



AmBank Group

Winning Together...

is what matters

Winning Together.....

At AmBank Group, we believe in Winning Together. This encapsulates our belief that our collective success is the cornerstone of our journey.

We understand that our achievements are inseparable from the efforts and achievements of our stakeholders. From our employees to our customers and shareholders, we recognise that our success and achievements are a testament to the strength of our partnerships.

Together, we navigate challenges, celebrate milestones, and drive progress towards a brighter future. This belief in the power of unity, teamwork and collaboration inspires us to move forward, towards mutual success.

At AmBank Group, Winning Together is what matters.



is what matters



A Journey to the Top

Paving the way for continued success as we approach our 50th anniversary

Reaching New Heights:

Tan Sri Azman Hashim's Inspiring Climb to Mount Kinabalu

AmBank Group's journey of longevity, resilience, and continued excellence is embodied by our Chairman Emeritus, Tan Sri Azman Hashim. His recent climb to the summit of Mount Kinabalu at the age of 84 is a powerful representation of the enduring spirit of our institution as we approach our 50th year.

On 31 October 2023, Tan Sri Azman achieved a remarkable feat by reaching the summit of Mount Kinabalu for the second time. His first ascent was at the age of 71 in 2010, and this latest climb underscores how we can continue to grow stronger and achieve more with time. Standing at 13,435 feet, Mount Kinabalu is the highest peak in Malaysia and a symbol of natural grandeur. The journey to its summit is a test of endurance, preparation, and teamwork—qualities that resonate with the ethos of AmBank Group.

Tan Sri Azman's climb is not just a personal triumph; it is a testament to leadership and ambition that parallels the Group's pursuit of sustainable growth and long-term success. His journey with a team of experienced climbers, including his friend Ong Hock Siew, who has scaled Mount Kinabalu 70 times, demonstrates the power of collaboration and teamwork.

The climb began on 30 October 2023 under bright sunshine at 8:45 a.m., with the team reaching Laban Rata, the halfway house, by 7:15 p.m. The final ascent started early on 31 October 2023 at 5:00 a.m., culminating in Tan Sri Azman's triumphant arrival at the summit. His words resonate with the spirit of AmBank Group:

“For me, age is not a barrier and I believe with high spirit and determination, everything can be achieved.”

This incredible achievement inspires us all at AmBank Group, reminding us that with dedication and perseverance, we can overcome challenges and reach new heights. It reflects the sustainability of our values and the unwavering commitment to excellence that has defined our journey since we started.

As we approach our 50th year, Tan Sri Azman's climb symbolises our continued ascent and determination to be better than before. His accomplishment encourages us to aspire to greater heights, committed to growing and winning together with our stakeholders for the next 50 years.





About This Report

Our Integrated Annual Report (IAR) has three components and by combining these components into our IAR, we aim to provide a clear and succinct overview of our business objectives, strategies, and progress.

OUR SUITE OF REPORTS



Integrated Annual Report



Provides a thorough evaluation of AmBank Group's progress, including its Corporate Governance Statements, milestones and accomplishments, and illustrates how we generate value while catering for the interests of all stakeholders during the financial year ended 31 March 2024 (FY2024). Additionally, it outlines our prospects for the financial year ending 31 March 2025 (FY2025).

Frameworks & Standards

- International Integrated Reporting Framework issued by IFRS Foundation
- Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities Berhad (Bursa Malaysia)
- Corporate Governance Guide (4th Edition) issued by Bursa Malaysia Berhad
- Companies Act 2016
- Malaysian Code on Corporate Governance (MCCG) 2021 issued by the Securities Commission Malaysia (SC)
- Global Reporting Initiative (GRI) Standards 2021



Sustainability Report

Provides our sustainability progress and performance. It provides disclosures on how we create positive environmental and social impact for the betterment of the broader society.



Frameworks & Standards

- GRI Standards 2021
- Bursa Malaysia's MMLR on Sustainability Reporting
- Task Force on Climate-related Financial Disclosures (TCFD) recommendations and Joint Committee on Climate Change (JC3) TCFD Application Guide for Malaysian Financial Institutions



Financial Report

Provides a comprehensive overview of the Financial Statements and Audited Financial Results for FY2024, presenting in-depth reporting and analysis of our results and prospects.



Frameworks & Standards

- MMLR of Bursa Malaysia
- Companies Act 2016
- Bank Negara Malaysia (BNM) Policy Documents and Guidelines
- Malaysian Financial Reporting Standards (MFRS)
- International Financial Reporting Standards (IFRS)
- Financial Services Act (FSA) 2013
- Islamic Financial Services Act (FSA) 2013

SCOPE AND BOUNDARY OF REPORTING

AMMB is a public company listed on the Main Market of Bursa Malaysia. This IAR covers AMMB and its subsidiary companies otherwise known as 'AmBank Group' or 'the Group' or 'we' for the period from 1 April 2023 to 31 March 2024.

MATERIALITY

We conducted a materiality assessment to enable us to identify risks and opportunities that could affect how we create value and our ability to execute our strategies. This assessment was undertaken with the inputs of both internal and external stakeholders.

FORWARD-LOOKING STATEMENTS

This IAR contains certain forward-looking statements with respect to the business, operational, financial, and non-financial performance of the Group. They can also be used to describe the Group's future objectives, strategies, plans, and initiatives in the context of its business and sustainability efforts. Forward-looking statements are typically identified by words or phrases such as "expects," "targets," "intends," "anticipates," "believes," "estimates," "may," "plans," "projects," "should," "would," and "will."

Such statements should not be construed as a guarantee of future performance. The Group's actual results could differ materially from those in the forward-looking statements due to a variety of factors, including national, regional, and global economic conditions as well as changes in the Group's direction. Readers are cautioned not to place undue reliance on forward-looking statements.

NAVIGATION ICONS

Our RESOURCES

- FC** Financial Capital
- MC** Manufactured Capital
- IC** Intellectual Capital
- HC** Human Capital
- SC** Social & Relationship Capital
- NC** Natural Capital

Our STAKEHOLDERS

- S1** Customers
- S2** Employees
- S3** Suppliers
- S4** Government & Regulators
- S5** Community/Civil Society/NGOs
- S6** Shareholders & Investors
- S7** Business Partners
- S8** Media
- S9** Sustainability-Certified Bodies

Our STRATEGIC FOCUS AREAS

- F1** Attaining a Return on Equity (ROE) of $\geq 10\%$
- F2** Sharpening Our Segment Play
- F3** Delivering Holistic Customer Value Proposition Leveraging a Collaborative Culture and Partnerships
- F4** Pushing Capital-Light Revenue
- F5** Ramping Up the Next Wave of Digital Initiatives
- F6** Future-Proofing The Workforce
- F7** Integrating Environmental, Social, and Governance (ESG) Considerations into Our Business
- F8** The Digital Bank

Our MATERIAL MATTERS

- M1** Responsible Financing & Building Climate Resilience
- M2** Customer Experience & Satisfaction
- M3** Digital Innovation
- M4** Cybersecurity & Data Privacy
- M5** Financial Inclusion
- M6** Integrity & Preventing Financial Crime
- M7** Enhancing Employee Well-Being
- M8** Developing Our People
- M9** Driving Diversity, Equity & Inclusion
- M10** Responsible Consumption
- M11** Responsible Procurement
- M12** Supporting Communities

Our PRINCIPAL RISKS

- R1** Operational Risk
- R2** Credit Risk
- R3** Market Risk
- R4** Liquidity Risk
- R5** Cyber & Data Security Risk

Feedback

We highly value your feedback, comments, and inquiries as they play a crucial role in continuously improving our IAR. Please feel free to reach out via the following contact:

 ir@ambankgroup.com

Cross References

 You can find more information within the report.

 You can find more information online at: ambankgroup.com

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AMMB HOLDINGS BERHAD INTEGRATED ANNUAL REPORT 2024



➔ This Integrated Annual Report is available at [ambankgroup.com](https://www.ambankgroup.com)



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33rd Annual General Meeting

Broadcast Venue

Board Room, 26th Floor,
Bangunan AmBank Group,
No. 55, Jalan Raja Chulan,
50200 Kuala Lumpur, Malaysia

Date

Wednesday,
21 August 2024

Time

10.00 a.m.



Together For a Greener Future

At AmBank Group, we drive positive environmental change through our impactful green financing initiatives. We provide financial support to individuals and businesses, enabling them to adopt environmentally friendly practices and technologies.

Our initiatives span across key sectors including property, energy, technology solutions, and manufacturing. We help property developers implement eco-friendly building practices, support energy companies in their transition to renewable sources, and enable technology providers to innovate with sustainable solutions. Additionally, we assist manufacturers in adopting green technologies that reduce their environmental footprint.

Through these diverse green financing initiatives, we are not just investing in businesses; we are investing in a sustainable future. Together, we ensure a vibrant, sustainable world for all.

Winning Together ... is what matters



Overview of AmBank Group

Our Purpose

Winning Together – To help individuals and businesses grow and win together



We focus on deepening relationships by acting as advisors and being trusted business partners to our customers

We earn the trust of our customers by being professional, reliable, and efficient and providing the best service



Who We Are

AmBank Group is a leading financial services group with **49 years** of expertise in supporting the economic development of Malaysia. We have over **three million customers**



Core Values



PURPOSE	WINNING TOGETHER				
VALUES	Principled	Proactive	Appreciative	Collaborative	Experimental
DESCRIPTOR	Do the Right Thing	Delivering More	Recognise Contribution	Work Together	Explore Possibilities
WAYS OF WORK (BEHAVIOURS)	<ul style="list-style-type: none"> Practice AmBank Group's Code of Conduct Commit and deliver on promises Take accountability 	<ul style="list-style-type: none"> Anticipate needs Deliver more than expected Initiate change for excellence 	<ul style="list-style-type: none"> Listen to understand Share feedback to acknowledge contribution Cheer for achievements 	<ul style="list-style-type: none"> Invite collaboration Communicate candidly for Win-Win solutions Help each other and share credit 	<ul style="list-style-type: none"> Generate new ideas Test ideas Convert ideas into solutions

About AmBank Group

As one of Malaysia's leading financial services groups, we have 49 years of expertise supporting Malaysia's economic development. Our comprehensive services include wholesale banking, business banking, retail banking, and investment banking. Additionally, we offer Islamic banking, stock broking, futures broking, investment advisory, and asset management services. Through this, we cover unit trusts, real estate investment trusts, general insurance, life insurance, and family takaful.

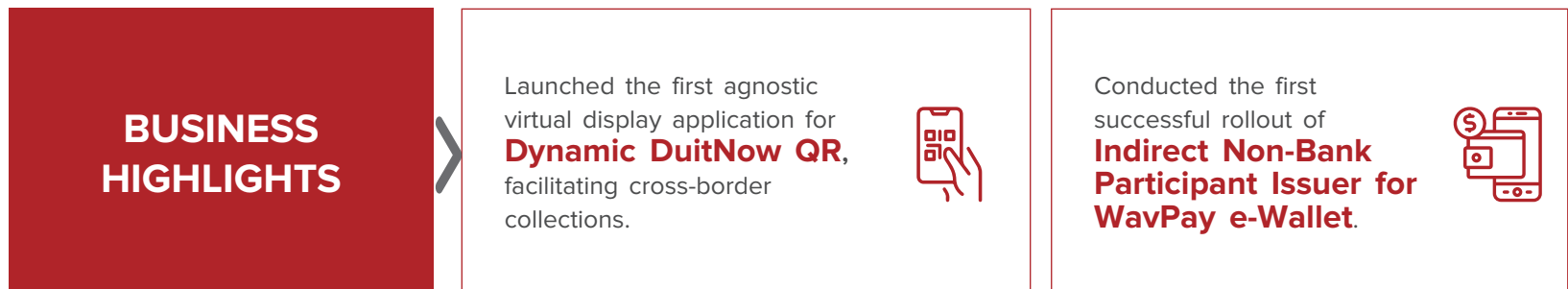
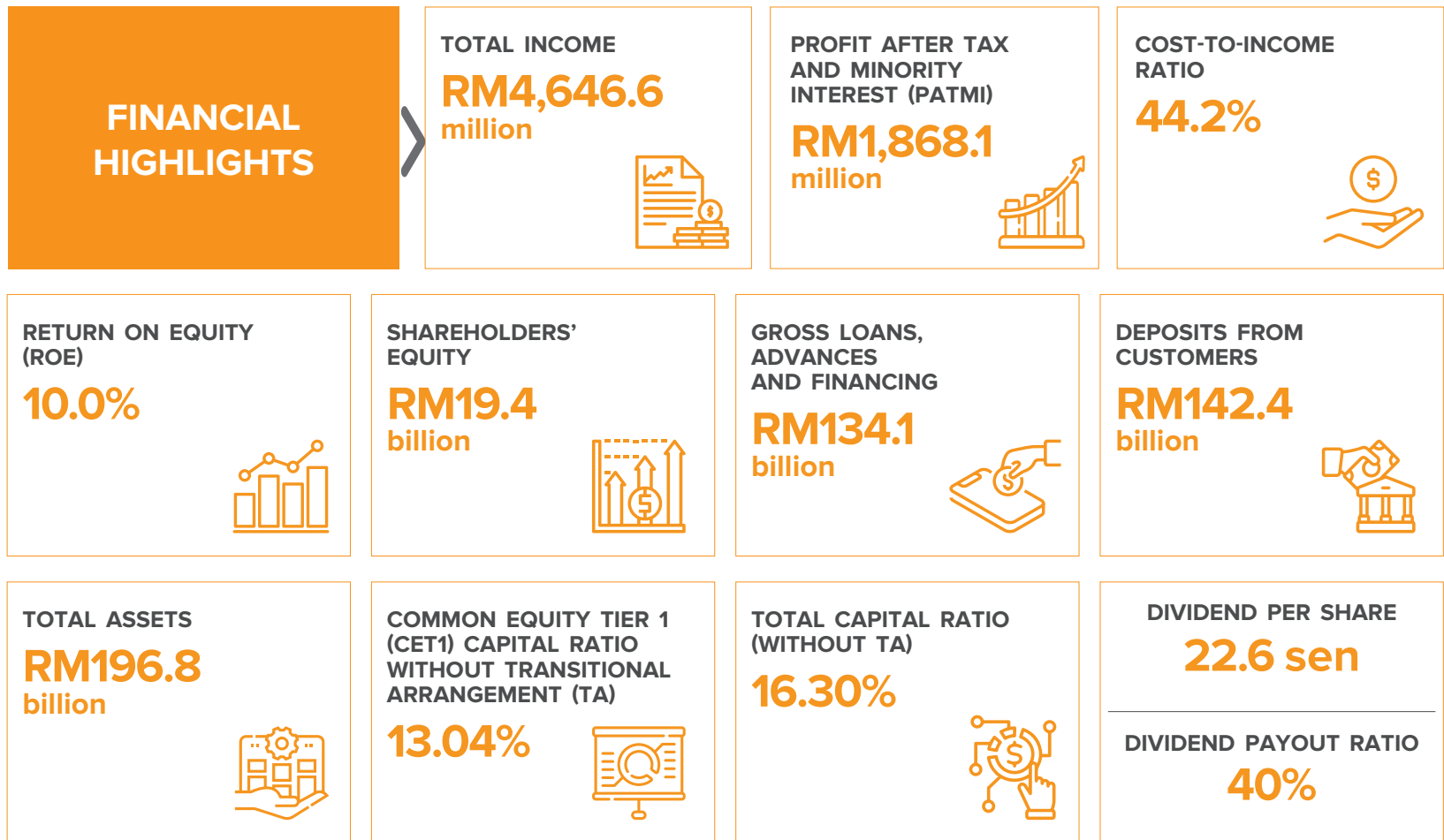


