local banks. He has been instrumental in building AmBank's leadership in fixed income covering debt origination, structuring, distribution and treasury markets. Under his stewardship, the Capital Markets Group has been at the forefront of innovation in the bond and sukuk markets, spearheading major infrastructure development financing transactions such the MRT project, various power plants and tolled roads.

AmInvestment Bank has been consistently ranked top three in the fixed income origination and fund management businesses and has garnered more than 30 awards in 2019 conferred by The Asset, IFR Asia and RAM Ratings, amongst others.

Seohan is a Council Member of the Malaysian Investment Banking Association, a Member of Financial Markets Association Malaysia and an Associate Member of the Asian Institute of Chartered Bankers. He also holds a Capital Market Services Representative's License under the Capital Markets and Services Act 2007.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed against him by any relevant regulatory bodies during the financial year ended 31 March 2020.

\* Resigned effective 1 July 2020

## Profile of Group Senior Management



### AARON LOO

Managing Director  
Retail Banking, AmBank Group

Malaysian Male 47 Years Old 1 September 2019

#### Qualification(s)

- Bachelor of Engineering in Computation with First Class Honours, Imperial College, London
- Master of Science in Advanced Computation, Imperial College, London.

#### Responsibilities

Aaron oversees AmBank Group's Retail Banking division and is responsible for the development and execution of AmBank's retail banking strategy encompassing both individuals as well as small businesses. His area of responsibility covers business and strategic planning, channel management, product development, customer experience and care as well as operations and credit management.

His current area of focus is to strengthen AmBank's position in the affluent, mass affluent and SME segments through development of integrated value propositions delivered via enhanced channels both physical such as branches and relationship managers or virtual ones via digital banking and call centres.

He is also working on developing innovative new solutions for customers through partnerships and alliances.

#### Experience

Aaron Loo is a veteran banker with more than 20 years of experience in the financial services sector. He started his career in McKinsey & Company before moving to the financial services industry where he held senior roles in CIMB, Alliance Bank, Standard Chartered and OCBC Bank.

Aaron was most recently the Digital Transformation Officer working in OCBC's head office in Singapore where he drove the digital transformation efforts for OCBC's Malaysian franchise. Prior to that, Aaron was the Country Head of Retail Banking for Standard Chartered Bank Malaysia where he grew the Priority Banking and Retail SME businesses whilst leading the Bank's digital transformation programme.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



### CHRISTOPHER YAP HUEY WEN

Managing Director  
Business Banking, AmBank Group

Malaysian Male 47 Years Old 2 February 2017

#### Qualification(s)

- Bachelor of Science, Business Administration, St. Cloud State University, United States of America

#### Responsibilities

Christopher Yap steers AmBank Group's Business Banking division with core focus on growing the Small and Medium-Sized Enterprises (SMEs) and Commercial Banking segments. He takes charge of strategy development and execution to expand the Group's presence and market share in the entrepreneurial and SME sector through market-responsive products, business efficiency solutions, and service excellence.

Over the past 3 years, Business Banking's revenue has grown at a Compound annual growth rate of 21.6%.

#### Experience

Christopher Yap holds more than two decades of financial services experience, with a major portion spent on commercial and SME segments. He began his career in trade services with Citibank Malaysia and was the Head of SME Banking at Alliance Bank where he was instrumental in growing the bank's SME business to a 25% share of the bank's revenue.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



## Profile of Group Senior Management



### **EQHWAN MOKHZANEE BIN MUHAMMAD**

Chief Executive Officer  
AmBank Islamic Berhad

Malaysian Male 44 Years Old 1 April 2015

#### **Qualification(s)**

- Bachelor of Economics (Hons), University of Cambridge, United Kingdom
- Masters of Economics (Hons), University of Cambridge, United Kingdom
- Fellow, The Institute of Chartered Accountants in England and Wales (ICAEW)
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Chartered Banker, Asian Institute of Chartered Bankers (AICB)
- Chartered Professional in Islamic Finance, Chartered Institute of Islamic Finance Professionals (CIIF)

#### **Others**

- Member, Industry Advisory Panel of Azman Hashim International Business School, Universiti Teknologi Malaysia (UTM)
- Professor of Practice, The International Centre for Education in Islamic Finance (INCEIF) (2019)

#### **Responsibilities**

Eghwan manages and oversees AmBank Islamic and is also responsible to chart its strategic direction.

#### **Experience**

Eghwan has more than 20 years of corporate and financial services experience. He started his career with PricewaterhouseCoopers in London before joining the corporate advisory practice of PricewaterhouseCoopers in Kuala Lumpur.

