

AMMB Holdings Berhad

[Registration No. 199101012723 (223035-V)]

MINUTES OF THE 32nd ANNUAL GENERAL MEETING ('AGM' or the 'Meeting') OF AMMB HOLDINGS BERHAD ('AMMB' or 'the Company') HELD AND BROADCASTED LIVE FROM BOARD ROOM, 26TH FLOOR, BANGUNAN AmBANK GROUP, No. 55, JALAN RAJA CHULAN, 50200 KUALA LUMPUR ON WEDNESDAY, 23 AUGUST 2023 AT 10.00 A.M.

DIRECTORS

Tan Sri Md Nor bin Md Yusof
(Chairman, Independent Non-Executive Director)

Mr Robert William Goudswaard
(Non-Independent Non-Executive Director)

Mr Soo Kim Wai*
(Non-Independent Non-Executive Director)

Mr Voon Seng Chuan
(Senior Independent Non-Executive Director)

Mr Seow Yoo Lin*
(Independent Non-Executive Director)

Puan Farina binti Farikhullah Khan*
(Independent Non-Executive Director)

Mr Hong Kean Yong*
(Independent Non-Executive Director)

Dato' Kong Sooi Lin*
(Independent Non-Executive Director)

Ms Felicity Ann Youl*
(Independent Non-Executive Director)

SENIOR MANAGEMENT

Dato' Sulaiman Mohd Tahir
(Group Chief Executive Officer ('Group CEO'))

Mr Jamie Ling Fou-Tsong
(Group Chief Financial Officer ('Group CFO'))

GROUP COMPANY SECRETARY

Ms Koid Phaik Gunn
(Group Company Secretary)

OTHERS (BY INVITATION)

Encik Ahmad Qadri Jahubar Sathik*
(Audit Partner from Messrs. Ernst & Young, PLT)

Ms Cheryl Leong Lai Lween#
(Independent Moderator from KPMG Management & Risk Consulting Sdn Bhd)

Mr Chuah Poo Sian
(Independent Scrutineer from Coopers Professional Scrutineers Sdn Bhd)

Note: * via video-conferencing
via tele-conferencing

ITEM	MINUTES
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The Meeting was conducted virtually in line with the Guidance Note and Frequently Asked Questions on Conduct of General Meetings for Listed Issuers issued by the Securities Commission Malaysia on 7 April 2022.

32/1 CHAIRMAN'S WELCOME REMARKS

Tan Sri Md Nor bin Md Yusof, the Chairman of the Board of Directors of the Company ('Board') (hereinafter referred to as 'Chairman'), welcomed the shareholders and all those present to the AGM of AMMB. The Meeting was called to order at 10.00 a.m.

The Chairman introduced members of the Board, the Group CEO, the Group CFO, the Group Company Secretary and representative from Messrs. Ernst & Young PLT, the Company's external auditors. Aside from the Group CEO and the Group CFO, other senior management team also joined the meeting remotely.

The Chairman also informed the shareholders and proxies present that AMMB had appointed KPMG Management & Risk Consulting Sdn Bhd ('KPMG MRC') as the independent moderator to stream questions raised by shareholders during the AGM as well as the pre-submitted questions emailed to the Group's Investor Relations or via Boardroom Smart Investor Portal.

32/2 QUORUM AND PROXY

The Chairman called upon the Group Company Secretary to confirm the presence of a quorum. The Group Company Secretary confirmed that in accordance with Clause 74 of the Company's Constitution, the quorum for the AGM was present.

The Group Company Secretary also reported that a total of 655 proxy forms were received, representing 65.71% or 2,176,271,903 of the total issued shares (exclude treasury shares) of the Company.

The Chairman encouraged shareholders to download AMMB's Integrated Annual Report and Share Buy-Back Statement from the Company's website in support of AMMB's green effort. He added that shareholders could ask questions in real time by clicking on the 'messaging icon' on their screens, which would be compiled by KPMG MRC to ensure that questions are responded to in an efficient, objective and impartial manner.

32/3 NOTICE OF MEETING

The Chairman stated that the Notice of the 32nd AGM, which was circulated to all shareholders and advertised in the The Star newspaper on 21st July 2023, would be taken as read.

ITEM	MINUTES
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32/4 GENERAL INSTRUCTIONS ON VOTING PROCEDURES

The Chairman informed the shareholders and proxies present that pursuant to paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, a listed issuer must ensure that any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved at any general meeting, be voted by poll electronically.

In that regard, the Chairman stated that shareholders and proxies could submit their votes for Ordinary Resolutions 1 to 9 as set out in the AGM notice at any time from the commencement of the 32nd AGM at 10.00 a.m. or during the voting session.

For the purpose of poll voting, the Company had appointed:

- a) Boardroom Share Registrars Sdn Bhd ('Boardroom') as the Poll Administrator to conduct the poll voting remotely; and
- b) Coopers Professional Scrutineers Sdn Bhd as the Scrutineer to verify and validate the poll results.

A video was played to demonstrate to the shareholders and proxies who were present at the AGM virtually on the use of the meeting platform and the process of online voting via the Boardroom Smart Investor Portal.

32/5 GROUP CHIEF EXECUTIVE OFFICER PRESENTATION

The Chairman invited Dato' Sulaiman Mohd Tahir, the Group CEO to give a brief presentation to the shareholders/proxies covering the following areas:

- a) Key Performance Review and Highlights for the financial year ended 31 March 2023 ('FY2023')
- b) Outlook for 2023
- c) Accelerating AmBank ('the Focus 8 Strategy') -
 - i) The Path to Return on Equity ('ROE') of more than 10%
 - ii) Sharpening the Group Segment Play
 - iii) Collaborators & Partners
 - iv) Building Capital Light Revenues
 - v) AmBank Digital
 - vi) Connecting People
 - vii) Environmental, Social and Governance
 - viii) The Digital Bank Option

ITEM	MINUTES
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d) The Key Strategic Thrust (New Focus) -

- i) Accelerating small and medium enterprise ('SME') segment
- ii) Digital Acceleration
- iii) Driving Environmental, Social and Governance

For the benefit of the shareholders and proxies present, the Group CEO presented the questions raised by Minority Shareholders Watch Group and Permodalan Nasional Berhad which were received before the AGM. The corresponding responses were as set out in **Appendix 1** to the Minutes.