	Branches	ATMs	CRMs	CQMs
① Perlis	1	3	1	1
② Kedah	6	17	10	5
③ Pulau Pinang	14	37	17	15
④ Perak	18	42	24	19
⑤ Selangor	34	160	58	43
⑥ Kuala Lumpur	23	69	31	33
⑦ Putrajaya	1	3	1	1
⑧ Negeri Sembilan	7	39	11	7
⑨ Melaka	6	26	10	8
⑩ Johor	20	64	36	22
⑪ Pahang	7	20	13	6
⑫ Terengganu	2	11	6	2
⑬ Kelantan	3	13	4	3
⑭ Sabah	9	33	15	9
⑮ Labuan	1	2	1	1
⑯ Sarawak	15	59	26	15
TOTAL	167	598	264	190

Total

- 167** Branches
- 598** ATMs
- 264** Cash Recycle Machines (CRMs)
- 190** Cash Deposit Machines (CDMs)

Our Performance Highlights at a Glance



SUSTAINABILITY HIGHLIGHTS

RESPONSIBLE BANKING

Recorded a **15% increase** in registered users on our AmOnline platform



Recorded an **81%** Customer Satisfaction Score (CSAT)



Supported **iTEKAD programme**, for **168 asnaf** microentrepreneurs



Disbursed a total of **RM5,623 million**



in loans and financing for affordable housing loans/financing schemes, providing homes for the community

More than **25,000 businesses trained/participated**

in AmBank BizCLUB, BizCONFERENCE and BizRACE



CONSCIOUS SELF-CONDUCT

6,284 employees

completed training on Sustainability 101



33% of our Board members are women



* as at 31 March 2024

Maintained a **participation rate of 98%** in our Employee Engagement Index (EEI) survey



Jangan Kena Scam Awareness Campaign:

2.1 million impressions



Introduced an **Employee Resource Group (ERG)**



named Ladies at Work (L@W)

Achieved **36% GHG emissions reduction**

against 2019 baseline with carbon reduction initiatives for enterprise operations



Onboarded **170 vendors**

onto the Pantas Greening Value Chain (GVC) Programme



POSITIVE SOCIETAL IMPACT

A total of **RM17.5 million** contributed to Zakat



Established the **AmBank Volunteer Network (AVN)**

to streamline volunteer initiatives across the Group



What We Do: Core Business Segments

Wholesale Banking

Business Banking

Retail Banking

WHO WE ARE


We cater to corporates, government-linked, and institutional clients across all sectors, meeting their financial and sustainability goals with our offerings from both conventional and Islamic banking.


We empower small, medium, and large enterprises with customised financial solutions, including business loans, trade financing, green financing, cash management, transaction banking, business wealth management, and bancassurance, all supported by a high-touch relationship model.

We craft tailored value propositions for affluent, mass affluent, mass retail consumers, and retail SMEs. By integrating physical and digital channels, we expand our customer base and deepen client relationships, offering value that extends beyond finance to lifestyle enhancements, business opportunities, and sustainability initiatives.

MORE INFORMATION

 Please refer to business review on pages 79 to 84.

 Please refer to business review on pages 85 to 88.

 Please refer to business review on pages 89 to 93.

Investment Banking

Islamic Banking

Life Insurance Business

Family Takaful Business

WHO WE ARE


We offer a comprehensive suite of services tailored to corporate, retail, and institutional clients, including corporate finance, Merger & Acquisitions (M&A) advisory, equity and debt capital markets, private banking, funds management, and stockbroking services.


We provide a diverse range of Shariah-compliant banking products and services for retail and non-retail customers, including financing, investment, treasury, and trade solutions.


We present innovative solutions that cover protection, medical, retirement, and credit-related needs for customers at every life stage.


We extend Shariah-compliant Takaful solutions, guided by ethical standards and a customer-centric approach, to help our customers achieve their financial goals.

MORE INFORMATION

 Please refer to business review on pages 94 to 101.

 Please refer to business review on pages 102 to 106.

 Please refer to business review on pages 107 to 110.

 Please refer to business review on pages 111 to 114.

Corporate Information

BOARD OF DIRECTORS

TAN SRI MD NOR BIN MD YUSOF
Chairman
Independent Non-Executive Director

SOO KIM WAI
Non-Independent Non-Executive Director

SEOW YOO LIN
Senior Independent Non-Executive Director

FARINA BINTI FARIKHULLAH KHAN
Independent Non-Executive Director

HONG KEAN YONG
Independent Non-Executive Director

DATO' KONG SOOI LIN
Independent Non-Executive Director

FELICITY ANN YOUL
Independent Non-Executive Director

AUDIT AND EXAMINATION COMMITTEE



Dato' Kong Sooi Lin
Chairperson
Independent Non-Executive Director

Seow Yoo Lin
Senior Independent Non-Executive Director

Farina Binti Farikhullah Khan
Independent Non-Executive Director

RISK MANAGEMENT COMMITTEE



Dato' Kong Sooi Lin
Chairperson
Independent Non-Executive Director

Hong Kean Yong
Independent Non-Executive Director

Felicity Ann Youl
Independent Non-Executive Director

GROUP NOMINATION AND REMUNERATION COMMITTEE



Farina Binti Farikhullah Khan
Chairperson
Independent Non-Executive Director

Soo Kim Wai
Non-Independent Non-Executive Director

Seow Yoo Lin
Senior Independent Non-Executive Director

Dato' Kong Sooi Lin
Independent Non-Executive Director

GROUP INFORMATION TECHNOLOGY COMMITTEE



Hong Kean Yong
Chairman
Independent Non-Executive Director

Seow Yoo Lin
Senior Independent Non-Executive Director

Soo Kim Wai
Non-Independent Non-Executive Director

GROUP COMPANY SECRETARY



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

REGISTERED OFFICE



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WEBSITE



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INVESTOR RELATIONS



Key Contact Person:
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AUDITORS



Messrs Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants
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Jalan Damanlela
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50490 Kuala Lumpur
Malaysia

REGISTRAR



Boardroom Share Registrars Sdn Bhd
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Selangor Darul Ehsan
Malaysia
Tel.: +603-7890 4700
Fax: +603-7890 4670
Email: bsr.helpdesk@boardroomlimited.com

PRINCIPAL BANKER



AmBank (M) Berhad

STOCK EXCHANGE LISTING



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

CHAIRMAN'S LETTER

Dear Stakeholders,

This year has been a testament to the firm foundations we have established over the course of our Focus 8 strategy.

The Group concluded its Focus 8 strategy phase with a strong performance and delivered around RM5 billion improvement in market capitalisation between FY2021 to FY2024. There is still much to be done and we continue to build our businesses from a position of strength.

At the core of our Group is our purpose of “Winning Together”. This purpose embodies our approach to fostering strong, mutually beneficial relationships with all our stakeholders.

TAN SRI MD NOR BIN MD YUSOF
Chairman



Delivering Strong Returns: Rewarding our Shareholders

We declared a total final dividend of 22.6 sen per share for FY2024, translating to a dividend payout ratio of 40%. This increased dividend payout underscores our commitment to deliver consistent and attractive returns to our investors. Our decision to increase the annual dividend by 23% highlights our confidence in the Group's future prospects.

Governance At AmBank Group: Leading with Insight

Our governance practices ensure that we are well-equipped to navigate the complexities of an ever-changing landscape. By staying abreast with both external and internal changes that could impact our growth prospects, we deliberate and internalise these developments in a structured manner, allowing us to remain agile and responsive.

“Reinforcing our DNA as an innovation-led and purpose-driven bank stems from our commitment towards continuous improvement and learning, starting from the top with our leadership. We provide our Board members with regular updates and training on environmental risks and sustainability initiatives.”

Our Board of Directors (Board) and Senior Management play a pivotal role in this process. Each member brings unique insights and experiences, ensuring that we have diversity of views and inputs on key decisions. This collaborative approach enables us to address and mitigate potential risks while capitalising on opportunities.

In FY2024, our Board focused on several critical governance issues and risks that impact our ability to create stakeholder value. These included challenges associated with our technology and digital infrastructures, the well-being of our employees, and enhancing productivity and performance across the organisation.

We provided our Board members with regular updates and training on environmental risks and sustainability initiatives, ensuring they are equipped to make informed decisions. In FY2024, 11 sustainability-related training programmes were conducted for our Board members. As digitalisation continues to transform the banking industry, we prioritised upskilling our Board members in digital literacy through workshops, seminars, and access to industry experts. This ensures they remain informed about the latest technological trends and their potential impact on our business.

Driving Positive Change: Our Approach to Societal Impact

Sustainability remains a top priority for AmBank Group. This drives us to align our business goals with creating a positive impact on society. Our sustainability approach encompasses the broad spectrum of ESG. Here, I want to highlight our focus on driving positive societal impact. We are committed to long-term social programmes that address extreme challenges, particularly for the hardcore poor and those living in poverty.

We start by addressing basic needs such as food and nutrition. Through our collaboration with The Lost Food Project (TLFP), we reduced food wastage by rescuing surplus, nutritious food and redistributing it to vulnerable communities. In FY2024, this initiative saved 324,835 meals and prevented 284,211 kg of CO₂ emissions, achieving a win-win for zero hunger and environmental protection.

Income and living standards are another critical area. We continue to ensure all our employees receive a living wage, not just the minimum wage, to support a decent standard of living. Additionally, we provide capital and microfinancing to *asnaf* entrepreneurs, empowering them to build their businesses.

➤ **Addressing Basic Needs:** Rescued **324,835 surplus meals, reducing 284,211 kg of CO₂ emissions.**

➤ **Income & Education:** Provided living wages, microfinancing, and educational support for **15,532 students.**

➤ **Community Investment:** Invested **RM901,584** in 116 programmes, aiding **17,229 people** in food security, fair wages, and education.

Education is also an essential component of our social impact strategy, as it breaks the cycle of poverty and empowers individuals. Through the Financial Industry Collective Outreach (FINCO), we support underprivileged children and youth with programmes focused on English proficiency, life aspirations, and financial literacy. In FY2024, we reached 15,532 students and were recognised with four awards at the FINCO Annual Awards Ceremony 2023, including the Overall Banking Financial Institution with the Most Volunteers, with AmBank Group employees participating in 138 volunteering events, contributing 539 hours of service. This demonstrates our leadership and commitment within the industry.

Our efforts to empower communities and ecosystems are reflected in our investments in various programmes. In FY2024, we invested RM901,584 across 116 programmes, impacting over 17,229 individuals nationwide. By focusing on essential areas like food security, fair wages, and education, we strive to create a sustainable and inclusive future for all.

Strategy Reconstruction and Management Changes

The Board is committed to guiding the Group towards long-term success and ensures that risks and rewards are appropriately balanced. This governance responsibility is critical as we navigate the evolving economic landscape.

With the conclusion of our Focus 8 strategy, we have reconstructed our strategy for the next 5 years under the new Group CEO, Jamie Ling who assumed his new role on 23 November 2023. Transition of changes in Senior Management have been smooth and also demonstrates the effectiveness of the succession plans.

Underpinning our refreshed strategy are the core pillars of (1) Digitalisation, (2) Operational Excellence and (3) Sustainability.

Under the strong leadership and new strategy, AmBank Group will not only sustain its resilience but also thrive, creating lasting value for all our stakeholders.

A Note of Appreciation

On behalf of the Board, I would like to take this opportunity to thank key people and stakeholders who have supported AmBank Group. Firstly, I would like to thank Dato' Sulaiman Mohd Tahir for his invaluable contributions as our previous Group CEO. We also welcome Jamie Ling as our new Group CEO.