Prior to joining AmBank Islamic, Eghwan worked with local and foreign banks, and in the corporate sector, where he gained experience in inter alia business development, corporate management, debt capital markets, corporate finance, corporate banking, financial advisory, real estate investment and international business. He has developed award-winning and innovative Islamic financial structures, and authored research papers on Islamic finance.

Eghwan is the Chairman of the industry-level VBI Working Group to develop sectoral guides in relation to environmental and social risks.

In 2019, Eghwan was conferred the Best Islamic Banking CEO Malaysia Award by Global Banking & Finance Review. He was also named as the Islamic Banker of the Year 2019 by Global Islamic Finance Awards.

#### **Directorship(s) In Listed Issuers**

None

#### **Declaration**

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



### **DATUK ISWARAAN SUPPIAH**

Group Chief Operation Officer  
AmBank Group

Malaysian Male 56 Years Old 2 February 2017

#### **Qualification(s)**

- Member, Malaysian Institute of Certified Public Accountants
- Member, Malaysian Institute of Accountants
- Member, Financial Planning Association of Malaysia

#### **Responsibilities**

Datuk Iswaraan Suppiah is in charge of both Group Information Technology and Operation (GIOD); and the Digital Banking divisions, mandated to institutionalise digitalisation and information technology within the Group's operations. He oversees and ensures, among others, the effective rollout of the Group's digital blueprint, AmDigital.

#### **Experience**

Datuk Iswaraan Suppiah has comprehensive experience in banking operations, equity, audit, and information services. His three-decade career began in audit with the accountancy firm Arthur Anderson, before joining the Bank of Commerce in 1991. He joined CIMB Securities subsequently in 1994 where he held various roles in operations, equity risk, strategic risk and compliance. He became the Executive Director of Operations, prior to moving to the parent company, CIMB Merchant Bank, in 2000.

Datuk Iswaraan was appointed to Group Chief Information and Operations Officer for CIMB Group, where he managed the bank's digital transformation, information system and banking operations across all businesses and geographies. His core emphasis centred on digitalising the bank through strategic application of technology and innovation.

#### **Directorship(s) In Listed Issuers**

None

#### **Declaration**

He does not have any conflict of interest or any family relationship with any Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.

## Profile of Group Senior Management



### FARADINA BINTI MOHAMMAD GHOUSE

Group Chief Compliance Officer  
AmBank Group

Malaysian Female 50 Years Old 15 March 2016

#### Qualification(s)

- Chartered Banker
- Bachelor of Management (Honours), University of Science, Malaysia

#### Responsibilities

Faradina binti Mohammad Ghouse is responsible for overseeing the Group's compliance function and ensuring enterprise-wide compliance with all internal and external policies, legal frameworks and regulations. Her role includes effective management of compliance risk and reinforcement of ongoing efforts to uphold the highest standards of integrity across the Group's businesses.

#### Experience

Faradina has 26 years of experience in the Malaysian, regional and global financial industry, covering Anti Money Laundering (AML) operations, audit, trade operations, and securities and fund services. She began her career as a dealer representative with a stockbroking firm, before joining Citibank Malaysia as a Management Associate. She then took on the role of Account Manager for Citigroup Securities & Fund Services Malaysia and was later promoted to Head of Operations, for Citigroup Securities & Fund Services and Trade Operations for Citibank Berhad. Following that she assumed the role of Audit Manager for Citigroup's APAC Audit & Risk Review division based in Singapore. She then returned to Malaysia as the Head of Operations for Citigroup's AML Transaction Monitoring Operations Hub, based in Kuala Lumpur. Prior to joining the AmBank Group, she was appointed Citigroup's Global Head of Transaction Monitoring Standards and Training for AML Operations.

#### Directorship(s) In Listed Issuers

None

#### Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offence within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



### JEROEN THIJS

Group Chief Risk Officer  
AmBank Group

Netherlands Male 53 Years Old 1 January 2017

#### Qualification(s)

- Masters of Business and Finance, Erasmus University Rotterdam, Netherlands

#### Responsibilities

Jeroen Thijs is charged with strategising, monitoring, identifying, and enforcing the Group's risk management framework to safeguard the Group's financial, operational, market, and reputational integrity. He also plays the crucial role of supporting the Group's growth strategy and endeavours by ensuring that sound risk practices and business outcomes are achieved.

#### Experience

Jeroen Thijs has worked across Asia and Europe in his over 28 years of experience in risk management, corporate banking, structured finance, and treasury functions. Having worked in Malaysia since 2009, he has garnered considerable exposure and insights into the Malaysian conventional and Islamic banking models and risk landscape.