ORDINARY BUSINESS (AGENDA 1 – 5)**32/6 AGENDA 1: AUDITED FINANCIAL STATEMENTS AND REPORTS OF THE DIRECTORS AND AUDITORS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023**

The Chairman stated that the first item on the agenda was to receive the audited financial statements ('AFS') of the Company for FY2023 and the Reports of the Directors and Auditors thereon.

The AFS for FY2023 and the Reports of the Directors and Auditors were taken as received and tabled at the 32nd AGM by the shareholders and proxies present.

The Chairman explained to the shareholders and proxies that the AFS for FY2023 tabled at the Meeting were for discussion only and not for shareholders' approval. Hence, it was not put forth for voting.

32/7 AGENDA 2: PAYMENT OF DIRECTORS' FEES FOR THE FINANCIAL YEAR ENDED 31 MARCH 2023

The Chairman proceeded to Ordinary Resolution 1 which was to seek shareholders' approval for the payment of Directors' fees for FY2023.

Ordinary Resolution 1 on the payment of Directors' fees of RM1,802,329.00 for FY2023 was duly tabled to the Meeting.

ITEM	MINUTES
32/8	<p>AGENDA 3: BENEFITS PAYABLE TO DIRECTORS (EXCLUDING DIRECTORS' FEES) FOR THE PERIOD FROM 23 AUGUST 2023 UNTIL THE NEXT ANNUAL GENERAL MEETING OF THE COMPANY</p> <p>The Chairman stated that the benefits payable to the Directors remained unchanged as approved by the shareholders at the 27th AGM held on 31 July 2018, details as set out on page 139 of the Integrated Annual Report 2023 of the Company.</p> <p>Ordinary Resolution 2 on the benefits payable to the Directors (excluding Directors' fees) up to an aggregate amount of RM1,800,000.00 as recommended by the Board for the period from 23 August 2023 until the next AGM of the Company was duly tabled to the Meeting.</p>
32/9	<p>AGENDA 4: RE-ELECTION OF DIRECTORS RETIRING BY ROTATION PURSUANT TO CLAUSE 94 OF THE COMPANY'S CONSTITUTION</p> <p>The Chairman stated that three (3) Directors retired by rotation in accordance with Clause 94 of the Company's Constitution and being eligible had offered themselves for re-election under the following resolutions: -</p> <ul style="list-style-type: none"> i) Mr Robert William Goudswaard – Ordinary Resolution 3 ii) Mr Voon Seng Chuan – Ordinary Resolution 4 iii) Puan Farina binti Farikhullah Khan - Ordinary Resolution 5 <p>The profiles of Mr Robert William Goudswaard, Mr Voon Seng Chuan and Puan Farina binti Farikhullah Khan were set out on pages 99, 101 and 103 of the Integrated Annual Report 2023 of the Company.</p> <p>Ordinary Resolutions 3, 4 and 5 on the re-election of Mr Robert William Goudswaard, Mr Voon Seng Chuan and Puan Farina binti Farikhullah Khan were duly tabled to the Meeting.</p>
32/10	<p>AGENDA 5: RE-APPOINTMENT OF AUDITORS</p> <p>The Chairman stated that after due assessment, the Board concurred with the recommendation of the Audit and Examination Committee on the re-appointment of Messrs. Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2024.</p> <p>The Auditors, Messrs. Ernst & Young had given their consent for re-appointment as Auditors of the Company and Bank Negara Malaysia had, vide its letter dated 30 June 2023, given its approval on the re-appointment.</p> <p>Ordinary Resolution 6 on the re-appointment of Messrs. Ernst & Young PLT as Auditors of the Company and authority for the Directors to determine their remuneration was duly tabled to the Meeting.</p>

ITEM	MINUTES
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SPECIAL BUSINESS (AGENDA 6 – 8)

32/11 AGENDA 6: RENEWAL OF AUTHORITY TO ALLOT AND ISSUE NEW ORDINARY SHARES IN THE COMPANY FOR THE PURPOSE OF THE COMPANY'S DIVIDEND REINVESTMENT PLAN

The Chairman informed the shareholders and proxies that the first agenda under Special Business was a resolution to give authority to the Directors of the Company to allot and issue such number of new ordinary shares in the Company for the purpose of the Company's Dividend Reinvestment Plan ('DRP').

The Directors of the Company did not allot, or issue new ordinary shares pursuant to the authority given by the shareholders at the last AGM.

Ordinary Resolution 7 on the renewal of authority for the Directors of the Company to allot and issue new ordinary shares in the Company for the purpose of the Company's DRP was duly tabled to the Meeting.

32/12 AGENDA 7: AUTHORITY TO ALLOT AND ISSUE NEW ORDINARY SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT, 2016

The Chairman stated that the mandate would enable the Directors of the Company to issue shares as and when the need or business opportunities arise, which the Directors consider would be in the interest of the Company and the shareholders.

The Directors of the Company did not allot, or issue new ordinary shares pursuant to the authority given by the shareholders at the last AGM.

Ordinary Resolution 8 on the authority for the Directors of the Company to allot and issue new ordinary shares pursuant to Sections 75 and 76 of the Companies Act 2016 was duly tabled to the Meeting.

32/13 AGENDA 8: RENEWAL OF AUTHORITY FOR THE PURCHASE BY THE COMPANY OF ITS OWN ORDINARY SHARES

The Chairman stated that the aggregate number of ordinary shares which might be purchased and/or held by the Company should not exceed 3% of the total number of issued shares of the Company at any point in time.

The Chairman reported that since the last AGM in August 2022 and up to 30 June 2023, 8,452,550 shares had been bought back by the Company using internal funds. During the preceding 12 months and up to 30 June 2023, a total of 4,131,700 of the shares bought back had been transferred to eligible employees under AMMB Executives' Share Scheme. As to-date, 2,164,250 shares were retained as treasury shares.