It is with appreciation that we recognise Mr. Robert William Goudswaard, who stepped down as a Non-Independent Non-Executive Director (NINED) of AMMB Holdings Berhad with effect from 5 June 2024, following the cessation of Australia and New Zealand Banking Group Limited (ANZ) as a shareholder. His contributions as an experienced international banker have been insightful and invaluable. We wish both Robert and ANZ all the best in their future endeavours.

Additionally, I would like to express our heartfelt thanks to Mr. Voon Seng Chuan, our Senior Independent Non-Executive Director (INED) and Chairman of AmBank (M) Berhad (AmBank), who retired with effect from 18 June 2024 upon completing his 9-year tenure with the Group. His contributions, particularly in Information Technology and AmBank Group's digital transformation, have been instrumental.

Following Mr. Voon's retirement, I am pleased to welcome Mr. Seow Yoo Lin as our new Senior INED and the Chairman of AmBank. Mr. Seow has served on the Boards of AMMB since 2016 and AmlInvestment Bank Berhad since 2018.

A special thank you goes to our employees, the AmBankers. AmBank Group's ability to withstand challenges and remain resilient is largely attributed to the dedication and skills of its employees at all levels.

Lastly, I express my gratitude to all our stakeholders. Your trust and support propels our progress and ensures our continued success together.

TAN SRI MD NOR BIN MD YUSOF
Chairman

GROUP CHIEF EXECUTIVE OFFICER'S REVIEW



Dear Stakeholders,

I am privileged to lead the AmBank Group as the new Group Chief Executive Officer. We concluded our Focus 8 strategy successfully this year and I would like to highlight some of the key financial outcomes below:

- Delivered improved earnings;
- Reduced our expense ratio further;
- Increased our return on equity (ROE), and meeting our 10% ROE target;
- Restored our capital position;
- Increased our dividend payout and reverted to our historical payout level.

We have a refreshed strategy – “Winning Together” – where we will continue to build on our strengths and capitalise on emerging opportunities. I am excited to be leading AmBank Group in our next phase of growth.

JAMIE LING

Group Chief Executive Officer

FY2024 and Outlook: A Year of Resilience and Achievements

2023 was marked by increased global geopolitical tensions, coupled with greater financial market volatilities following several high-profile bank failures in the US and Europe.

AmBank Group approached the year with optimism amid these dynamics, viewing uncertainties as opportunities.

- Overall, the total income for the year was similar to last year. While net interest margin (NIM) compression had an adverse effect on our net interest income (NII), this was largely offset by a stronger performance in our fee income.
- We kept tight control over expenses, ensuring that operating profit before provisions remained at similar levels to last year. We incurred additional overlay reserves on vulnerable credit exposures identified as well as some restructuring charges.
- Despite a tougher operating environment, we achieved a 9% increase in PATMI to RM1.87 billion; delivered a 10% ROE and declared a 23% increase in annual dividends per share.

We expect global financial markets to remain volatile, centred around inflation outlook and monetary policy directions on interest rates globally. External demand drivers have improved despite ongoing geopolitical tensions and conflicts. In Malaysia, we anticipate a 4% to 5% Gross Domestic Product (GDP) growth in 2024, supported by resilient domestic demand and improving labour markets driving consumption. We also expect increased tourism activities to boost the economy and the spillover effects of the technology upcycle to drive foreign direct investment into our country.

Reconstructing Our Strategy and Organising for Success

We have reviewed our current strategy and the salient aspects of that review are summarised below:



Strategy Reconstruct

F1	PATH TO ROE OF \geq 10%	▶	3 financial goals to significantly improve total shareholder's return – improve dividend payout, CTI, and ROA
F2	SHARPENING SEGMENT PLAY	▶	Focus on better returning segments, SME and Mid Corp to lead lending growth
F3	HOLISTIC CVP LEVERAGING A COLLABORATIVE CULTURE & PARTNERSHIPS	▶	Ways of working as a competitive edge
F4	PUSHING CAPITAL-LIGHT REVENUE	▶	Build out Priority & SME wealth, Asset Management and develop supply chain solutions
F5	RAMPING UP THE NEXT WAVE OF DIGITAL INITIATIVES	▶	Digitalisation to improve process efficiency & develop productivity tools as part of Operational Excellence agenda
F6	FUTURE-PROOFING THE WORKFORCE	▶	The Future of Work – Acquire & develop new skills and capabilities
F7	INTEGRATION OF ESG CONSIDERATIONS	▶	Sustainability as our legitimacy to operate and reinforce the Brand
F8	THE DIGITAL BANK	▶	Fintech initiatives to develop embedded financial services reach for the mass market

Group Chief Executive Officer’s Review



1 We have 3 strategy pillars that underpin the Group’s operational resilience

Pillar #1: Digitalisation

New technologies continue to augment the way we work, live, and conduct banking transactions. At AmBank Group, we see technology as a strong enabler with the potential to unlock value for our businesses. Our approach focuses on enhancing our operations and expanding our virtual presence.

To enhance our operations, we have incorporated automation into 147 processes using 132 Robotic Process Automation (RPA) robots. This not only leads to significant cost savings but also improves our environmental impact. With a shift to paperless forms and processes, we reduced the use of over 6 million A4 papers.

Our digitalisation efforts also focus on improving customer experience. We continually enhance the features and capabilities of our online platforms to offer a seamless and secure banking experience. AmOnline, continues to grow with approximately 1.8 million registered users. We added 230,000 new users, with an average of 188 million transactions per month. This growth extends to our business customers as well, with more than 46,700 users onboarded onto AmAccess Biz. Overall transaction volumes grew 31.5% year-on-year.

Our digital transformation efforts have been recognised with several awards from the Malaysian Technology Excellence Award 2023:

- ▶ **Best Bank for Digital Transformation – Malaysia 2023**
- ▶ **Most User-Friendly Mobile Banking Solutions – Malaysia 2023**
- ▶ **Mobile Banking & Payment Initiative of the Year – Malaysia**

We are exploring partnerships to build our digital ecosystem further. For example, our collaboration with Merchantrade Asia has led to the creation of a hybrid e-wallet, the first of its kind with the largest wallet size of RM50,000. Additionally, our collaboration with Axiata Boost enables digital solutions for retail merchants and underserved micro-businesses, positioning AmBank Group as a transaction banking leader in the Application Programming Interface (API) in Malaysia.

Pillar #2: Operational Excellence

Our goal is to deliver excellent customer experiences across all touchpoints. This drives our efforts to streamline customer onboarding processes across all channels, ensuring efficiency and user-friendliness. We are at an early stage to adopt Artificial Intelligence (AI) capabilities.

We have deployed these capabilities to assist with fraud detection, data extraction from bank statements, and onboarding assistance. By leveraging automation and RPA, we significantly reduce credit review turnaround times, AI-powered financial statement analysis and real-time market news further expedite process improvements.

Pillar #3: Sustainability

We view sustainability as our legitimacy to operate. Embracing sustainability helps us manage ESG risks and unlock opportunities. One example of how we achieve this is through our asset management business. AmFunds oversees 11 sustainable and responsible investment (SRI) qualified funds approved by the SC, the largest number of funds managed by any fund managers last year.



Our approach to sustainable financing is both proactive and pragmatic. We understand the urgency of the climate change agenda, with our commitment to be net zero by 2050. However, our transition must be balanced with Malaysia’s socio-economic realities, given our dependency on high-emitting sectors like oil and gas. In order to ensure a balanced and equitable transition, the National Energy Transition Roadmap (NETR) plays a vital role in steering Malaysia towards a lower carbon economy and we will adjust our own transition plans accordingly.

In FY2024, we measured our Scope 3 Financed Emissions to identify which sectors require the most attention for emission reduction. We will focus on engaging with sectors where emissions are most concentrated. We aim to engage customers in high-emission sectors first in the current year, to understand how we can support their transition plans. For example, we granted Uzma Berhad RM300 million financing to support its operational efficiency and sustainability agenda. This financing backs key contracts with PETRONAS, including hydraulic workover and plug and abandonment operations, as well as water injection facilities.

While we actively finance renewable energy projects like solar to expand the market for clean energy, we also continue to support hard-to-abate sectors. Our focus here is on helping these industries to become more efficient in reducing their carbon footprint, facilitating a gradual transition to a lower carbon economy.

2 Our 3 financial goals are aligned to deliver superior returns within existing financial resources and risk appetite:

Establishing the 3 financial goals sharpens our aim to deliver top quartile Total Shareholders' Return (TSR):

Goal #1 Improve dividend payout

- Increasing dividend payout from 40% today aims to place us at the top quartile of the dividend yield among our peers. We will assess and consider this carefully, balancing our need for prudential safeguards as well as retaining capital for future growth.

Goal #2 Lower CTI to 40%

- This requires a 10% productivity improvement from our CTI of 44.2% today. The operational excellence agenda we have embarked on will help deliver part of these productivity gains.

Goal #3 Improve ROA to 1.10% (ROE 11-12%)

- Our ROA is 0.97% and ROE at 10% today. To achieve this goal requires us to focus on better returning customer segments and products.

3 Clear segment participation strategies to integrate our strengths and capabilities across all lines of businesses:

SME and Mid Corp Segments to lead lending growth

The New Industrial Masterplan 2030 (NIMP 2030) is a blueprint to drive Malaysia's industrial capacity and resilience, fostering long-term, sustainable, and inclusive growth. Central to the success of NIMP 2030 are Mid Corporates and SMEs, which drive innovation and competitiveness in the manufacturing and services sectors.

The SME and Mid Corp segments will continue to be our growth engines. To enhance synergy and scale further, we will be merging Retail SME into our Business Banking line of business.

In September 2023, we launched the SME Amplify campaign to address the challenges faced by SMEs by providing easier access to financing and supporting our customers' growth journey. SME Amplify offers a comprehensive suite of solutions across multiple industries, acting as a centralised hub for SMEs to submit financing applications, to assist in payroll management, to provide payment acceptance solutions, among others.

In addition to financing solutions, we also offer end-to-end support to help SMEs scale up. Through AmBank BizCLUB, we provide education, training, development, networking opportunities, and media exposure as part of capacity building for SME entrepreneurs.

Wholesale Bank to originate and distribute loans, develop supply chain financing solutions and maintain commercial surplus

We are building our supply chain financing solutions capability in transaction banking to leverage the anchor corporate relationships in Wholesale Banking. This is at an early stage and if successful, it will be another avenue to acquire new SME customers that are part of the supply chain of the anchor relationship.

Retail Banking to be a more focused lender and to generate commercial surplus

We are repositioning our retail lending business. Identification of more profitable lending profiles and strengthening credit risk monitoring and evaluation processes to improve profitability is underway.

Integrate wealth management solutions for the investors segment

We will develop the wealth management business in a more integrated manner via our asset management, stockbroking services and priority banking, and private banking distribution channels.

Aspire to be Top 3 Investment Bank

We also play a pivotal role in developing and deepening the capital markets through successful IPOs and investment banking services. For instance, we served as the Principal Adviser, Sponsor, Lead Bookrunner, and Sole Underwriter for Alpha IVF Berhad's IPO, the largest IPO on the ACE Market of Bursa Malaysia.

Group Chief Executive Officer’s Review

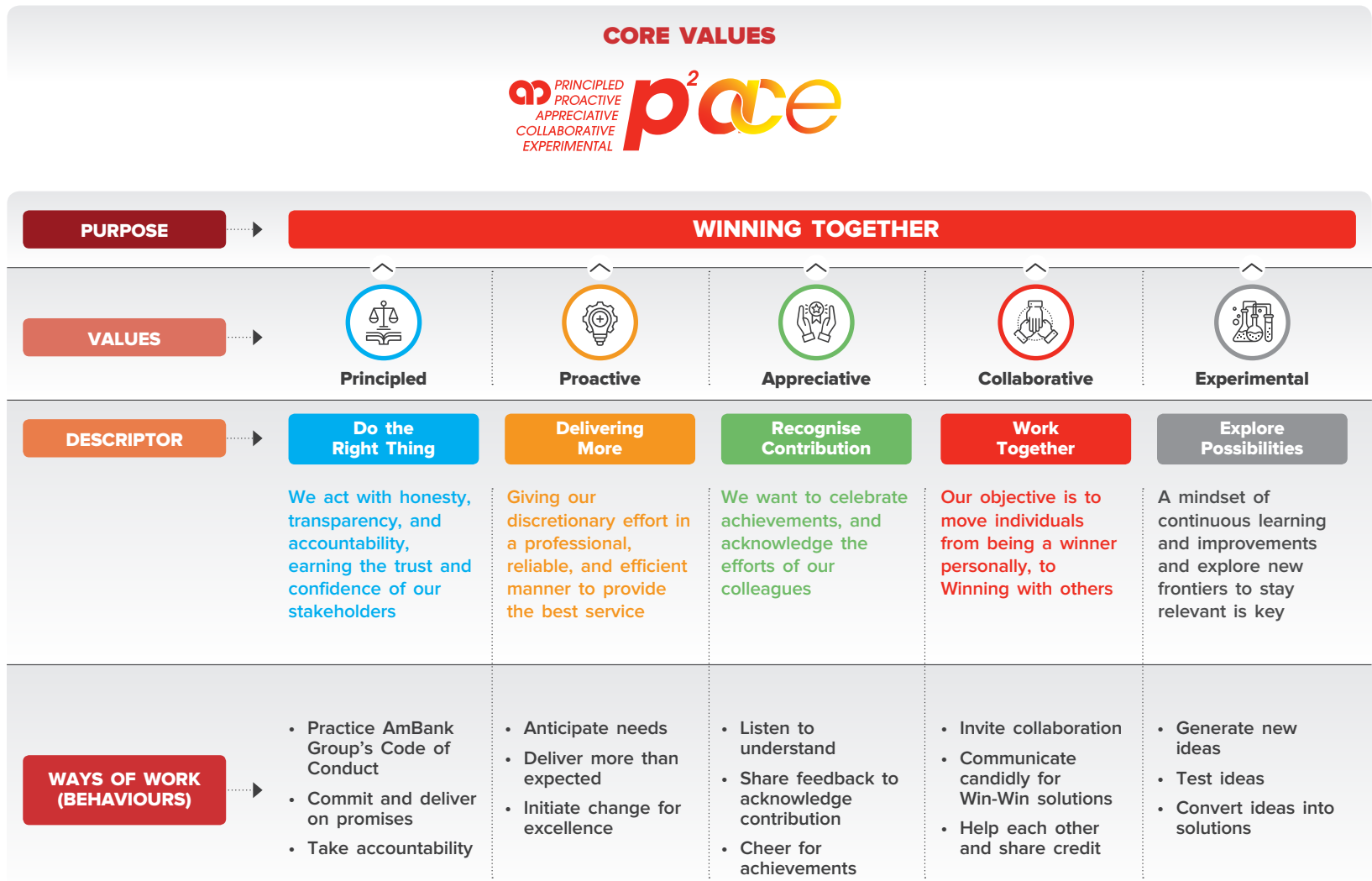
4 Build Fintech capabilities and upgrade existing technology stack

We have created a separate Chief Digital Officer role to lead the commercialisation of opportunities we see in the fintech arena. The initiatives include establishing the right partnerships externally and internally to develop new capabilities as part of the embedded financial services for the mass market.