Jeroen began his career as a credit analyst with Rabobank International in Singapore, before moving to senior roles with ABN AMRO Bank in Japan, Singapore, the Netherlands, and the United Kingdom. Prior to AmBank, he has held key roles in reputed banking institutions, including as Country Chief Risk Officer for OCBC Bank Malaysia and as Chief Risk Officer for Bank Islam Malaysia.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.

## Profile of Group Senior Management



### PENELOPE GAN

Group Chief Human Resource Officer  
AmBank Group

Malaysian Female 43 Years Old 1 March 2018

#### Qualification(s)

- Bachelor of Commerce, University of Melbourne, Australia

#### Responsibilities

Penelope Gan holds the important role of strategising, developing, and implementing AmBank Group's human capital management to meet the organisation's overall business objectives and transformation milestones. Some of the key aspects which falls under her purview include manpower planning, organisational and performance management, talent development and succession management, engagement and change management, as well as compensation.

She provides strategic counsel and leadership on human capital issues and defines plans to enhance the bank's human capital performance to the executive management team, shareholders, and the Board of Directors.

#### Experience

Penelope garnered more than two decades of experience covering the full spectrum of human resource function with tract record of leading organisational transformation and post-merger and acquisition turnaround programmes. She joined AmBank Group in October 2014 as the Head of Group Rewards and Performance Management to drive market-competitive rewards and compensation practices.

Her role expanded to include Group Organisation Development in 2015, where she helmed the Group's Human Resources Center of Excellence. In this capacity, she renewed the Group's talent and succession management, mapped the Group's workforce of the future blueprint, reenergise employee engagement programmes and kick started the employee sustainability agenda, while supporting the occupational, health, safety and environmental agenda.

Identified as one of the Group's talent under the Leadership Enhancement and Acceleration Programme (LEAP), she was appointed Deputy Group Chief Human Resource Officer.

#### Directorship(s) In Listed Issuers

None

#### Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offence within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



### SHAMSUL BAHROM BIN MOHAMED IBRAHIM

Group Chief Internal Auditor  
AmBank Group

Malaysian Male 45 Years Old 25 September 2017

#### Qualification(s)/Credential(s)

- Bachelor of Science (Honours) in Finance and Accounting, University of Salford, Manchester, United Kingdom
- Masters of Business Administration, University of Strathclyde, Glasgow, Scotland
- Chartered Banker, Asian Institute of Chartered Bankers
- Certification for Bank Auditors (CBA), Asian Institute of Chartered Bankers
- Qualified Risk Auditor (QRA), Institute of Enterprise Risk Practitioners
- Member, Institute of Internal Auditors (IIA), Malaysia
- Member, Asian Institute of Chartered Bankers
- Chairman of Chief Internal Auditors Networking Group, Asian Institute of Chartered Bankers (2019-2020)

#### Responsibilities

Shamsul Bahrom bin Mohamed Ibrahim is tasked with providing insights into AmBank Group's overall governance systems of internal control, and the corresponding compliance culture within its business operations. The primary role of the Group Internal Audit function is to protect the assets, reputation and sustainability of AmBank Group and as the Group Chief Internal Auditor, Shamsul facilitates Board and Management oversight by ensuring the effectiveness of the systems of internal control, including compliance with relevant laws and regulations as well as recommending the required risk mitigation measures.

#### Experience

Shamsul has over 20 years of internal auditing experience, having joined AmBank Group as an executive in 1999 and had rose through the ranks to lead the Group's Internal Audit Division. Throughout the years, he has headed the audit teams for various business units within the Group. Prior to his current appointment, he was the Deputy Group Chief Internal Auditor and Portfolio Audit Head for Wholesale Banking, Markets, and Fund Management Division. Shamsul is also the current Chairman of the Chief Internal Auditors Networking Group (CIANG), an expert networking group established by the Asian Institute of Chartered Bankers' (AICB) to enhance the professionalism, effectiveness and importance of internal audit function in the financial services industry.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.

## Profile of Group Senior Management



### DEREK LLEWELLYN ROBERTS

Chief Executive Officer  
AmGeneral Insurance Berhad

Australian Male 48 Years Old 17 September 2014

#### Qualification(s)

- Bachelor of Business Science, University of Cape Town
- Postgraduate Diploma in Accounting, University of Cape Town
- South African Institute of Chartered Accountants (SAICA)

#### Responsibilities

Derek is responsible for delivering the strategic growth, direction, distribution and performance of the general insurance business of AmBank Group.