ITEM	MINUTES
	<p>Ordinary Resolution 9 on the renewal of authority for the Company to purchase its own ordinary shares was duly tabled to the Meeting.</p>
32/14	ANY OTHER BUSINESS
	<p>The Chairman stated that no notice had been received by the Company to consider any other business at the Meeting.</p>
32/15	QUESTIONS & ANSWERS ('Q&A') SESSION
	<p>As all resolutions had been tabled, the Chairman proceeded with the Q&A session and invited questions from the shareholders and proxies.</p> <p>KPMG MRC, the independent moderator appointed by the Company for the AGM, read out the questions submitted by the shareholders/proxies and the responses were provided by the Group CEO and the Chairman, where appropriate. A summary of the questions raised during the Meeting together with the corresponding responses as set out in Appendix 2 to the Minutes.</p>
32/16	VOTING SESSION
	<p>The Chairman announced the close of registration and the Q&A session:-</p> <p>The Chairman informed the shareholders and proxies that he had been appointed to act as proxy for several shareholders and he would vote in accordance with the instructions given.</p> <p>The Chairman announced the commencement of the voting session and that shareholders and proxies who had yet to vote would be given 10 minutes to cast their votes. The Chairman further announced that upon the closure of the voting session, the independent Scrutineer would take approximately 15 minutes to tabulate and verify the votes casted. The Meeting was adjourned at 11.50 a.m. for the voting session and verification of votes to take place.</p>
32/17	ANNOUNCEMENT OF POLL RESULTS
	<p>The Chairman called the Meeting to order at 12.20 p.m. to announce the results of the poll.</p>
17.1	Directors' fees for the Financial Year Ended 31 March 2023
	<p>The Chairman announced the poll result in respect of Ordinary Resolution 1 which was carried as follows:</p>

ITEM MINUTES

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 1	2,487,793,438	99.9869	326,622	0.0131

The Chairman declared that Ordinary Resolution 1 was duly passed as follows:

THAT the Directors' fees of RM1,802,329.00 for the financial year ended 31 March 2023 be approved for payment.

17.2 Benefits payable to Directors for the period from 23 August 2023 until the next Annual General Meeting of the Company

The Chairman announced the poll result in respect of Ordinary Resolution 2 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 2	2,487,289,980	99.9806	483,680	0.0194

The Chairman declared that Ordinary Resolution 2 was duly passed as follows:

THAT the benefits payable to the Directors (excluding Directors' fees) up to an aggregate amount of RM1,800,000.00 for the period from 23 August 2023 until the next Annual General Meeting of the Company be approved.

17.3 Re-election of Directors Retiring by Rotation pursuant to Clause 94 of the Company's Constitution

17.3.1 The Chairman announced the poll result in respect of Ordinary Resolution 3 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 3	2,453,160,312	98.6023	34,774,946	1.3977

The Chairman declared that Ordinary Resolution 3 was duly passed as follows:-

THAT Mr Robert William Goudswaard, who retired by rotation pursuant to Clause 94 of the Company's Constitution, be re-elected as a Director of the Company.

ITEM	MINUTES
------	---------

- 17.3.2 The Chairman announced the poll result in respect of Ordinary Resolution 4 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 4	2,166,113,846	99.9573	925,677	0.0427

The Chairman declared that Ordinary Resolution 4 was duly passed as follows:

THAT Mr Voon Seng Chuan, who retired by rotation pursuant to Clause 94 of the Company's Constitution, be re-elected as a Director of the Company.

- 17.3.3 The Chairman announced the poll result in respect of Ordinary Resolution 5 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 5	2,464,495,128	99.0580	23,436,130	0.9420

The Chairman declared that Ordinary Resolution 5 was duly passed as follows:

THAT Puan Farina binti Farikhullah Khan, who retired by rotation pursuant to Clause 94 of the Company's Constitution, be re-elected as a Director of the Company.

17.4 Re-appointment of Auditors

The Chairman announced the poll result in respect of Ordinary Resolution 6 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 6	2,483,670,347	99.8244	4,369,913	0.1756

The Chairman declared that Ordinary Resolution 6 was duly passed as follows:

THAT Messrs. Ernst & Young PLT, be re-appointed as Auditors of the Company to hold office until the conclusion of the next Annual General Meeting.

AND THAT authority be given to the Directors to determine the remuneration of the auditors.

ITEM MINUTES

17.5 Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company's Dividend Reinvestment Plan

The Chairman announced the poll result in respect of Ordinary Resolution 7 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 7	2,483,085,339	99.7791	5,497,121	0.2209

The Chairman declared that Ordinary Resolution 7 was duly passed as follows:

THAT the Directors of the Company be and are hereby authorised to allot and issue such number of new ordinary shares in the Company from time to time as may be required for the purpose of the Company's Dividend Reinvestment Plan as approved at the Extraordinary General Meeting of the Company held on 2 September 2010, which gives the shareholders of the Company the option to elect to reinvest their cash dividend entitlements in new ordinary shares of the Company.

17.6 Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act, 2016

The Chairman announced the poll result in respect of Ordinary Resolution 8 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 8	2,118,971,245	85.1477	369,611,016	14.8523

The Chairman declared that Ordinary Resolution 8 was duly passed as follows:

THAT subject to the approvals of the relevant authorities and pursuant to Sections 75 and 76 of the Companies Act 2016, the Directors be and are hereby authorised to allot and issue new ordinary shares in the Company at any time, to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company for the time being.

THAT the Directors be and are hereby empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad.

AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.

ITEM	MINUTES
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17.7 Renewal of Authority for the Purchase by the Company of its own Ordinary Shares

The Chairman announced the poll result in respect of Ordinary Resolution 9 which was carried as follows:

Resolution	FOR		AGAINST	
	No. of Shares	%	No. of Shares	%
Ordinary Resolution 9	2,450,191,556	98.4609	38,299,904	1.5391

The Chairman declared that Ordinary Resolution 9 was duly passed as follows:

THAT, subject to the Companies Act 2016 ('Act'), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ('Bursa Securities') ('Listing Requirements') and the approval of such relevant governmental and/or regulatory authorities, the Board of Directors of the Company ('Board') be authorised to renew the authority to purchase such number of ordinary shares of the Company on the Main Market of Bursa Securities ('Proposed Renewal of Share Buy-Back Authority') at any time through Bursa Securities, upon such terms and conditions as the Board shall in their discretion deem fit and expedient in the best interest of the Company provided that:

- a) the aggregate number of ordinary shares which may be purchased and/or held by the Company shall not exceed three percent (3%) of the total number of issued shares of the Company at any point in time; and
- b) the maximum amount of funds to be allocated by the Company for the Proposed Renewal of Share Buy-Back Authority shall not exceed the retained profits of the Company at the time of purchase by the Company of its own ordinary shares.