5 Customers and employee experience are at the heart of strategy as our new ways of working

Our “win-win” mindset is central to our approach. When customers and our employees thrive, the Group thrives. We are committed to ensuring that every member of our workforce feels valued and believes that AmBank Group is the right place for them to have a successful career.

Living the corporate values is the foundation of the way we work. We have not changed our corporate values but have refreshed them to remind ourselves what behaviours we want to promote.



In summary, our **refreshed strategy** can be illustrated as follows:



While we have our forward plans for the next five years, our success is in the execution. I am confident that we can achieve this with a 'one bank' mindset.

In closing, I would like to extend my appreciation to the Board for their trust in me as well as my management team for their commitment. To all AmBankers, who have been the key to our success, your dedication is deeply appreciated. To our customers, investors, regulators, vendor partners, and community members, your continued trust in us will drive us forward to win together!

Thank you.

JAMIE LING
 Group Chief Executive Officer

Our Strategy

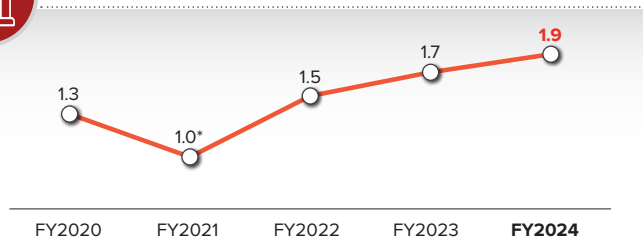
Focus 8 Strategy (FY2021 – FY2024)

We delivered consistent performance, improving our returns and earnings while future-proofing our business through a sustainable and inclusive environment over this period (FY2021 – FY2024).

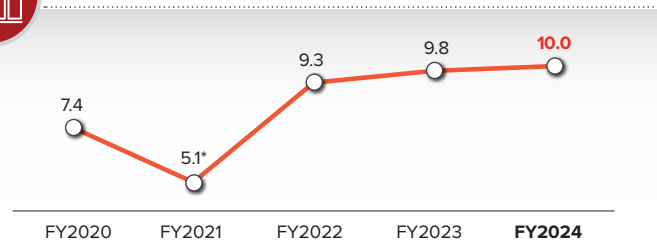
FOCUS 8 OVERALL PERFORMANCE: A TESTAMENT TO GROWTH & RESILIENCE



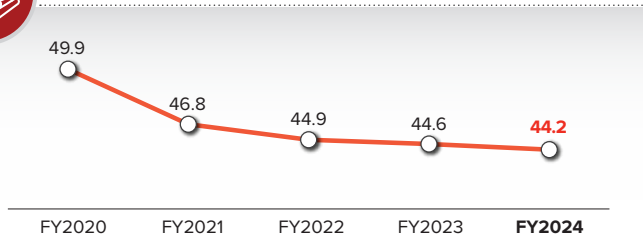
PATMI (RM billion)



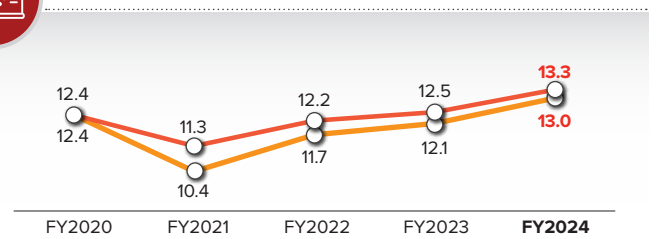
ROE (%)



CTI (%)



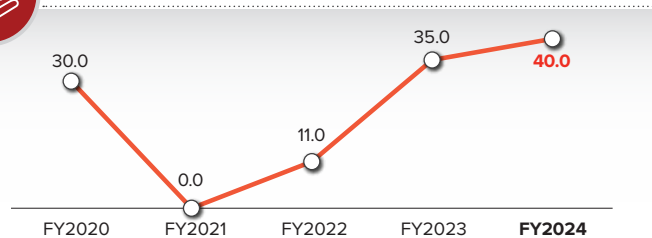
CET1 (%)



○ Common Equity Tier 1 (With TA)** ○ Common Equity Tier 1 (Without TA)



Dividend Payout (%)



* Excluding one-off charges of RM4,788.1 million.

** Pursuant to the revised BNM policy documents issued on 15 December 2023, the capital ratios computed for FY2021, FY2022, FY2023 and FY2024 had applied the transitional arrangements ("TA") on provision for Expected Credit Loss ("ECL"). Under the TA, the Group is allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET 1 Capital.

Strategic Review: Milestones and Achievements

FOCUS 1 ATTAINING A RETURN ON EQUITY (ROE) OF $\geq 10\%$

Our primary focus is to enhance shareholder value by achieving a return on equity (ROE) of over 10%. This objective is central to delivering greater returns to our shareholders, ensuring sustainable growth and reinforcing our market position.

FY2021 – FY2024 Initiatives



Core Business Optimisation

Streamlined our business by **divesting non-core segments**. This includes reducing our stake in the general insurance business from 51% to 30% in 2022, with Liberty Mutual now holding 70%.

Entered into a **new 20-year bancassurance partnership** with Liberty General Insurance Berhad post the divestment.



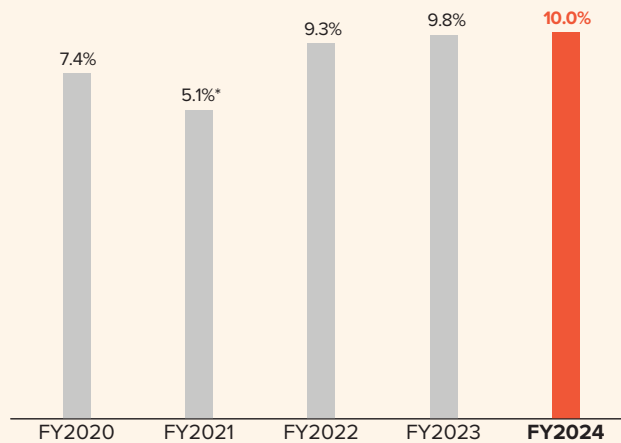
Achievements & Headline KPIs

ROE Target Achieved:



We **delivered 10% ROE** in FY2024 and achieved our key financial goals.

ROE



* Excluding one-off charges of RM4,788.1 million.



Principal Risks: **R2 R3**

Material Matters: **M1 M2 M3 M5**

Stakeholders: **S2 S7 S9**

Resources Allocation: **FC HC IC**

Strategic Review: Milestones and Achievements

FOCUS 2 SHARPENING OUR SEGMENT PLAY

We remain committed to delivering differentiated value propositions to our customers through tailored, segment-focused solutions. By understanding and addressing the unique needs of each customer segment, we provide targeted, value-added services that stand out in the market.

FY2021 – FY2024 Initiatives



Individual Segment

- **Retail Digitalisation and Transformation:**
 - **Digital-First Branches:** Modernised two branches with self-service terminals and Internet banking, supported by onsite Digital Ambassadors.
 - **Community-Centric Approach:** Transformed branches into community centers and set up a high-traffic sales kiosk at Mydin Mall.
 - **Exclusive Wealth Experience:** Enhanced AmBank SIGNATURE Priority Banking Centres with sophisticated wealth solutions and immersive experiences.
- **Wealth Management:** Expanded wealth solutions with the AmSignature Priority Metal card, AmBank SIGNATURE Priority Private proposition, and ASB financing up to RM200,000.
- **Flexible Pilgrimage Packages:** Partnered with Umrah agencies to provide financing packages, offering up to RM250,000 in financing.



SME Segment

- **SME Empowerment:** Facilitated the education, training, development and networking of SMEs through the AmBank BizCLUB (namely BizCONFERENCES, BizRACE, and BizDIALOGUES) in addition to the Road to Capital Market (RTCM) initiative aimed at supporting SMEs to become public listed companies (PLCs).
- **Driving SME Growth:** Participated in government schemes, offering financing such as the AgroFood Facility and SME Automation & Digitalisation facilities to support SME growth.
- **Strategic SME Financing:** Extended financing facilities through the SME Portfolio Guarantee Scheme, offering up to RM1 million without collateral and launched SME Amplify Campaign to address SME challenges, offering financing, payroll management, and merchant solutions.



Corporate & Investment Banking Segment:

- **Strategic Realignment for Growth:** Realigned and merged Mid Corp with Business Banking to better serve and grow targeted customer segment.
- **Custom Cash Management Solutions:** Provided custom cash management solutions for corporate and SME clients, including DuitNow QR and integrated investment banking services.



AmBank held its 2023 SME BizCONFERENCE themed “Building Engines for Growth” as part of its SME empowerment agenda.



Facilitating China-Malaysia Trade and Investment: Cross-Border Financial Services Promotion Conference in Kuala Lumpur.

Achievements & Headline KPIs



Wealth Success: Launched at KL Fashion Week (KLFW) 2021, **The Metal Visa Infinite Credit Card** has seen significant success with more than **1,800 cards issued** as at FY2024. Clients who adopted the exclusive offering saw a **wealth AUM growth of 57%**, equivalent to RM833 million.



CASA Achievements: Achieved over **348,400 active holders** in **AmWafeeq Savings Account-i** since its inception in 2019, with a balance outstanding of over RM1.3 billion.



Empowering SME Leaders: Engaged **>12,000 SME leaders** since the inception of **AmBank BizCLUB**.



Deal Completions: **Completed 41 deals** through the **Road to Capital Markets (RTCM)** initiative, earning around **RM175.7 million** in fees since FY2021.



SME Financing: **Approved RM640 million** in financing through the **AmBank-CGC Retail SME Partnership**.



Efficient Transaction Solutions: Processed **412,900 transactions** worth **RM10 million** through **Corporate DuitNow QR Transactions**.



AWARDS AND RECOGNITION



Global Banking and Finance Awards:

- **Best SME** Bank Malaysia 2023
- **Best Retail** Bank Malaysia 2023
- **Fastest** Growing Retail Bank Malaysia 2023



Global Islamic Finance Awards:

- **Best Islamic Wholesale** Banking Solutions Award 2023



Global Business Review Magazine Awards:

- **Best Islamic** Bank Malaysia 2023
- **Best Islamic** CSR Bank Malaysia 2023

Total Loans and Financing to SME Sector FY2024

RM27.7 billion

FY2023: RM26.7 billion

Principal Risks: **R2 R4 R5**

Material Matters: **M1 M2 M3 M5**

Stakeholders: **S2 S7 S9**

Resources Allocation: **FC HC IC**

Strategic Review: Milestones and Achievements

FOCUS 3 DELIVERING HOLISTIC CUSTOMER VALUE PROPOSITION LEVERAGING A COLLABORATIVE CULTURE AND PARTNERSHIPS

We continue to embrace a customer-centric approach, focusing on adding value for customers and delivering a seamless and holistic customer experience that exceeds their banking expectations and complements their everyday needs.

FY2021 – FY2024 Initiatives



Enhancing the Customer Experience

- **Streamlined Motor Insurance:** Enabled easy purchase and renewal of general motor insurance through the AmOnline platform.
- **Community-Focused Banking:** Launched the Community Banking initiative by partnering with Bask Bear Coffee to introduce café services at select branches, blending banking with community needs.
- **Upgraded Wealth Centres:** Revamped Damansara Utama and Kepong branches in collaboration with HWC Coffee to create a premium banking environment.



Boosting Customer Loyalty

- **Integrated BonusLink Membership:** Facilitated seamless points redemption and enhanced customer loyalty and engagement by integrating BonusLink membership with AmOnline.
- **Empowering SME Merchants:** Refreshed the BonusLink Merchant Proposition, introducing a merchant portal and mobile app to help businesses expand their reach and drive customer loyalty.



Strategic Growth Partnerships

- **Advanced Remittance Solutions:** Partnered with Merchantrade to offer diverse remittance and payment solutions, including a market-first hybrid e-Wallet for cross-border, multi-currency payments.
- **Expanding Digital Payments:** Enhanced digital offerings by integrating e-Wallet payment methods via Android terminals, partnering with Boost, TNG, GrabPay, ShopeePay, Alipay, and UnionPay QR.