#### Experience

Derek holds more than 17 years of experience in the insurance and financial sector with previous tenures in South Africa, the United States, the United Kingdom, Australia, and Malaysia. Before his appointment as the Chief Executive Officer of AmGeneral Insurance, his extensive and proven hands-on knowledge in the insurance industry landed him the role of leading a large-scale transformation programme within the claims operation of Insurance Australia Group's (IAG) Direct Insurance Division in Australia.

Derek's notable prior positions include Chief Financial Officer of a joint venture within IAG and the Head of Short Tail Claims for Direct Insurance, IAG, a member of the General Insurance Association of Malaysia (PIAM) Management Committee, as well as Chairman of the Claims Sub-Committee for PIAM. Derek is also one of the Board of Directors of ISM Insurance Services Malaysia Berhad (ISM).

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



### RAMZI ALBERT TOUBASSY

Chief Executive Officer  
AmMetLife Insurance Berhad

United States Male 52 Years Old 19 September 2014

#### Qualification(s)

- Bachelor of Arts in Political Science, Georgia State University, United States of America
- Masters of Arts in International Relations, Georgia State University, United States of America

#### Responsibilities

Ramzi Albert Toubassy is responsible for shaping the transformational growth of the AmMetLife business in Malaysia to deliver sustainable profitability and shareholder return, while ensuring operational efficiency and product innovation in the highly competitive insurance industry in Malaysia.

#### Experience

Ramzi has wide-ranging expertise in the insurance industry with over 24 years of experience encompassing key roles in globally reputed insurance companies. He began his insurance career in 1996 with American International Group (AIG), before joining MetLife in 2012 and became the Head of Face-to-Face Distribution for the European, Middle Eastern, and African markets.

He also served in AIA for a period of eight years prior to joining MetLife, where he held key leadership roles including Deputy Chief Agency Officer in Hong Kong, Senior Assistant General Manager in Malaysia, Deputy General Manager and Director of Distribution in the Republic of Korea, and Chief Distribution Officer in Vietnam.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.



## Profile of Group Senior Management



### NOOR AZAM BIN MOHD YUSOF

Chief Executive Officer  
AmMetLife Takaful Berhad

 Malaysian  Male  49 Years Old  1 July 2017

#### Qualification(s)

- Masters in Business Administration, University of Technology MARA, Malaysia
- Bachelor of Science (Marketing), Northern Illinois University, United States of America
- Chartered Professional in Islamic Finance (CPIF), Chartered Institute of Islamic Finance Professionals, Malaysia

#### Responsibilities

Noor Azam bin Mohd Yusof is tasked with formulating and implementing strategic growth plans to enhance the penetration and distribution of AmMetLife Takaful products in key Shariah-driven markets in Malaysia.

#### Experience

Azam has accumulated more than two decades of experience in the Malaysian insurance and Takaful industry, encompassing senior leadership roles as an established Takaful operator. Prior to joining AmMetLife Takaful, he was the Head of Sales and Distribution for HSBC Amanah Takaful (M) Berhad where he spearheaded business development and the effective delivery of the company's sales and distribution strategy.

#### Directorship(s) In Listed Issuers

None

#### Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offence within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2020.

# Leading The Way For Value Creation Through Good Governance

The Board and Management endeavour to chart our business direction and create maximum shared value across all spheres, led by our Vision that is manifested through our focus on:

- Relationships with customers by providing them professional, reliable and the best service, thereby earning their trust and making them winners;
- Performance, teamwork and collaboration to win in the market;
- Growth for our customers, business and people; and
- Leveraging domestic growth opportunities.

We anchor on the AmBank Group's purpose of helping individuals and businesses in Malaysia grow and win together. This is the backbone of our business conduct to deliver results premised on our Group's Purpose.

The Group's core values (Principled, Proactive, Appreciative, Collaborative and Experimental) form the basis of right work ethics, conduct and behaviour of our employees and are propagated, operationalised and embedded across the Group.

We respond to risks and opportunities, ensure relevance and sustainability of the business model, monitor the overall environment, the availability and quantity of capital inputs and acknowledge the needs of all stakeholders. This strategy is executed through our strategic focus areas and enables the Group to remain steadfast in managing our operations supported by good governance and simultaneously, meeting and delivering financial targets.



## Our Governance Policy

Our Board is fully committed to ensuring that the Company continues to maintain the highest standards and levels of governance, ethics and integrity within the Group and strengthening the governance processes with a view to consistently enhance the value and protect the interests of all stakeholders. In the course of undertaking this, we ensure that we are also aligned with best practices based on the principles of Leadership and Effectiveness, Accountability and Communication with Stakeholders.