THAT upon the purchase by the Company of the ordinary shares, the Board shall have the absolute discretion to decide whether such shares purchased are to be cancelled and/or retained as treasury shares and distributed as dividends or resold on the Main Market of Bursa Securities or transferred for the purpose of or under the AMMB Holdings Berhad Executives' Share Scheme and any other employees' share scheme which the Company may establish or any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act, the requirements of the Listing Requirements and any other relevant authority for the time being in force.

THAT such authority conferred by this resolution will commence immediately upon the passing of this resolution and may only continue to be in force until:

- a) the conclusion of the 33rd Annual General Meeting ('AGM') of the Company, at which time the authority will lapse unless by ordinary resolution passed at the 33rd AGM, the authority is renewed, either unconditionally or subject to conditions;

ITEM	MINUTES
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- b) the expiration of the period within which the 33rd AGM of the Company is required by law to be held; or
- c) revoked or varied by an ordinary resolution passed by the shareholders in a general meeting,

whichever is the earliest but not as to prejudice the completion of purchase by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Act, the rules and regulations made pursuant thereto and the Listing Requirements and/or any other authorities.

AND THAT authority be and is hereby unconditionally and generally given to the Board to take all such steps that are necessary and expedient (including without limitation, the opening and maintaining of central depository accounts under the Securities Industry (Central Depositories) Act 1991, and the entering into of all agreements, arrangements and guarantees with any party or parties) to implement, finalise and give full effect to the Proposed Renewal of Share Buy-Back Authority with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with full power to do all such acts and things thereafter on any part of the shares bought-back in accordance with the Act, the provisions of the Constitution of the Company, the Listing Requirements and all other relevant governmental and/or regulatory authorities.

32/18 CLOSURE

There being no other business, the Meeting ended at 12.25 p.m. with a vote of thanks to the Chairman and the Board.

Questions from **MSWG**

8 Questions

Q1 ...

Operational and Financial Matters

1. The Group has bucked the industry trend with a year-on-year higher CASA ratio (37.4% vs. 35.2%) and lower cost-to-income ratio (44.3% vs. 44.9%), notwithstanding intensified deposit-taking competition and heightened inflationary pressure.

a) How did AMMB grow its CASA deposits when most banking peers recorded declines in their CASA deposits in 2022?

Does the Bank expect a moderation in CASA deposits growth (FY2023: 13.2% growth in CASA deposits) moving forward? Is the double-digit growth of CASA deposits sustainable?

- Growing CASA has been in the Group's Strategy for the past 8 years.
- We have been growing through our cash management solutions and enhanced digital capabilities and CASA / FD product bundling.
- As a result, we have more than doubled our CASA balance over the last years from RM20 billion in FY2018 to RM49 billion in FY2023 (5-year CAGR FY2018 – FY2023: 19%). SME and individuals are the biggest CASA contributor to this growth.
- Under the current rising rate environment, CASA growth would be challenging as customers switch to better yielding products.
- CASA growth remains a main focus of our strategy to manage our funding cost.

Q1 ... cont.

b) In the absence of OPR hikes for the rest of the year and intense deposit competition between banks, the market largely expects banks' interest margins to be under pressure.

What is the management guidance for NIM in FY2023? Does the Group expect NIM compression or expansion?

- In 1st quarter of this year, NIM compression was seen across the banking industry in Malaysia.
- This was due to :
 - limited ability to reprice asset upwards
 - increase in cost of funds from keen deposit competition and
 - time deposit repricing which will occur 6-7 months after each OPR rise.
- The Group expect similar downward trend for NIM in FY2024

FOCUS

Q2 ...

2. AMMB is closely monitoring **SME and retail portfolio quality as repayment assistance** plans begin tapering off. At the same time, it cautioned shareholders that the overall credit quality remains stable while 'pockets of vulnerable customers displayed some deterioration' (page 49 of Annual Report 2023).

As of 31 Mar 2023, the size of payment moratoriums, repayment assistance, & R&R granted was lower at RM68.33 billion compared to RM76.41 billion the year before.

However, the size of missed payments increased to RM6.58 billion from RM5.43 billion in FY2022, representing 10% of the total reliefs granted. Retail customers made up about 90% of the total missed payments. (Pages 198 - 199, Note 49.2.1h - COVID-19 customer relief and support measures, Financial Report 2023).

a) Mortgages, hire purchase, and SMEs are the three major subsegments with increased missed payments.

Has sufficient provision been provided given the increased number of missed payments under COVID-19 relief measures?

What were the key challenges faced by borrowers in repaying their loans?

Please elaborate on the visibility of recovering these payments from affected borrowers.

b) **What is the management guidance for net credit cost (NCC) for FY2024 compared to the NCC in FY2023?**

a) As the relief and support measures expire post pandemic, we anticipated credit deterioration in the repayment assistance portfolio, especially in Mortgages, hire purchase and SME as the relief and support measures expire.

As of Mar'23, overlay provisions carried forward of RM314 million has been set aside and we deemed it sufficient.

We continue to proactively engage with borrowers to discuss debt servicing options.

We understand that some borrowers may struggle to repay their loans following:

- cumulative 125bps rate hike since May last year
- rising cost of living would reduce their disposable income
- We continue to proactively engage with borrowers to discuss debt servicing options.

b) For FY2024, the Group is guiding for NCC to be at 30 bps to 35 bps similar to FY2023.

Q3 ...

3. The Group increased the size of securities sold under **repurchase agreements (repo)** to RM16.47 billion as of 31 March 2023 compared to RM1.58 billion in the year before (page 20 of Financial Report 2023).

- a) Why did the Group substantially increase the size of securities sold under repo?
- b) What was the repo rate charged and the maturity of the repo securities?

- a) The increase is part of the Group's funding strategy to source for cheaper funding and reduce overall cost of fund. Repo is considered as stable source of funding.
- b) As at Mar'23, the average repo rate charged was 3.26% with an average maturity of 5.5 months.

Q3 ... cont.

c) At the same time, AMMB recorded a loan-to-deposit ratio of close to 100% as of 31 March 2023 (against the industry ratio of 81.9% as of March 2023).

Please elaborate on AMMB's current liquidity condition and liquidity management and the availability of sufficient low-cost funds to support day- to-day lending business.