Achievements & Headline KPIs



BonusLink Membership:
63,600 BonusLink membership accounts linked to AmOnline.



Merchantrade Hybrid Accounts:
 More than **9,600 accounts** opened.



AmBank BonusLink Co-Branded Card:
 Achieved **14.1%** 4-year CAGR growth in payment volume with 9,900 BonusLink Co-Branded cards in circulation.



e-Wallet Partnerships:
 Supported **over 35,300 merchants** with approximately 39,900 Android terminals deployed.

Principal Risks: **R4 R5**

Material Matters: **M2 M3 M5**

Stakeholders: **S2 S4 S6 S7 S9**

Resources Allocation: **FC HC IC**

FOCUS 4 PUSHING CAPITAL-LIGHT REVENUE

We focus on creating innovative and differentiated products designed to generate capital-light revenue. Through capital-efficient solutions, we enhance our ability to deliver sustainable growth and increased profitability while minimising risk and resource expenditure.

FY2021 – FY2024 Initiatives



Enhancing Digital and Capital-Light Products

- **Online FX Contract Booking:** Launched an online FX contract booking service for SMEs via AmAccess Biz, allowing prior booking of FX rates for future overseas payments. The eFX platform is now available nationwide and integrated into existing digital channels.
- **Wealth Revenue Streams:** Driving wealth revenue by providing customers easier access to purchase various unit trust funds via AmOnline and offering diverse investment products by AmFunds with competitive returns to meet retail and corporate customers' needs.



Merchant Solutions

Our strategy focuses on growing 'sticky' and cost-effective deposits through comprehensive collection solutions offered such as JomPAY, enhanced payroll services, increased wallet share with SME and Mid Corp clients, and cross-sold CASA with financing products.

- **Instant Billing with JomPAY QR:** Developed JomPAY QR for instant biller notification, enhancing convenience and efficiency.
- **Real-Time Transfers with DuitNow:** Launched DuitNow for real-time fund transfers via proxy IDs and QR codes. Waived DuitNow QR transaction fees to support merchants.
- **Enhanced ePayment solutions:** Acted as a sponsor bank for six non-bank participants (NBP), enhancing ePayment solutions.
- **Seamless Collection with DuitNow:** Piloted new products for seamless online collections and transactions.
- **Expanding e-Wallet Reach:** Became the first Indirect Retail Payments Platform (RPP) NBP issuer, expanding e-Wallet reach.
- **Secure Cash Deposits:** Piloted the deployment of cash recycler machines (CRM) at key 7-Eleven outlets, providing micro-SMEs with a secure option for cash deposits.

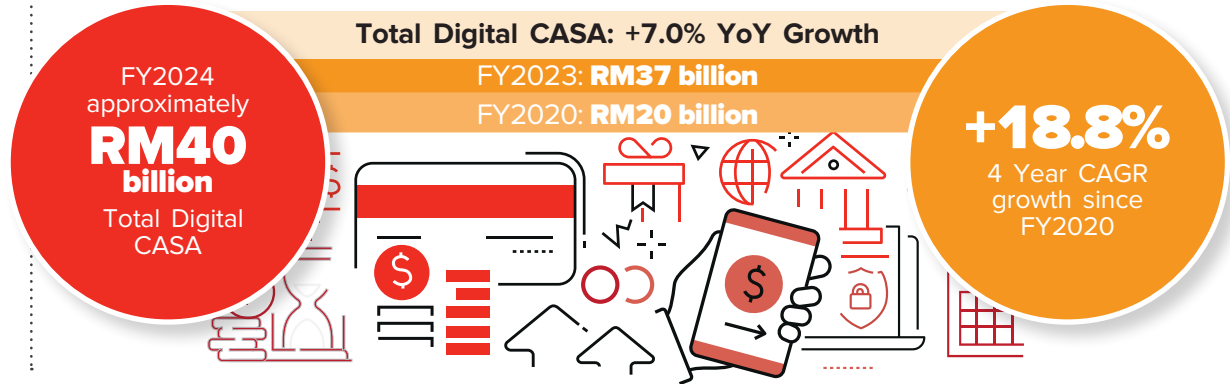


Collaboration between AmBank and Wavpay, an e-Wallet provider to become the first of PayNet's Indirect RPP NBP issuer via AmBank.

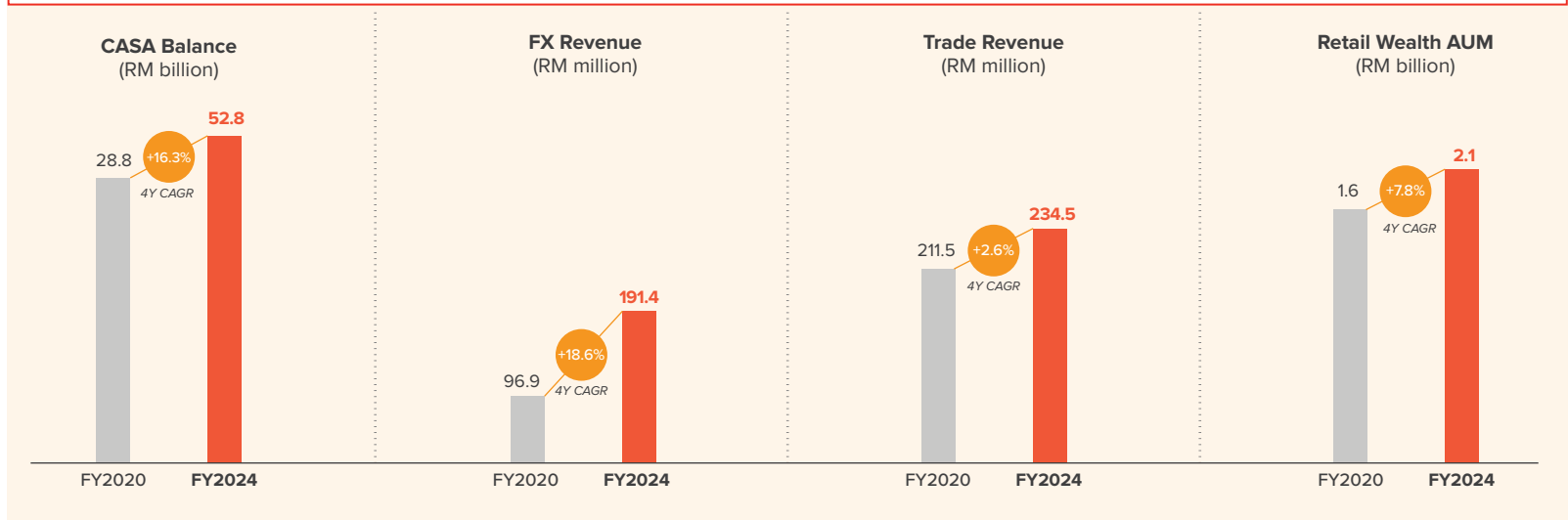
Strategic Review: Milestones and Achievements

Achievements & Headline KPIs

Deployed **Cash Recycler Machines at 18 7-Eleven outlets** across Peninsular Malaysia.



Capital-light Product Growth



AWARDS AND RECOGNITION



13th Alpha Southeast Asia Treasury & FX Awards:

- Best FX Bank for Corporates and Financial Institutions
- Best FX Bank for Structured Products
- Best FX Bank for Corporates and Financial Institutions (12th consecutive year)

The Digital Banker 2023: Global Transaction Banking Innovation Awards 2023

- Best API Initiative
- Best Bank for Payments & Collection in Malaysia



Global Banking and Finance Awards

- Best Bank for Digital Transformation Malaysia 2023



Achievements & Headline KPIs

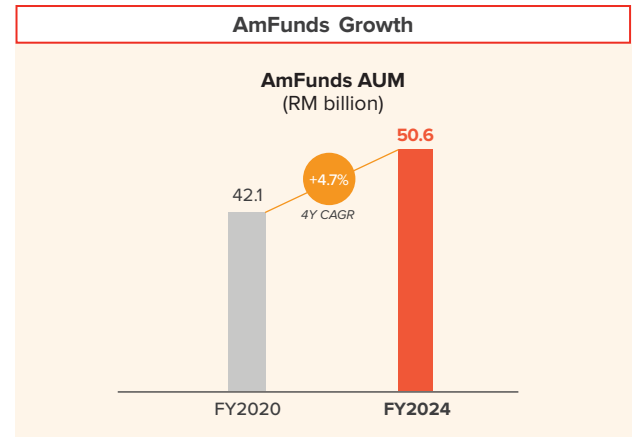
AUM surpassed **RM50 billion** threshold



Proud Signatory of the PRI (Principles for Responsible Investment) effective April 2023



AmFunds Growth



ESG Funds

Launched 11 Sustainable and Responsible Investment (“SRI”) Funds in the past 5 years



Key player in the ESG fund market, managing 11 out of 70 funds, **totaling RM4 billion** out of RM12 billion total market AUM, representing a strong 33% market share



Largest ETF house with total AUM of **RM1.8 billion**, representing an impressive 83% market share



AWARDS AND RECOGNITION



The Edge Malaysia ESG Awards 2023:



- Sustainable Series – Positive Change MYR (Best Impact in Basic Needs – Silver)
- Sustainable Series – Climate Tech MYR (Best Impact in Climate Action – Silver)

Best of the Best Awards 2024:



- Best Pension Fund Manager (6th consecutive years)

Institutional Asset Management Awards 2023:



- Best Islamic Fund Manager



AmInvest won two awards at The Edge Malaysia ESG Awards 2023.

Principal Risks: **R2** **R4**

Material Matters: **M2** **M3** **M5**

Stakeholders: **S1** **S2** **S9**

Resources Allocation: **FC** **IC**



Digital Partnerships

- **Cashless Community Agenda:** Expanded digital solutions such as JomPAY, e-Mandate Direct Debit, Virtual Accounts, and e-Wallet partnerships.
- **DuitNow Services:** Enhanced real-time fund transfers and QR payments, supporting cross-border collections and corporate transactions.

We integrated various card partnerships, wallets, and QR payments to accelerate the shift towards digital payments and the digital economy.

- Pioneered digital payment integrations with the launch of Apple Pay in FY2023, gaining approximately 62,400 linked customer accounts, and subsequently introduced Google Pay in FY2024.
- Partnered with Visa in November 2023 to introduce the Visa Instalment Service, becoming the first in Malaysia to offer this option to credit card holders.



On 8 November 2022, AmBank Group successfully hosted its inaugural AmDigital Day, themed “Next and Ahead”. The event brought together over 250 participants across the Group’s diverse clientele. The event served as a platform to showcase the Group’s digital propositions and its commitment to providing innovative digital solutions to its clients. Industry thought leaders were also invited to share their perspectives on key trends and challenges shaping the digital landscape.

For more information on our digital initiatives, please see page 52 of AmBank Group’s Sustainability Report 2024.

Strategic Review: Milestones and Achievements

Achievements & Headline KPIs

ASNB Feature on AmOnline

FY2024

Approximately **57,300 customers** linked their accounts, performing an average of **2,600 transactions totaling RM8.4 million** per month.

AmOnline Integration with Tabung Haji

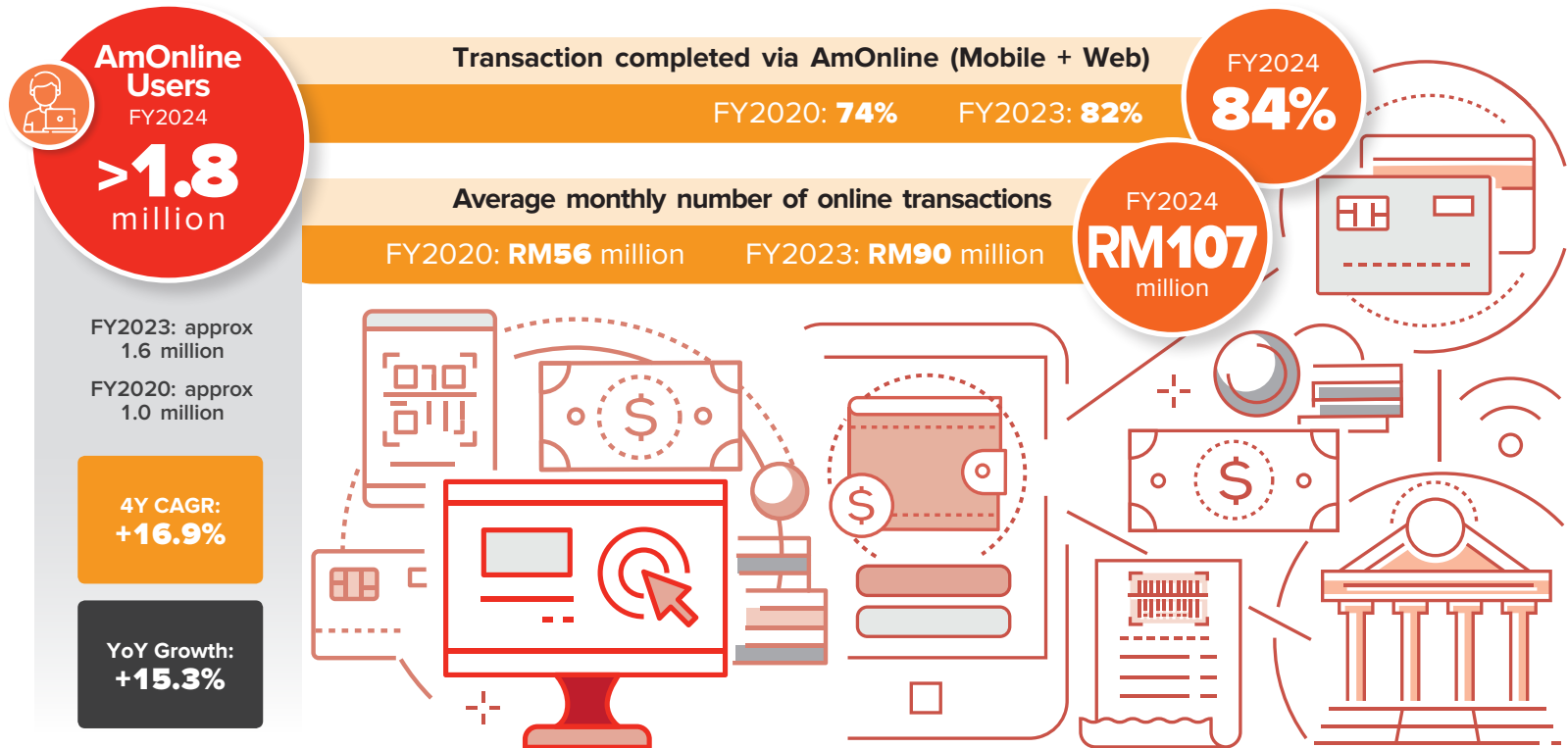
FY2024

Over 32,800 customers linked their accounts, conducting an average of **13,100 transactions totaling RM12.6 million** per month.