The concept of good governance is essentially a cornerstone upon which the administrative structure of an organisation such as AmBank Group can be measured. Consequently it provides ample evidence of the robustness of our institutional frameworks such as risk management policies and procedures. These policies and procedures are regularly reviewed, enhanced and improved for the benefit and interests of all stakeholders.

AmBank Group is a leading provider of banking and financial services group in Malaysia and embraces world class governance practices and globally recognised standards for sustainable business practices to ensure sustained strength of our retail banking portfolio and insurance business.

Our banking business providing both conventional and Islamic financial solutions and services offers corporate finance and advisory services, restructuring, futures market services among others. In so doing, we are resilient and at the same time, flexible in adopting new regulatory changes, responding and adapting to the challenging and competitive regional and global business environment.

We believe that good governance with value-driven objectives as its mainstay, contributes to raising values through enhanced accountability, strong risk and performance management, transparency and effective leadership.

Good corporate governance creates and sustains shareholder value; ensures that our behaviour is ethical and promotes positive outcomes for all stakeholders.



## Leading The Way For Value Creation Through Good Governance



### Values-driven Objective of Our Board: Pillar of Sustainable Value-creation

Value-driven objectives of our Board are rooted in corporate governance principles and best practices espoused in the MCCG 2017, reporting disclosures and increased compliance requirements (MMLR of Bursa Securities, Companies Act 2016 and other applicable regulations).


The Board's governance oversight is guided by its commitment to its responsibilities and governance objectives. It is a conscious commitment by the Board and management at every level of the organisation to lead with their values, connect them to good organisational practices and create an organisational culture that optimises performance, accountability and contribution.

#### Effective Ethical Leadership

Strong leadership is critical to value creation. The Board sets the tone with the Chairman leading the Group ethically, effectively and responsibly and actualising a robust governance framework that is sound, transparent and responsive.

The value-driven leadership requires a high degree of stewardship and accountability. The Board is committed to strengthen our governance processes to ensure we are aligned with best practices and that our approach to disclosure is open, timely and transparent.

The Board is guided by its Board Charter in discharging its duties and responsibilities.

 Further details on Board Charter are available on the Company's corporate website at [ambankgroup.com](http://ambankgroup.com)

Challenge and team work are essential features of the Board. In decision-making, Board members act with independence, competence, diligence, inclusivity, insight and courage.

#### Strategy and Performance

The Board takes accountability for the Group's performance. The Board sets the Group's strategic aims and ensures that the necessary resources are in place to meet its objectives and review Management's performance.

AmBank Group's strategy to achieve its Vision is key in order to drive sustainable value creation for all stakeholders. Performance of focus areas that have been identified is closely monitored.

The Board supports the Group in its implementation of the Group's value-driven strategic objectives and achieving them. The required disclosures in respect of these are contained in this Integrated Annual report and other reports available at the Group's corporate website at [ambankgroup.com](http://ambankgroup.com).

#### Governance

The Board is collectively responsible for delivering sustainable value through oversight of the management of the Group's business.

#### Governing Structures and Delegation

The Board provides guidance and oversight to the Group on the management of risk and internal control and remuneration governance through its Board Committees.

#### Sustainable Growth and Stakeholders

In providing leadership and vision to the Group, the Board ensures sustainable growth and delivery of the Group's purpose and objectives for the benefit of all stakeholders.

Stakeholder inclusivity is therefore key in maintaining a strong stakeholder relationship.



## Leading The Way For Value Creation Through Good Governance

### Collective Responsibilities of the Board

The Board bears legal responsibility to govern the organisation. The Board directs and supervises the Group's affairs in a responsible and effective manner. Board members have a collective responsibility and individual responsibility to all shareholders for the manner in which the affairs of the Company are managed, controlled and operated. The Directors are fully aware that individual Directors do not hold separate authority. They are cognisant that they have a duty to act in good faith and in the best interest of the Company.

Our Board is collectively responsible in promoting the long term success of the Group in building a sustainable and profitable business whilst achieving strong returns for the shareholders.

Delivery of sustainable value by the Board is through oversight of the management of the Group's business and how it is managed, controlled and operated. The Group's sustainability strategies are disclosed in the Sustainability Report of the 2020 Integrated Report of the Company. It provides shareholders with a more insightful view of the Group's sustainability practices and performance in addressing sustainability risks and opportunities.

When Board members merge their skills towards achieving the Group's Vision, it creates a synergy that makes the whole Board greater than the sum of each individual's contribution.

The Board is committed to continuous improvement of the Group's corporate governance principles, policies and practices and does so through awareness of evolving regulation and best practices.