FOCUS

c) **We remain highly liquid with Liquidity Coverage Ratio (LCR) of 149% as at Mar'23.**

We are working on several strategies to improve our LDR :

- **Acquire more stable and sticky deposits from the Retail and SME segments.**
- **Continuous growth in CASA to further improve our funding mix.**
- **Manage our Cost of Funds (COF), Top 20 Depositors Concentration Ratios (DCR) and balanced utilization of alternative sources of funding.**

We will continue to meet the internal and regulatory limits of the key liquidity indicators such as the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).

Q4 ...

4. AMMB has been divesting its non-core assets in the past few years with the latest being the disposal of AmGeneral Insurance Berhad to Liberty Insurance Berhad in July 2022.

Currently, the Bank is reportedly in talks with a few potential suitors to divest AmMetLife Insurance.

Will the proposed disposal of AmMetLife mark the end of AMMB's asset divestiture drive?

Which are the other potential assets to be divested moving forwards?

- **AMMB has recently announced that it commenced preliminary discussions with Great Eastern (GE) pertaining to acquisition of AmMetLife and AmMetTakaful.**
- **Important to note that these talks are still at a very preliminary stage.**
- **We will continue to review our business portfolios, as well as the performance and prospects and evaluate if further divestitures are necessary and worthwhile.**

Q5 ...

Sustainability Matters

5. Currently, AMMB does not have a standalone sustainability committee to oversee the Group's sustainability strategy, material ESG risks and opportunities. Instead, the scope of work is placed under the purview of the Risk Management Committee, which oversees the governance of group-wide overall risks.

Will the Board consider establishing a standalone committee for a regular and in-depth discussion of sustainability strategy, governance structure, priorities and targets, and integration of sustainability considerations across the Group?

- **The Group Sustainability Council (GSC) was set up to focus on :**
 - the Group's sustainability strategy
 - material ESG risks and opportunities as well as
 - sustainability matters
 - these are subsequently deliberated for recommendation to the Group Management Committee (for Opportunities) and Group Management Risk Committee (for Risks).
- **At the Board level, the Risk Management Committees of the relevant subsidiary entities (i.e. at AmBank, AmBank Islamic and AmInvestment Bank) and also at AMMB Holdings deliberate all sustainability related matters prior to approvals at the Boards.**
- **The Board is accountable and responsible for the Group's sustainability/ ESG agenda and embeds sustainability/ ESG in the formulation of Group-wide strategies, including oversight and decision-making.**
- **ESG and Climate Change is a one of three principal mandates that are discussed at every AMMB Holdings Board meeting.**
- **Further, as part of the Group's strategy formulation meetings with the Boards, twice a year, sustainability is a key element that is covered to shape the Group's strategy for the years ahead.**
- **The governance structure is detailed on page 23 of the FY2023 Sustainability Report.**

Q6 ...

6. Being part of the carbon offset initiatives, AMMB participated in Bursa Malaysia's inaugural [carbon credit auction in FY2023](#).

However, critics deem carbon offset programmes, especially the purchase of carbon credits, a form of greenwashing as they do not tackle the source of carbon emissions. Besides, carbon credits and offsets are in focus following some critical media reporting recently.

[What are AMMB's comments on the controversies around these initiatives?](#)

[How does AMMB ensure sufficient due diligence and that these programmes achieve the intended objectives?](#)

- **We believe that carbon offset should complement and not replace our own efforts to minimize emissions directly.**
- **Our emission control actions are undertaken on a progressive basis with many initiatives to reduce our GHG emissions, resulting in a 4% reduction from 16,088 tCO₂e in FY2022 to 15,528 tCO₂e in FY2023.**
- **We have not retired the carbon credits purchased from the Bursa Carbon Exchange (BCX) auction for offset.**

Q7 ...

7. During FY2023, AMMB became an official supporter of the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#). However, the Group did not provide disclosures on sustainability matters against the recommendations of TCFD.

[When will the Group be ready for the disclosure?](#)

FOCUS

- **We are working on progressively aligning the reporting of our climate-related matters with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).**
- **The Application Guide on Climate-related Disclosure for Malaysian FIs issued on 29 June 2022 by the regulator requires reporting to commence after December 2024.**
- **This will require us to commence reporting in our FY2025. However, our plan is to adopt some of TCFD reporting in FY2024.**

Q8 ...

Corporate Governance Matters

8. The internal Board Effectiveness Evaluation exercise (BEE) results for FY2023 indicated that improvements are needed to focus more on cybersecurity and measures taken to address evolving cyber threats (page 41 of Corporate Governance Report 2023). This is on top of the suggestions to improve the oversight of ESG risks and opportunities, as well as better information flow and boardroom administration.

Please elaborate on the planned initiatives to strengthen the Board's capability and skillsets in cybersecurity and cyber threat.

- **We continue to enhance cyber security capabilities,**
 - execute internal and independent assessment reviews
 - conduct regular risk assessments with reference to evolving landscape, regulatory directives, industry best practices.
- **We conduct annual Cyber Security awareness program for Board members with specific topics based on current and evolving threat landscape.**
- **In addition, cyber crisis and simulation exercises are conducted to assess the effectiveness and process robustness in managing and responding to a cyber crisis from the Board members.**



Questions from

PNB

9 Questions

Q1 & 2 ...

FY2023 Results

1. Based on your latest results, we noticed that **GIL** for Retail Banking (RB) and Business Banking (BB) have increased considerably.

What had caused this increase, and do you foresee any further increase in GIL moving forward?

FOCUS

2. We also noticed that net income from Islamic business have increased ~22% in FY23.

Is this a sustainable/recurring income or is there any one-off item during the year?

- In Retail Banking – increase in GIL was mainly from our Mortgages and Retail SME portfolios due to expiry of Repayment Assistance program.
- For BB, increase in GIL was due to specific provisions made on a handful of accounts in the Electricity, Wholesale and Education & Health business.
- As we are approaching the expiry of all Repayment Assistance program, we do expect GIL to rise further towards pre-pandemic levels but remain manageable.

- Strong income growth from our Islamic business was mainly attributable to healthy loans growth of 16% YoY to RM45.6 billion.

Q3 & 4 ...