BonusLink Membership Feature on AmOnline

FY2024

More than 21 million points redeemed monthly, with an average value of **RM204,400**.



AmBank Credit Card Spend Linked to Apple Pay
RM160 million YoY Growth **196%**.

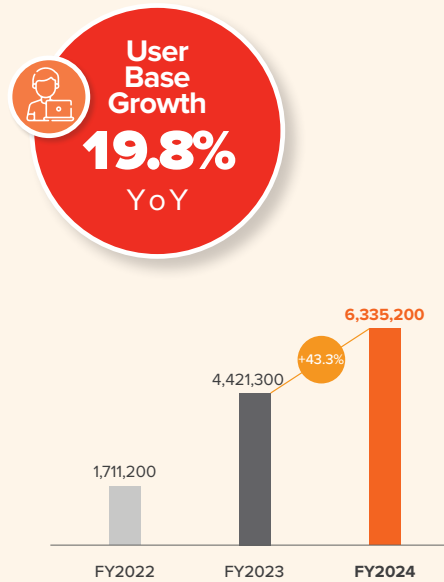


Approximately **62,400 AmBank customer** accounts **linked to Apple Pay**.

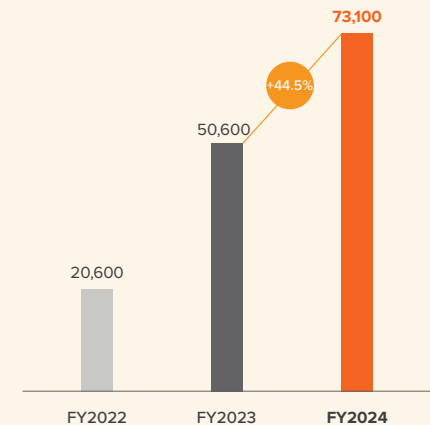
AmAccess Biz

	FY2022	FY2023	FY2024
Number of total registered companies	27,200	39,000	46,700
Number of total registered companies using the platform	16,500	23,000	26,400
Total transactions from Digital Tokens (%)	68	68	65
Total CASA from AmAccess Biz (RM million)	4,100	7,000	8,300

Transaction Volume

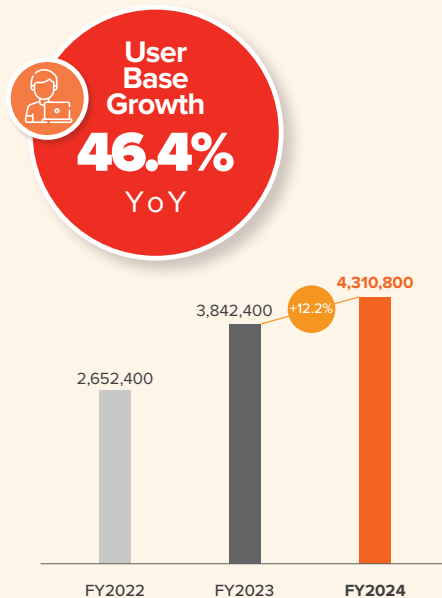


Value of transactions (RM million)

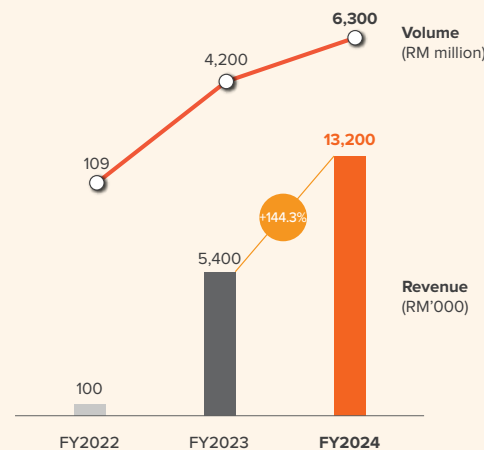


AmAccess Corporate

Transaction Volume

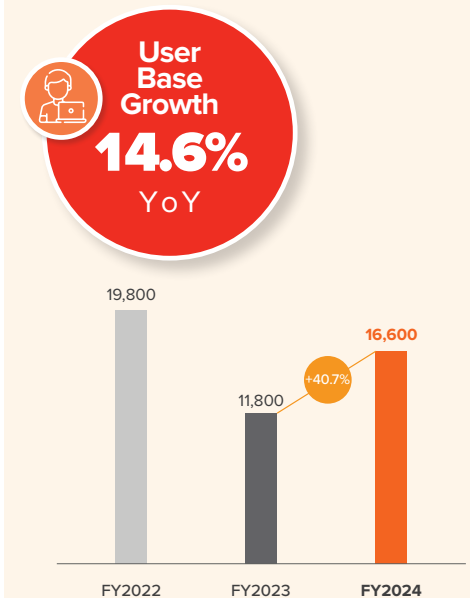


eFX



AmEquities

Turnover (RM million)



Strategic Review: Milestones and Achievements

FOCUS 6 FUTURE-PROOFING THE WORKFORCE

We continue to create career opportunities for our people through relevant and targeted training, upskilling, and personal development initiatives.

FY2021 – FY2024 Initiatives



Talent Development & Upskilling

- **Leadership and Talent Development:** We nurtured existing and new talents through comprehensive programmes such as AmGraduate, AmDiscovery, BATMAN, ELP, LEAP, AmDigital Graduate, AmApprentice, and the Structured Internship Programme (SIP). Additionally, we established the AmBank Wholesale Banking (WB) Academy and Retail Banking (RB) Academy.
- **External Mobility and Growth:** Our commitment to talent development extends to external mobility programmes, fostering cross-functional skills and experience through strategic partnerships such as collaboration with airasia academy on Digital Marketing Bootcamp to provide a comprehensive course on marketing for employees.
- **Continuous Learning Initiatives:** We enhanced employee skills through initiatives like the "Future is Now" programme. Virtual learning sessions, including AmCampus e-Learning, virtual awareness talks, and the Digital Webinar Series, keep our workforce updated and engaged.



Employee Well-being and Engagement

We prioritised employee well-being through the introduction of Hybrid Working Arrangements (HWA), extended parental leave, paid leave for charity work, and enhanced medical coverage for employees' children. To promote work-life balance, we organised various staff engagement activities, including health and well-being events and sessions.

For more information on our employee initiatives, please see page 74 of AmBank Group's Sustainability Report 2024.



AmBank Run 2024 is in its third year! With over 1,400 participants, the high energy and enthusiasm shown throughout the race serves as a testimony to our commitment towards collective success and "Winning Together".

Achievements & Headline KPIs



Scored **89% in Q12 Employee Engagement Index** (EEI) 2024 (FY2021: 77%).



As of March 2024, a total of **31 interns were onboarded** onto the Structured Internship Programme (SIP), with **7 interns converted into permanent hires**.



MySIP Appreciation Award by TalentCorp 2023:
Top 5 in the category of New Companies – **Highest Number of Internships Offered**.



Improved our position to **7th place** on the **M100 Top Leading Graduate Employer 2023** (2020: 94th).

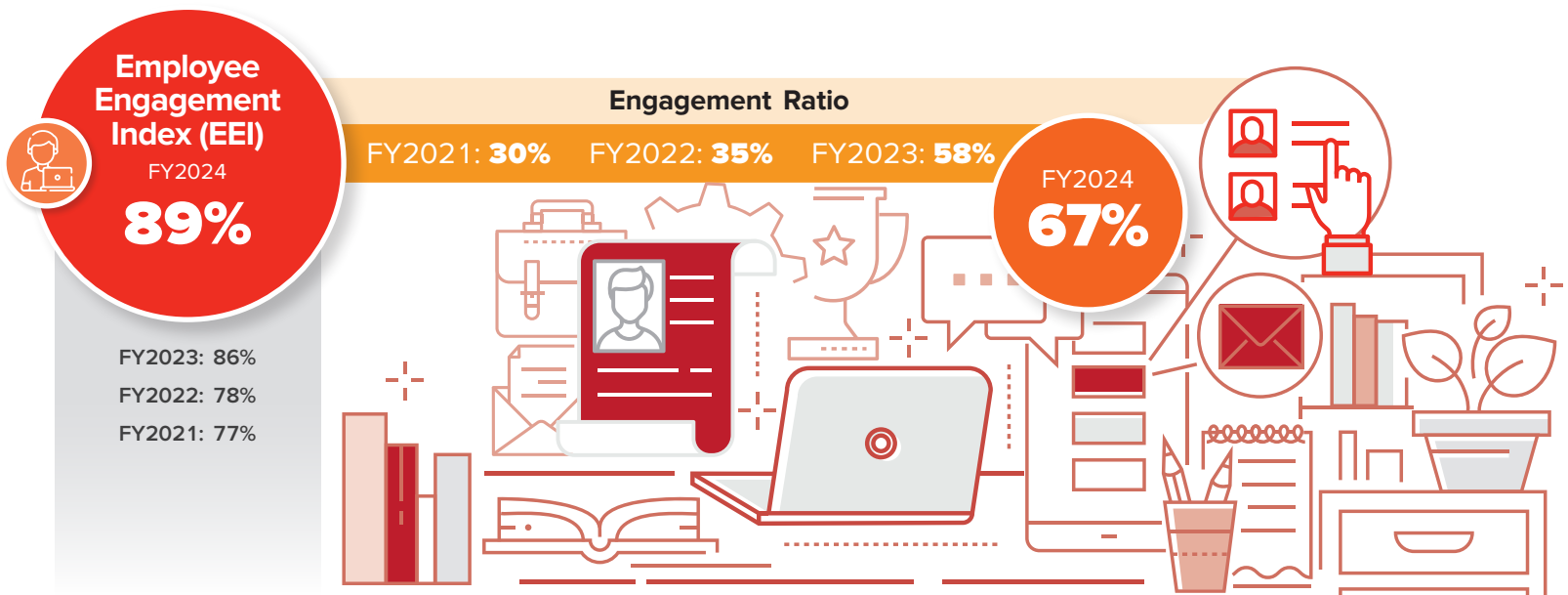
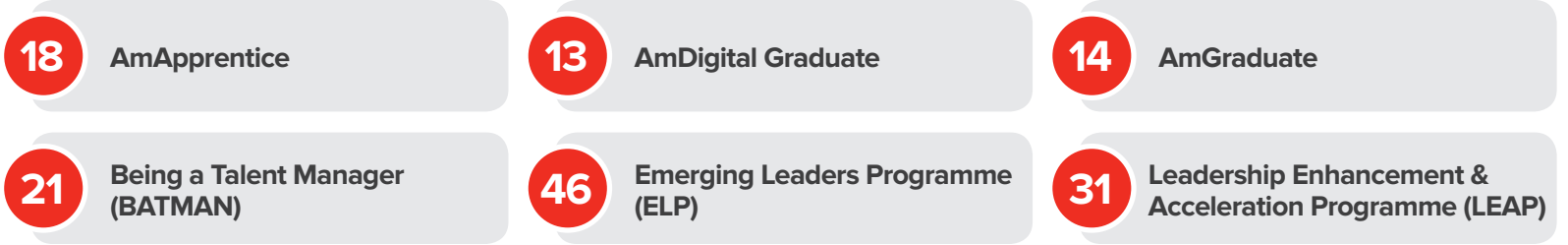


Graduan Brand Awards **Top 9 Malaysia's Most Preferred Employers** (2021: 31st).



More than **8,500 staff** were onboarded onto the **AmBank Digital Academy** that was launched in August 2022.

TOTAL ONBOARDED IN FY2024



AWARDS AND RECOGNITION

HR Excellence Awards:

- Received a silver award for retention strategy and was selected as a finalist for various categories, including Employee Engagement, Work Life Harmony, and Talent Management Strategy.

NCOSH Excellence Award:

- Winner of the 2022 NCOSH Excellence Award under the Finance category.

Principal Risks: **R5**

Material Matters: **M1 M7 M8 M9**

Stakeholders: **S2 S3 S5**

Resources Allocation: **FC HC MC**

Strategic Review: Milestones and Achievements

FOCUS 7 INTEGRATING ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) CONSIDERATIONS INTO OUR BUSINESS

We remain committed in our pledge to responsible banking, driven by robust ESG practices that prioritise sustainability and ethical stewardship.