### Engaging with the Business on Strategic Matters

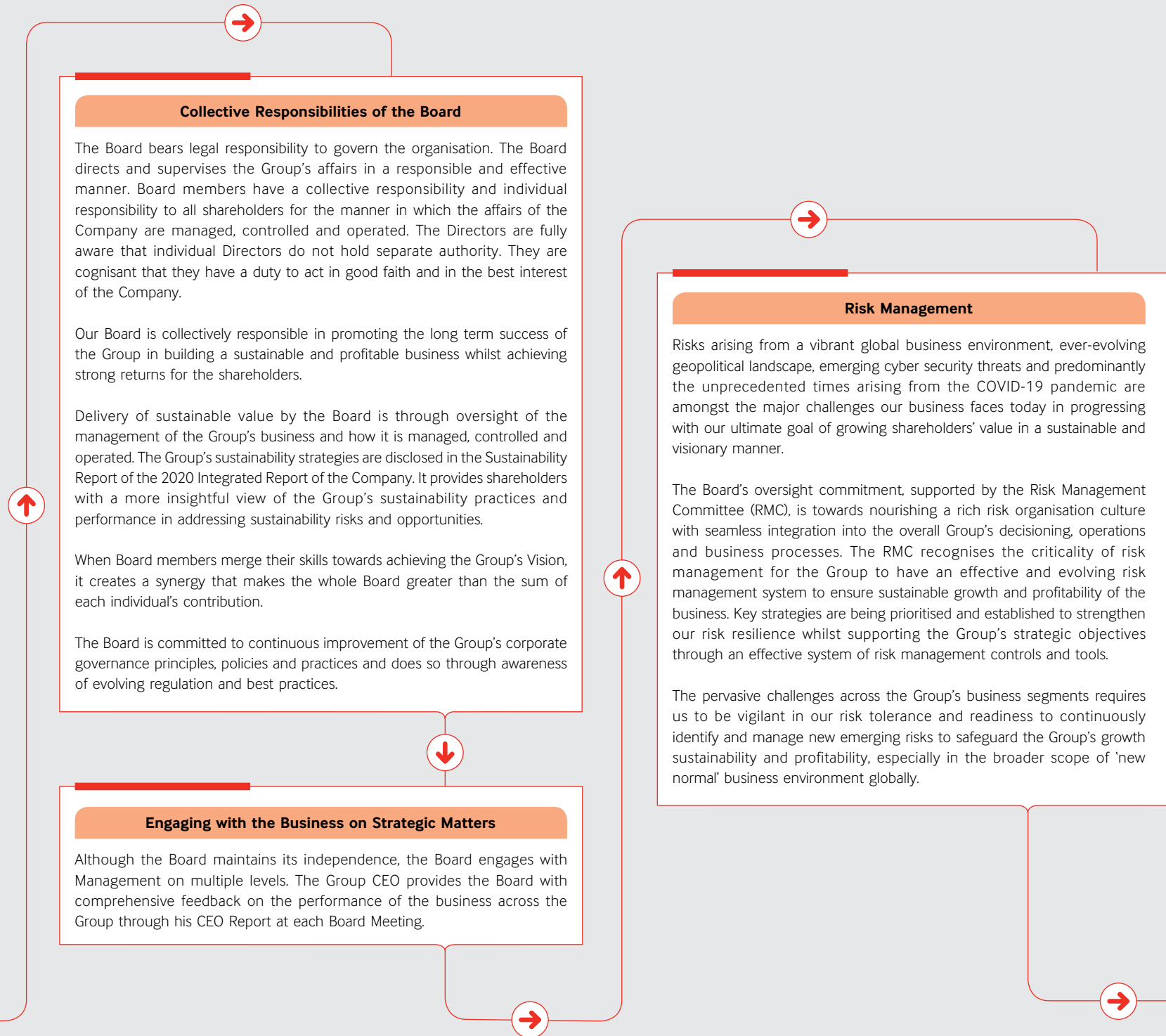
Although the Board maintains its independence, the Board engages with Management on multiple levels. The Group CEO provides the Board with comprehensive feedback on the performance of the business across the Group through his CEO Report at each Board Meeting.

### Risk Management

Risks arising from a vibrant global business environment, ever-evolving geopolitical landscape, emerging cyber security threats and predominantly the unprecedented times arising from the COVID-19 pandemic are amongst the major challenges our business faces today in progressing with our ultimate goal of growing shareholders' value in a sustainable and visionary manner.