FY2024 Outlook

3. Generally, the market expects that OPR for 2023 to remain at 3.00%.

Given this expectation, can you provide some guidance on FY24 performance including key ratios such as NIM, GIL and credit cost?

FOCUS

4. For the past 5 years, CIR has improved significantly from 54.3% to 43.4%.

Do you expect further improvement in CIR, and if yes, where will it be coming from, i.e., cost containment or topline growth?

- We spoke about this before.
- In 1st Quarter of this year, NIM compression was seen across the banking industry in Malaysia.
- This was due to
 - limited ability to reprice asset upwards
 - increase in cost of funds from keen deposit competition and
 - time deposit repricing which will occur 6-7 months after each OPR rise.
- The Group expect similar downward trend for NIM in FY2024
- As we are approaching the expiry of all Repayment Assistance programs, we do expect GIL to rise further towards pre-pandemic levels but remain manageable.
- For FY2024, the Group is guiding for NCC to be at 30 bps to 35 bps similar to FY2023.

- For FY2024, our Cost-to-Income (CTI) guidance is below 45% with expenses contained at around the RM2.1 billion mark.

Q5 ...

Sustainability

5. It was mentioned that AMMB participated in Malaysia's first carbon credit auction.

How much carbon credit did AMMB manage to procure in the said auction and how would this contribute to your carbon reductions?

FOCUS

- AmBank (M) Berhad, AmBank Islamic Berhad and AmInvestment Bank Berhad successfully bid for 1,000 units each (a total of 3,000 units collectively).
- We have not retired the carbon credits purchased from the Bursa Carbon Exchange (BCX) auction for offset. We will consider alternative options to use these carbon credits in due course

Q6 ...

Sustainability

6. Can you share your progress on Scope 3 portfolio GHG emission baselining exercise?

FOCUS

- We are in the midst of assessing our Scope 3 portfolio, following the appointment of Moody's as our consultant.
- We have a high-level approximation and are in the process of further validation and evaluation.
- Separately, AmBank and Pantas Software Sdn Bhd (Pantas) have signed an agreement to work together as part of the GVC programme to onboard SME clients.
- Pantas will provide the software platform for customers to calculate, track and report their carbon emissions.

Q7 ...

The merger of AGIB and LIB

7. Can you share on the progress of the integration process relating to the merger of AGIB and LIB?

FOCUS

- The disposal of AmGen was completed on 28 July 2022 the merger of the operations of the company is going well.
 - Post integration, the merged entity will be a leading general insurer and the largest motor insurer company in Malaysia.
 - It has a wide network of over 8,000 agents and partners, as well as multiple brands, being Liberty, Kurnia, AmAssurance.
 - It has an expanded market reach with a customer base of more than 3 million.
- Collaboration with Liberty Mutual Insurance presents the opportunity to further strengthen our non-motor business while bolstering our presence in the motor insurance sector.

Q8 ...

The merger of AGIB and LIB

8. Can you also provide some estimation on the impacts of the newly merged entity to AMMB's bottom line for FY24?

- We have equity accounted the results of AGIB to reflect the 30% effective interest in AMMB's book
- Insurance PAT contributed 3% (RM51.7 mil / RM1,742.4 mil) to AMMB's continuing profit in FY23. We hope this to gradually increase over time.

FOCUS

Q9 ...

Governance

9. In August 2023, Senior Independent Director, Voon Seng Chuan, would have served AMMB for more than 8 years. This is approaching the 9-year limit as per recommendation by MCCG and the standard by BNM's PDCG.

FOCUS

What is the plan to address the above requirements?

- **Our Group Nomination and Remuneration Committee (GNRC), which is a Board Committee, has put in place appropriate succession plans and any changes to our Board of Directors will be announced in a timely manner.**

AMMB Holdings Berhad

(hereinafter refer to as 'AMMB' or 'the Company')

[Registration No. 199101012723 (223035-V)]

**RESPONSE TO QUESTIONS RECEIVED FROM SHAREHOLDERS DURING
32nd Annual General Meeting ('AGM')**

(Unless indicated otherwise, all questions here were addressed by the Group Chief Executive Officer, Dato' Sulaiman Mohd Tahir at the AGM and reproduced here for shareholders' information.)

CONDUCT OF AGM

1. Does AMMB have any plans to hold physical general meetings in the near future?
 - *The Group observed that virtual AGMs garner greater and wider shareholders' participation, i.e. more inclusive for shareholders from outside Klang Valley or Malaysia. It is also a more cost effective and efficient way to conduct the AGMs. Hence for the foreseeable future, the Group is likely to continue holding virtual AGMs.*

2. Would AMMB be rewarding the shareholders attending this AGM with door gifts?
 - *As stated in the Administrative Guide, there would be no distribution of e-vouchers to shareholders who participated in this year's AGM.*
 - *The Group is committed to maximising long-term value by rewarding the shareholders through dividend payouts.*

3. How much did the company spend on the virtual AGM?
 - *The cost of conducting this virtual AGM is approximately RM137,000. A physical AGM would cost approximately RM450,000.*

4. Shareholders' engagement activities held throughout the year may not have provided an adequate interactive experience to the shareholders, would the Bank consider improving on this?
 - *The Group keeps shareholders informed of its financial performance and material news through its corporate website. The AGM which is conducted yearly allows wider participation of shareholders. Additionally, the Group provided ample time for Questions and Answers ('Q&A') session to address concerns raised by shareholders.*
 - *The Group also presented to the shareholders its responses to the questions raised by Permodalan Nasional Berhad and the Minority Shareholders Watch Group.*