FY2021 – FY2024 Initiatives



Partnerships and Collaboration with Leading Players to Promote ESG

PANTAS



TESLA

- Partnered with Pantas on the Greening Value Chain (GVC) programme to enable SME clients to measure, manage and report their GHG emissions and ESG metrics.
- Preferential auto financing rates and motor insurance for electric vehicles (EVs) through partnership with Tesla and Liberty General Insurance Berhad.
- Signed an MoU with Huawei Technologies (Malaysia) Sdn Bhd to promote sustainability through solar energy, green data centres, EV charging, and energy storage solutions.
- Facilitated suitable financing options for certified green homes, promoting eco-friendly living spaces and sustainable construction practices.



Sustainable Offerings

- Maintained a strong presence in the Malaysian Sukuk market, supporting a wide range of fundraising projects that align with Socially Responsible Investment (SRI)/ESG principles.
- AmFunds, our asset management business launched 11 Sustainable and Responsible Investment (SRI) Funds in the past 5 years.

For more information on our sustainability initiatives, please see page 35 of AmBank Group's Sustainability Report 2024.



AmBank teamed up with The Lost Food Project in a collective effort to eliminate hunger among the underprivileged community.



Minimising Environmental Impact

- Generated over 82,000 kWh of clean energy at the Damansara Fairway 3 office, as well as subscribed Tenaga Nasional Berhad (TNB) Green Electricity Tariff (GET) which offset over 4,000 tCO₂e.



Building ESG Capacity

- Conducted ESG training across the Group, rolled out e-Learning sustainability modules, and launched the Green Lens Newsletter to keep staff informed on ESG developments.



Green Financing

- Supported environmentally sustainable projects across various sectors including property development, logistics, manufacturing, and energy.

Achievements & Headline KPIs

Environmental Impact:



- Achieved **36% GHG emissions reduction** against 2019 baseline with carbon reduction initiatives for enterprise operations.
- RM8.7 billion Green Loans/Financing disbursed** from FY2022 – FY2024.

ESG Initiatives:



- 11 ESG funds launched** since FY2021.
- 25 ESG partners established** since FY2021.

AWARDS AND RECOGNITION



Asiamoney Award – **Best Bank for ESG in Malaysia 2023**



- 'AA' rating for MSCI ESG Rating 2023
- Rated Top 25% by ESG Ratings among public listed companies in FTSE Bursa Malaysia EMAS Index
- 5-star Building Energy Intensity Label
- 2-star Energy Management Gold Standard

Principal Risks: **R1 R2 R5** Material Matters: **M1 M4 M6 M7 M11** Stakeholders: **S3 S5 S6** Resources Allocation: **FC IC NC**

FOCUS 8 THE DIGITAL BANK

In 2021, we chose to enhance our consumer lifestyle proposition through partnerships, without pursuing a digital license application. This involves exploring digital banking opportunities tailored to the Group and selected partners, supported by our newly established Fintech team.

FY2021 – FY2024 Initiatives



Formation of a Fintech Team and Fintech Committee:

In FY2024, a new Fintech team and committee were established to explore innovative solutions in response to evolving consumer behaviours and market competition.



Fintech Team Operating Model:

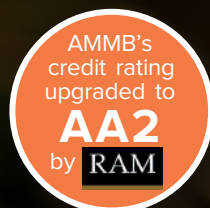
Created a Chief Digital Officer role to lead the Fintech team.

Principal Risks: **R1 R5** Material Matters: **M3 M4** Stakeholders: **S1 S2 S3** Resources Allocation: **FC IC SC**

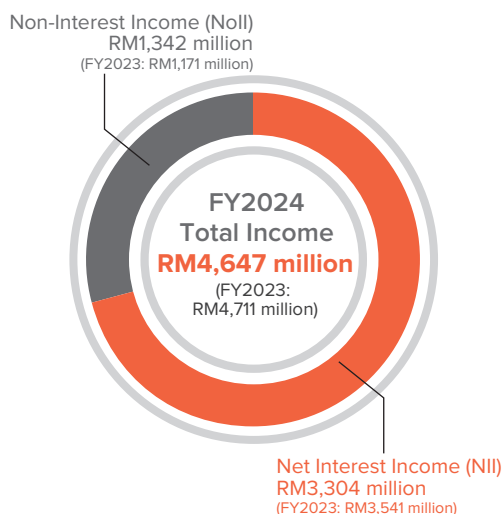
Performance Review by **GROUP CHIEF FINANCIAL OFFICER**



“ FY2024 registered resilient total income, supported by strong Noll, cushioning the impact of industry-wide margin compression. We delivered improved PATMI, ROE of 10.0%, CET1 of 13.04%, and rewarded shareholders with dividend per share of 22.6 sen. Our improved performance was also recognised with a rating upgrade to AA2 by RAM Rating Services Berhad. ”



SHAFIQ ABDUL JABBAR
Group Chief Financial Officer



Resilient income, despite Net Interest Margin (NIM) compression

The Group demonstrated resilience with total income of RM4,646.6 million (FY2023: RM4,711.4 million) which was broadly in line with FY2023 despite lower FY2024 NIM of 1.79% (FY2023: 2.07%). Our Net Interest Income (NII) declined 6.7% to RM3,304.2 million but our Non-Interest Income (Noll) delivered a 14.7% year-on-year (YoY) growth to RM1,342.4 million. Noll growth was primarily contributed by higher investment income and trading gains from Group Treasury and Markets (GTM), improved fee income from Investment Banking, Fund and Wealth Management, and robust Foreign Exchange (FX) income from Business Banking and Retail Banking. Income from Continuing Operations¹ was marginally higher at RM4,595.5 million, led by a 19.2% growth in Noll, offset by a 5.5% drop in NII.

Disciplined cost management softened income pressure resulting in marginally lower Profit Before Provisions (PBP)

Disciplined cost management reduced expenses by 2.3% to RM2,051.7 million, which softened the impact of lower income, improving CTI to 44.2% (FY2023: 44.6%) whilst registering PBP of RM2,594.9 million. Continuing Operations¹ CTI was 44.6% and Continuing Operations¹ PBP fell 1.5% YoY to RM2,543.8 million.

Impairment included some one-off charges

Net impairment charge for the year was higher at RM769.7 million (FY2023: RM466.9 million). This included one-off charges of RM440.2 million taken in Q3FY2024 comprising additional credit impairment overlay of RM328.2 million and non-financial assets impairment of RM111.9 million. Excluding the one-off charges, net impairment amounted to RM329.6 million, lower than FY2023 impairment. This was mainly due to higher writebacks in Wholesale Banking (WB) which offset the higher impairment charges in Retail Banking (RB), Business Banking (BB) and Investment Banking (IB). Our net credit cost for FY2024 was 0.27% (excluding one-off charges), well within our guidance throughout FY2024.

The Group also recognised one-off provision of RM80.0 million in restructuring expenses in Q3FY2024. This brought total one-off charges in FY2024 (comprising additional credit impairment overlays, impairment of non-financial assets and restructuring expenses) to RM520.2 million, or RM402.5 million net of corporate tax.

Profit Before Tax (PBT) lowered by one-off charges

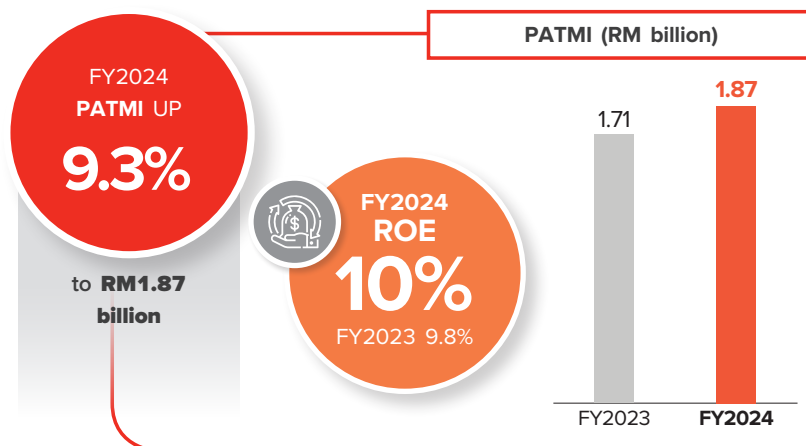
As a result of these one-off charges, PBT declined 18.6% YoY to RM1,745.2 million. Excluding these one-off charges, the Group's PBT grew 5.7% YoY to RM2,265.4 million. Continuing Operations¹ PBT (excluding one-off charges) fell marginally by 0.7% YoY to RM2,214.2 million.

Tax benefit lifting the bottom line

The Inland Revenue Board granted the Group a one-off tax deduction of RM772.3 million for exceptional expenses incurred in FY2021. Of this amount, RM234.1 million was recognised in FY2022 with the remaining tax credit of RM538.2 million recognised in Q3FY2024.

9.3% increase in PATMI, registering 10.0% ROE

PATMI improved 9.3% YoY to RM1,868.1 million, resulting in a milestone double-digit ROE of 10.0% (FY2023: 9.8%), a key target of our Focus 8 strategy. Continuing Operations¹ PATMI (including tax benefit) improved 7.4% to RM1,842.0 million.



Asset quality an area of continued focus

The Group's Gross Impaired Loans (GIL) ratio was at 1.67% (FY2023: 1.46%) with a Loan Loss Coverage (LLC) (including regulatory reserves) of 109.5% (FY2023: 127.7%). The Group will continue to monitor its asset quality vigilantly, taking pre-emptive steps to manage risk exposures and initiate regularisation plans as necessary.

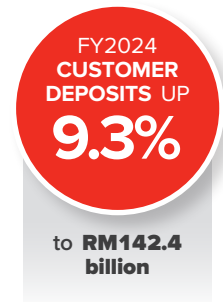
We continue to retain overlay reserves in our balance sheet for identified vulnerable credit portfolios. As at 31 March 2024, total overlay provisions amounted to RM502.0 million (FY2023: RM461.3 million). It is important to note that, in line with the recovering Malaysian economy, our portfolio of loans under relief schemes have reduced significantly.

Loans growth in line with GDP, distorted by a large loan repayment in WB

Total gross loans and financing grew 3.0% YoY to RM134.1 billion (FY2023: RM130.2 billion), primarily from BB (up RM3.6 billion or +10.4% YoY) and RB (up RM1.7 billion or +2.3% YoY), offset by a decline in WB loans growth (down RM1.4 billion or -6.5% YoY) due to an early repayment of a large loan during the year.

Strong growth in customer deposits, driven by time deposits and CASA growth

Total customer deposits grew 9.3% YoY to RM142.4 billion (FY2023: RM130.3 billion), driven by a 9.9% YoY growth in time deposits to RM89.6 billion and an 8.1% increase in CASA to RM52.8 billion. CASA mix at the end of FY2024 stood at 37.1%.



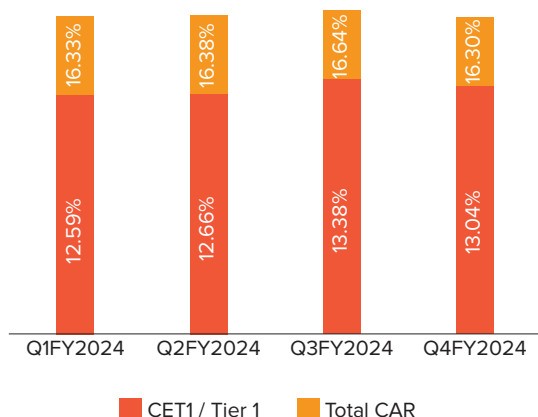
Capital rebuild completed, liquidity levels strong

Our capital ratios improved with organic profit accretion and Risk Weighted Assets optimisation. Post FY2024 dividend, the Group's CET1 without Transitional Arrangements (TA) improved to 13.04% (FY2023: 12.10%), a 94 basis point increase compared to FY2023. Total Capital Ratio (TCR) improved to 16.30% (FY2023: 15.47%), representing an 83 basis point increase. With TA, CET1 was higher at 13.30% (FY2023: 12.51%) while TCR improved to 16.49% (FY2023: 15.65%). The Group remained highly liquid, with Liquidity Coverage Ratio (LCR) of 164.6% (FY2023: 149.2%), Net Stable Funding Ratio (NSFR) at 113.1% (FY2023: 107.3%) and Loan-to-Deposit Ratio also improved to 94.2% (FY2023: 99.9%).

1. Continuing Operations comprise Banking operations and Insurance. Insurance mainly consists of Life Insurance and Family Takaful (as Joint Ventures) and General Insurance (as an associate from 1 August 2022). Discontinued Operation refers to General Insurance as a subsidiary for a 4-month period from April 2022 to July 2022.

Performance Review by Group Chief Financial Officer

Capital Adequacy Ratios (CAR)* without TA



* After deducting proposed dividends

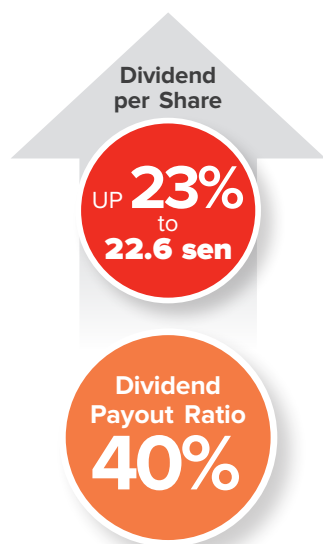
Liquidity Metrics



Rewarding shareholders with increased dividend payout

The Group proposed a final dividend of 16.6 sen per share in Q4FY2024. Together with the interim dividend of 6.0 sen per share declared in Q2FY2024, FY2024 total annual dividends amounted to 22.6 sen per share, an increase of 23% YoY, translating to a dividend payout ratio of 40% (FY2023: 35%), and an equivalent dividend yield of 5.4% (FY2023: 4.9%).