The Board's oversight commitment, supported by the Risk Management Committee (RMC), is towards nourishing a rich risk organisation culture with seamless integration into the overall Group's decisioning, operations and business processes. The RMC recognises the criticality of risk management for the Group to have an effective and evolving risk management system to ensure sustainable growth and profitability of the business. Key strategies are being prioritised and established to strengthen our risk resilience whilst supporting the Group's strategic objectives through an effective system of risk management controls and tools.

The pervasive challenges across the Group's business segments requires us to be vigilant in our risk tolerance and readiness to continuously identify and manage new emerging risks to safeguard the Group's growth sustainability and profitability, especially in the broader scope of 'new normal' business environment globally.





## Leading The Way For Value Creation Through Good Governance



### Independence

The Board is diverse in skills and experience. All Board members are persons of high integrity and calibre with diverse professional backgrounds with sound knowledge and understanding of the Company's business.

The Board comprises eight Directors, five of whom are Independent Directors (or 63% of the Board composition) who promote independent judgement and diverse mind-sets and opinions.

All Directors are assessed annually via the Board Effectiveness Evaluation exercise.

The Independent Directors assessed in the financial year under review, satisfied the independence criteria specified under the Bank Negara Malaysia (BNM) Policy Documents on Corporate Governance and the MMLR of Bursa Securities and therefore maintained their independent status.

In line with the recommendation by the MCCG 2017, the Company has adopted a tenure policy whereby the total tenure of the Independent Directors is capped at nine years. All five Independent Directors have not served more than nine years.



### Board Diversity


AmBank Group ensures that the mix and profiles of its Board members in terms of age and gender provide the range of perspectives, experience and expertise required to achieve effective stewardship and management. The Directors bring with them years of experience in managing sustainable business growth and collectively represent a formidable leadership with diversity of perspectives that support effective decision-making.

The Group believes that the organisation is best served by a constantly evolving Board that has a combination of fresh perspective, diverse experience and knowledge.

In the rapidly transforming and evolving business environment, diversity is important to remain relevant and sustainable.

Diversity that embraces gender, race and ethnicity at Board level is a key consideration in our Board selection process. Nonetheless, while the Board acknowledges the importance of boardroom diversity, appointments to the Board shall always be based on merit.

Presently, 25% of the Directors on the Board are women. The Board supports the government's aspirational target of 30% representation of women directors and the Board is in the process of increasing its Board size with an additional female Director. As at the date of this report, 39% of the Top and Senior Management team are women.

 Further details on Board Diversity can be found on pages 32 to 33 of the GFR 2020



## Leading The Way For Value Creation Through Good Governance

### Board Skills Matrix and Experience

The Board has members with a broad range of skills that can help create value in the interests of all stakeholders.

With the appropriate mix of skills and experience the Board is assured that it is well equipped to guide and steer the Group's strategy into the future and thereby create value.



### Ensuring and Protecting Value

AmBank Group applies risk management approach to scrutinise missed opportunities and recognize the need to take calculated risks.

We are not risk averse nor do we necessarily have to take greater risks. But we have a good understanding of what risks are and how best to manage them. This means minimal control failures and an increased likelihood of achieving objectives and improved stakeholder value. Our strategies are in line with the Group's overall risk management framework whilst incorporating changes in a vigilant and forward-looking manner where appropriate. Following the unprecedented COVID-19 pandemic, we will manage risk of the 'new normal' business landscape through enhanced monitoring and early warning tools for more effective credit management and portfolio asset quality monitoring as well as managing the risk tolerance level. This would include frequent assessment of portfolios and engagement with customers for all lines of businesses in order to gauge the impact on the various industries and forward economic recovery whilst remaining vigilant of emerging malware attacks. In addition, dynamic stress simulations are being conducted on asset quality across all lines of businesses for effective asset quality management to prevent surprises and dire impact towards the Group's provisioning.

Our risk governance and culture is driven across the Group through the "Three Lines of Defence" framework, with the motto "Risk is Everyone's Responsibility". The following are in place to support this framework.

- An effective Enterprise Risk Management Framework to ensure that risk management practices encompass the entire organizational structure.
- Strategies that address the full spectrum of risks, including industry specific, compliance, competitive, environmental, security, business continuity, strategic and operational.
- A culture where risk management practices are infused throughout so that strategy and decision-making evolve out of risk-informed process.
- A philosophy that focuses not solely on risk avoidance, but also on risk taking as means to value creation.
- An independent internal audit function.
- A Group of Corporate Governance Framework that monitors the application of the principles and practices of the MCCG and other regulatory requirements.



## Leading The Way For Value Creation Through Good Governance

### Our Approach to Compliance

We comply with and subscribe to various legislations and regulatory requirements, such as MMLR of Bursa Securities, MCGG 2017, Companies Act 2016, Capital Markets and Services Act 2007, Financial Services Act 2013, Islamic Financial Services Act 2013, Malaysian Financial Reporting Standards and International Financial Reporting Standards applicable to the Group and BNM Policy Document on Corporate Governance.