FINANCIALS AND STRATEGY

5. Kindly brief the shareholders regarding the Bank's current as well as future business plans.
- *As presented during the CEO presentation, the key takeaways were as follows:*
 - *The Group remained resilient and profitable considering the challenging environment.*
 - *The increase in the dividend payout from 11% (FY2022) to 35% (FY2023) was a reflection of the Group's confidence on its growth prospect.*
 - *The Group started its Top 4 strategy in year 2017 and thereafter, went on to the second phase of its strategic initiatives (i.e. Focus 8 strategy), which would end on 31 March 2024. Both strategies have steered the Group ahead of its competitors based on a 5-year compounded annual growth rate ('CAGR'). The Group is currently refreshing its Focus 8 strategy for the next phase, which will be communicated to the shareholders in due course.*
6. Does digital banking create new opportunities for AMMB?
- *Post pandemic, the Group adopted many digitalisation and digitisation initiatives. The Group had gone through phases of digitalisation to revamp its processes and online channels. The birth of digital banks has created opportunities for the Group. However, to some extent, it would also be a threat as there were many new digital banking players in the market.*
 - *Digitalisation and/or digital banking would remain a core strategy of the Group to drive new businesses and enable the Group to explore new business segments.*
 - *The Group is integrating various ecosystems into its banking system. One of the examples is the collaboration with BonusLink, an associate of the Group, which have four (4) million active customers out of its total seven (7) million customers. This presents an opportunity for the Group to expand its customer base.*
7. Will there be plans for AMMB to adopt any corporate exercise. For example, to take over offer or bonus issue? In addition, will there be any bonus issue to be given out?
- *All material events, including corporate exercises will be announced on Bursa Malaysia Securities Berhad's ('Bursa Securities') website as per the Main Market Listing Requirements of Bursa Securities. As of now, the Group has no plan for a bonus issue. The Group remains steadfast in seeing the successful completion of its Focus 8 strategy and maximising shareholders' value.*

8. Does the Bank foresee further increase in interest rates in 2023? What is the impact of changes in interest rate to the Group's operations, revenue and profit?
- *The Group was of the view that the overnight policy rate ('OPR') will remain at 3% for the rest of 2023.*
 - *The Group estimates that every 25 basis points hike in OPR contributes to approximately an additional RM40 million in earnings, depending on cost of funds.*
 - *At the same time, banks will experience a compression in net interest margin ('NIM') due to the rising cost of funds from intense deposit competition.*
9. Kindly explain the reason for the Group's lower dividend pay-out ratio compared to its peers. What is the dividend policy of AMMB?
- *The dividend payout ratio of the Group has been in the range of 30% to 40% annually, with the exception of the financial year ended 31 March 2021 due to the settlement with the Government of Malaysia.*
 - *The Group resumed its dividend payment in financial year ended 31 March 2022 ('FY2022'), with a payout of five (5) sen per share, which translated to a payout ratio of 11%. In FY2023, the dividend payout improved to 18.3 sen per share, which translated to a dividend payout ratio of 35%. Moving forward, the Group aims to bring its dividend payout ratio closer to pre-settlement level.*
10. As per the report, there appears to be high impairment from Retail Banking on mortgages and Retail small and medium enterprise ('SME'). Could this be the effect from high interest rates? Will there be any mitigation strategies?
- *In Retail Banking, the increase in Gross Impaired Loan ('GIL') was mainly from mortgages and Retail SME portfolios due to the expiry of the Repayment Assistance ('RA') programme.*
 - *The Group had anticipated credit deterioration in the RA portfolio, especially in mortgages, hire purchase and Retail SME segments post the expiry of the relief and support from the RA programme. Due to the interest rate hikes and the rising cost of living, some borrowers might struggle to repay their loans. The Group would proactively engage the borrowers to discuss on their debts servicing options.*

11. The Group Funding and others segment as reported in Business Segment Analysis reported loss for FY2023 amounting to RM166.379 million vs a profit of RM394.446 million in FY2022.
- i) Please explain the significant loss in FY2023 versus the profit achieved in FY2022.
 - ii) Will similar fluctuation in profit and loss occur in the financial year ended 31 March 2024 ('FY2024')?
- i) *The Group has a central treasury unit which supports the gathering of deposits and other funding sources for all lines of business ('LOBs'), i.e. Retail Banking, Business Banking and Wholesale Banking. The increase in the interest rate during FY2023, resulted in higher cost of funds and reduction in NIM compared to previous financial year.*
 - ii) *The Group sees the stabilisation of interest rates going forward while it has started to see the moderation of NIM compression in the first quarter of FY2024.*
12. What is the reason(s) for the increase in the Cost-to-Income ('CTI') ratio from 54.8% in FY2022 to 72.6% in FY2023 for the Investment Banking segment?
- *Investment Banking had a good year in FY2022, particularly from the stock broking business. In FY2023, customer activities in the stock market were lower. The higher CTI in FY2023 was due to lower Investment Banking activities income.*
13. Will the Group consider paying higher dividend to the shareholders?
- *As mentioned earlier, the Group aims to bring its dividend payout ratio closer to pre-settlement level.*
14. Due to the advanced application system requirements for AMMB's mobile application, some older version mobile phone models may not be able to support the application. Will there be consideration to accommodate those who are using older version mobile phones?
- *The security of customers' information is utmost important to the Group. Hence, the Group maintained strict procedures and standards, and would take reasonable care and precaution to prevent unauthorised access to customers' personal information.*
 - *Older mobile devices would have higher risk of being compromised due to the vulnerabilities and weak defence against cyber threats as these older models no longer receive security patches or support from their service providers or manufacturers.*
 - *To accommodate customers with older mobile devices, the Group phased out unsupported mobile devices and web browsers in stages, thus giving customers adequate time to upgrade their devices and operating systems for a more secure mobile banking experience. This was in line with the regulatory requirements.*

15. What is the rationale for the lower share price of AMMB?
- *AMMB share price performance could be affected by several factors including, but not limited to, market jitters surrounding banking stocks after the collapse of Silicon Valley Bank and Credit Suisse, along with expectations on earnings, NIM compression and the outflows of foreign investments from Malaysia.*
 - *AMMB share price had reverted to the mean of RM3.62 in June 2023. Total shareholder's return for two (2) years and three (3) years were 30.2% and 28.3% respectively.*
16. How effective are the Group's strategies in preventing any impropriety in relation to money laundering? Could further digitalisation be able to detect and prevent illicit money laundering or similar banking activities?
- *The Group invested heavily in digitalising the onboarding process for account opening as well as for transactions monitoring purposes. The Group was the first bank that enhanced and elevated its monitoring and detection scenarios on Anti-Money Laundering in 2018.*
 - *The Group would continue to invest and enhance its systems following the regulatory requirements and best practices.*
 - *The Group had established a task force called Operational Excellence Taskforce, with the intention to identify operational improvement opportunities, to leverage technology to drive efficiencies and to create a sustainable growth across the organisation. Additionally, the Group had also formed a Board Taskforce which would monitor the delivery of planned operational efficiency initiatives.*
17. What is the current book value of the Group's 50% holdings in AmMetLife Insurance Berhad and AmMetLife Takaful Berhad?
- *As at 31 March 2023, the carrying value in AmMetLife Insurance Berhad was RM510.6 million whereas AmMetLife Takaful Berhad was RM35.5 million.*
18. Are there any loans that are still under repayment assistance after the expiry of the repayment assistance programme? What is the percentage of the RA loans compared to total loans?
- *RA is an 18-month programme, hence there would still be partial loans which have not graduated/ expired.*
 - *As at 30 April 2023, loans that were still under RA programme were RM2.2 billion, equivalent to 2% of the Group's total gross loans of RM130.2 billion.*

19. Kindly explain the rationale for AMMB to sell AmMetLife Insurance Berhad and AmMetLife Takaful Berhad ('AmMetLife Group'), and what is the progress of the matter?
- *The Group reviews its business portfolios in terms of performance and prospects regularly to evaluate whether divestitures of non-core businesses are appropriate/ necessary.*
 - *On 1 August 2023, the Group announced on Bursa Securities that preliminary discussions have commenced with Great Eastern Holdings Limited pertaining to AmMetLife Insurance Berhad and AmMetLife Takaful Berhad. These discussions are an ordinary part of the Group's business review.*
 - *The Group is committed to abiding by the exacting disclosure requirements that it is governed by. Accordingly, any and all announcements related to this matter will be made in strict accordance with the Main Market Listing Requirements of Bursa Securities.*
20. How is AMMB currently performing in comparison with its peers?
- *Please refer to page 48 of the Integrated Annual Report ('IAR') 2023, where the Group's performance was benchmarked against its competitors in terms of 5-year CAGR of net interest income, profit after tax and minority interest, deposits, profit before provisions, CTI, current accounts and saving accounts, deposits and loans growth. The Group would continue to deliver the financial goals of the said areas.*
 - *It has always been the Group's intention to be among the top 3 in terms of growth in the banking industry.*

POLICY

21. Does AMMB have any current policies for directors to undergo annual health check-ups?
- *The Group does not have such a policy in place at the moment.*

NOMINATION AND REMUNERATION

22. What percentage of the total salary is constituted of executive director's emoluments? Is the executive director's emolument paid in line with the industry practice?
- *Please refer to page 139 of the Integrated Annual Report 2023 for details of the emoluments of Directors. The total fees payable to the Directors over the total salary paid by the Group was 0.5%, which was in line with the industry practice.*

23. As Dato' Sulaiman reached the mandatory retirement age of 60 years, is there any succession plan formulated to replace him with other internal or external candidates?
- *The Chairman informed the shareholders / proxies that the Group had an established Employment Policy that stated the mandatory retirement age to be at 60 years old.*
 - *Although Dato' Sulaiman had reached the age of 60 years old in January 2023, the Board extended his tenure to November 2023, to coincide with the tenure approved by Bank Negara Malaysia.*
 - *Changes to senior management, if any, will be announced in a timely manner.*
24. Are Directors accorded with meeting allowance for attending this virtual AGM?
- *Directors were not paid for attending the AGM.*
25. Can AMMB provide a full breakdown of the Board's allowance allocation?
- *The detail remuneration received / receivable by the Directors for FY2023 was disclosed in page 140 of the IAR 2023.*

FUTURE PLAN

26. Does the Group plan to list AmBank Islamic Berhad (IPO) in the future?
- *As of now, there is no such plan in place.*

ADDITIONAL QUESTIONS – WRITTEN RESPONSE

27. One of the measurements of banks valuation on Bursa Securities is the Price to Book Value ('P/BV'). AMMB's P/BV at around 0.69 times based on current market price is the lowest among similar size listed banks on Bursa Securities. One of the reasons is the lower dividend yield compared to other similar size banks. Appreciate GCEO's comments, please.
- *The Group has grown from strength-to-strength since the settlement with the government in 2021.*
 - *In FY2022, the Group resumed its dividend payment with a five (5) sen per share payout, which translated to a dividend payout ratio of 11%.*
 - *In FY2023, the Group closed the year on solid financial footing and rewarded its valued shareholders with a much-improved dividend payout of 18.3 sen per share, which translated to a dividend payout ratio of 35%.*
 - *The Group has made considerable progress in terms of strengthening its Return on Equity, sharpening its targeted segment strategy, nurturing its capital-light revenues and weaving Environment, Social and Governance considerations into the fabric of its operations.*
 - *Moving forward, the Group's resolution remains unshaken. Its primary goal continues to be maximising value for its stakeholders and shareholders. The Group plans to do this through the delivery of robust financial results, continues to strengthen its capital reserves, regularly evaluates its non-core assets, and diligently manage its costs.*
28. Could you explain further on the collaboration between AMMB and Liberty Insurance Berhad ('Liberty')?
- *The transaction involving the disposal of AmGeneral Insurance Berhad ('AmGeneral') to Liberty was completed on 28 July 2022, as announced to Bursa Securities. Post transaction, AMMB holds a 30% equity stake in the merged entity known as AmGeneral, a leading general insurer and the largest motor insurer in Malaysia with a network of over 8,000 agents and partners, as well as multiple brands, i.e. Liberty, Kurnia, AmAssurance. This integration has expanded the Group's market reach and customer base to three (3) million combined customers.*
 - *The collaboration with Liberty Mutual Insurance presents the opportunity to further strengthen the non-motor business while bolstering the Group's presence in the motor insurance sector.*

- *Digital innovation is a fundamental element to deliver insurance customer-centric solutions and personalised services solutions to the Group's customers. With the collaboration, the Group would continue to allocate resources to drive insurance through digital channels. By integrating digital technologies, the Group would be able to:*
 - (a) Provide customers with a seamless and convenient insurance experience (i.e., access, purchase, and renew policies online).*
 - (b) Improve operational efficiency by streamlining internal processes.*
- *The Group would continue to explore cross-collaboration opportunities not just between the Group and Liberty but also with its respective partners to craft unique value propositions and innovative products for its clients. Recently, the Group collaborated to provide competitive financing and insurance solutions for Tesla vehicles. At this point in time, the Group is one of the only two (2) banks in Malaysia to have been selected as the preferred financing package provider for the purchase of Tesla vehicles in Malaysia.*