Appropriate procedures and mechanisms are in place to ensure full and continuous adherence to these.

Our business compliance covers a wide range of ethical and regulatory areas. A strong compliance culture reflects a corporate culture of high ethical standards and integrity in which the Board and Senior Management lead by example. As a financial and banking services Group, we hold ourselves to high standards in carrying on business and observe at all times, both the spirit and the letter of the law and regulations.

The principles governing our ethical standards and compliance can be found within the Code of Conduct and Code of Ethics, Whistleblower Protection Policy, No Gift Policy, Trading in AmBank Shares Policy and the Related Party Transaction Policy.

### Values and Culture

The Board is committed to a corporate culture that encompasses and embraces ethical conduct within the Group.

The Board sets the tone for governance within the Group.

The Board believes that without the right culture to reflect the Group's moral and ethical beliefs and standards, employees will have difficulty embracing the core values and behaviours which are the embodiment of this organisation.

We are cognisant that our culture journey will continuously evolve in the context of our overall strategy. As we move forward in an agile, digital, fast-paced customer-centred and highly competitive environment new mind-sets and capabilities will be required to manage and thrive in this changed corporate landscape.

### Conflict of Interest

A Director is prohibited from using his or her position or confidential or price-sensitive information to benefit herself or himself or any related third party, financially or otherwise.

Directors are also required to inform the Board of conflicts or potential conflicts of interest that they may have in relation to particular items of business or other directorships. They must declare any actual or potential conflict of interest at the Board meeting where the matter is being transacted and discussed.

A Director may accept other Board appointments provided the appointments do not conflict with the Group and/or adversely affect the Director's duties.

A Non-Executive Director should not hold more than five directorships in listed companies.

### Fair and Responsible Remuneration

The Board strives to ensure that remuneration is fair and transparent, promoting positive outcomes aligned with legitimate expectations of all stakeholders.

Remuneration of employees is linked to sustainable value creation objectives in line with the Group's strategy. It is based on distinct performance targets and market benchmarking.

## Leading The Way For Value Creation Through Good Governance



### Driving Innovation

Our Intellectual Capital is borne through the adoption of an innovation led culture which encourages innovative thought processes and approaches in meeting our customers' requirements.

To remain relevant and competitive in this digital age the Board places innovation as one of its governance responsibilities given its strategic importance to create sustainable value.



### Engaging with Investors on Environment, Social and Governance (ESG) Matters

We believe in maintaining the highest standards of responsible business practices and this is evident in the strong relationships we have with our stakeholders.

Our engagement with stakeholders enables the Board to exercise constructive influence as and when appropriate and to protect the interests of our minority shareholders.

By continuously engaging with our stakeholders, we are able to keep abreast of evolving social and environmental expectations.

We use our stakeholders' insights to fortify our business strategy with the ultimate aim of delivering value to society at large.




### Ethics and Human Rights

An organisation must fundamentally add value for stakeholders by adopting a responsible business philosophy.

At AmBank Group, we believe in doing business responsibly. This means doing business ethically. Responsible or ethical business is based on a trust relationship with stakeholders.

The test of character and good corporate citizenship lies in whether an organisation behaves ethically during good as well as trying times.

The Board assumes ultimate responsibility for AmBank Group's ethics and performance. This responsibility is delegated to Management which uses various tools to fulfil its mandate.

 Further details on various tools in place to fulfil the Board's mandate can be found on page 38 of the GFR 2020



## Leading The Way For Value Creation Through Good Governance



### Our Board and Board Committees

The Board provides leadership and strategic guidance to safeguard stakeholder value creation within a framework of prudent and effective controls. This makes it possible for the Group to assess and manage risk to ensure long-term sustainable development and growth.

The Board is ultimately accountable and responsible for the performance and affairs of AmBank Group and ensures that the Group adheres to high standards of ethical behaviour.

The Board Committees assist the Board in the discharge of its duties and responsibilities.

Each Board Committee has a formal written Terms of Reference that are effectively delegated in respect of some of the Board's responsibilities.

The Board monitors these responsibilities to ensure effective coverage of and control over the Group's affairs.

 Further details can be found in the Audit Examination Committee Report on pages 45 to 49, Risk Management Committee Report on pages 41 to 44, Group Nomination and Remuneration Committee Report on pages 50 to 59 and Group Information and Technology Committee Report on pages 60 to 65 of the GFR 2020