FY2024 Dividend



FY2024 FINANCIAL SNAPSHOT

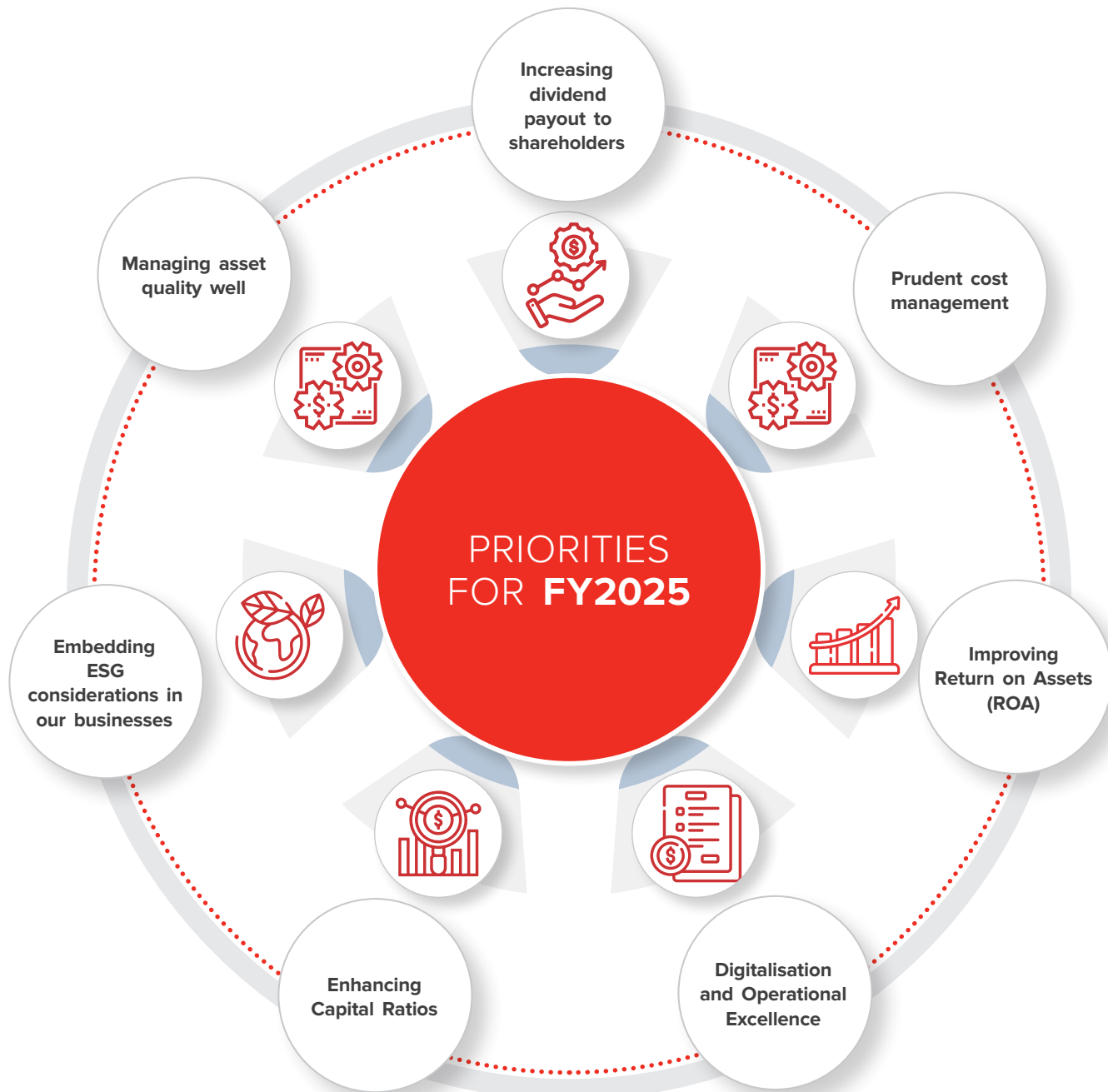
	FY2024 Reported Financials		Variance
Profitability (RM million)	Income	4,647 <i>FY2023¹: 4,711</i>	▼ (1%)
	Expenses	(2,052) <i>FY2023: (2,100)</i>	▼ (2%)
	PBP	2,595 <i>FY2023¹: 2,611</i>	▼ (1%)
	Impairment	(330) <i>FY2023: (467)</i>	▼ (29%)
	PBT before one-off charges	2,265 <i>FY2023¹: 2,144</i>	▲ 6%
	One-off charges	(520) <i>FY2023: Nil</i>	N/A
	Reported PBT	1,745 <i>FY2023¹: 2,144</i>	▼ (19%)
	Tax credit/(expenses) & zakat expenses	148 <i>FY2023: (494)</i>	▲ >100%
	PATMI	1,868 <i>FY2023¹: 1,709</i>	▲ 9%
	ROE	10.0% <i>FY2023¹: 9.8%</i>	▲ 0.2%
Assets & Liabilities (RM billion)	Gross Loans, Advances and Financing	134.1 <i>FY2023: 130.2</i>	▲ 3%
	Customer Deposits	142.4 <i>FY2023: 130.3</i>	▲ 9%
Capital & Liquidity	CET1 ² (with Transitional Arrangements ("TA"))	13.30% <i>FY2023: 12.51%</i>	▲ 0.79%
	LCR	164.6% <i>FY2023: 149.2%</i>	▲ 15.4%
	Dividend per share	22.6 sen <i>FY2023: 18.3 sen</i>	▲ 4.3 sen

1. Restated for the impact of adoption of MFRS 17 Insurance Contracts

2. After deducting proposed dividend

FY2025 PRIORITIES

We closed FY2024 on a strong footing, our capital position is robust and our liquidity levels are healthy, forming a solid foundation for future growth. We foresee FY2025 being a confluence of challenges and opportunities. Challenges are expected to arise from volatile financial markets, inflationary pressures, and external headwinds largely centred around global geopolitical conflicts and its knock-on effects. Opportunities lie in strong domestic demand, resilient external trade, and robust private investments which are supportive of domestic economic activity. Looking ahead, we have identified seven key priorities for FY2025, and these are detailed in the diagram below. We remain cautiously optimistic, with a hopeful outlook towards a better FY2025.



5-Year Group Financial Highlights

	FINANCIAL YEAR ENDED 31 MARCH				
	2020	2021	2022	2023 (Restated) ¹	2024
1 STATEMENT OF PROFIT OR LOSS (RM MILLION)					
i Total income	4,227.2	4,552.5	4,665.0	4,711.4	4,646.6
ii Profit before provisions	2,119.0	2,420.2	2,570.8	2,611.0	2,594.9
iii Allowances for impairment on loans, advances and financing	(321.9)	(913.2)	(314.2)	(421.8)	(696.3)
iv Profit before taxation and zakat excluding one-off charges	1,782.9	1,304.6	1,804.7	2,144.2	2,265.4
v One-off charges ²	–	(4,788.1)	–	–	(520.2)
vi Profit/(loss) before taxation and zakat	1,782.9	(3,483.5)	1,804.7	2,144.2	1,745.2
vii Profit/(loss) attributable to shareholders ³	1,340.7	(3,826.5)	1,502.7	1,708.8	1,868.1
2 STATEMENT OF FINANCIAL POSITION (RM MILLION)					
Assets					
i Total assets	169,203.1	170,178.3	174,858.9	197,429.9	196,763.8
ii Loans, advances and financing (gross)	106,768.6	112,692.2	119,993.3	130,226.8	134,130.3
iii Loans, advances and financing (net)	105,501.6	110,616.5	118,065.7	128,242.6	132,102.1
Liabilities and Shareholders' Equity					
i Total liabilities	149,643.0	154,587.9	156,900.0	179,404.7	177,321.9
ii Deposits from customers	112,966.7	120,543.2	122,592.9	130,315.1	142,381.2
iii Paid-up share capital	5,851.6	5,951.6	6,776.2	6,376.2	6,376.2
iv Shareholders' equity	18,580.8	14,640.8	16,759.8	18,024.4	19,440.8
Commitments and Contingencies	133,474.7	136,999.7	122,661.4	124,873.0	128,709.7
3 PER SHARE (SEN)					
i Basic/diluted net earnings/(loss)	44.6	(127.2)	45.5	51.6	56.5
ii Net assets	618.0	486.7	506.2	545.0	587.9
iii Single tier dividend	13.3	–	5.0	18.3	22.6
4 FINANCIAL RATIOS (%)					
i Post-tax return on average shareholders' equity ⁴	7.4	(20.2)	9.3	9.8	10.0
ii Post-tax return on average total assets	0.89	(2.19)	0.92	0.90	0.97
iii Loan-to-deposit ⁵	94.5	93.5	97.9	99.9	94.2
iv Cost-to-income	49.9	46.8	44.9	44.6	44.2
v CET1 Capital Ratio ⁶	12.44	11.33	12.20	12.51	13.30
vi Total Capital Ratio ⁶	15.80	14.48	15.32	15.65	16.49
5 SHARE PRICE (RM)					
i High	4.55	3.71	3.71	4.24	4.41
ii Low	2.90	2.80	2.81	3.39	3.44
iii As at 31 March	3.00	2.93	3.71	3.75	4.19

¹ Restated for the impact of adoption of MFRS 17 Insurance Contracts.

² FY2024 includes credit impairment overlays of RM328.2 million, impairment on non-financial assets of RM111.9 million and restructuring expenses of RM80.0 million. FY2021 includes impairment of intangible assets of RM1,789.2 million, impairment of investment in an associate of RM147.8 million, Settlement of RM2,830.0 million and related legal and professional expenses of RM21.1 million.

³ FY2024 includes net tax benefit of RM135.7 million after offsetting one-off tax credit of RM538.2 million and one-off charges.

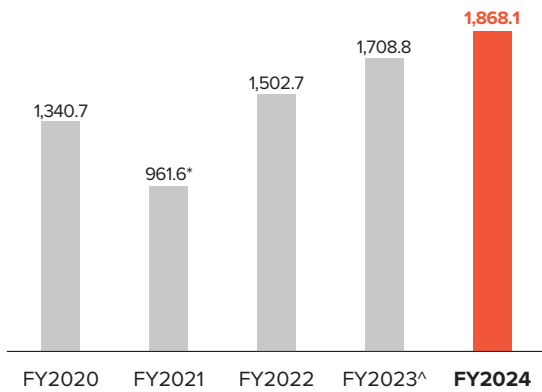
⁴ Adjusted for non-controlling interests.

⁵ Loan-to-deposit ratio refers to gross loans, advances and financing divided by deposits from customers.

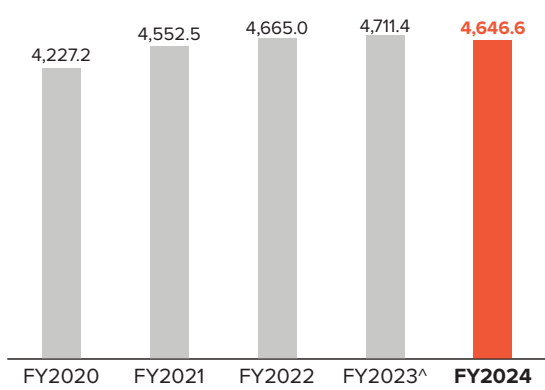
⁶ Pursuant to the revised BNM policy documents issued on 15 December 2023, the capital ratios computed for FY2021, FY2022, FY2023 and FY2024 had applied the transitional arrangements ("TA") on provision for Expected Credit Loss ("ECL"). Under the TA, the Group is allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET1 Capital.

Group Financial Highlights

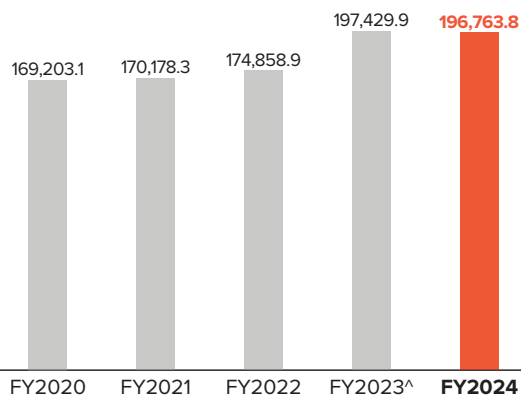
**PROFIT ATTRIBUTABLE TO SHAREHOLDERS
(RM million)**



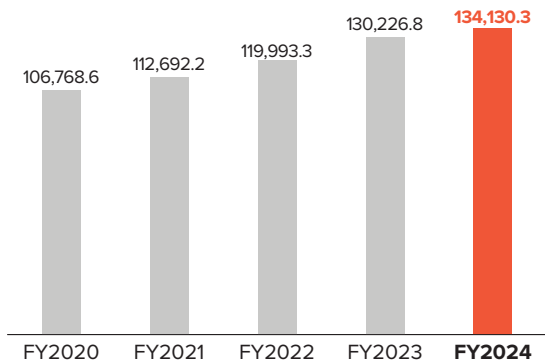
**TOTAL INCOME
(RM million)**



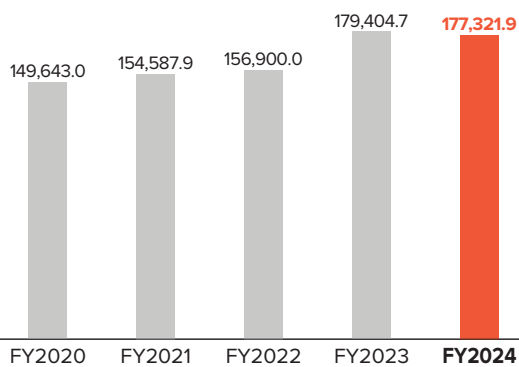
**TOTAL ASSETS
(RM million)**



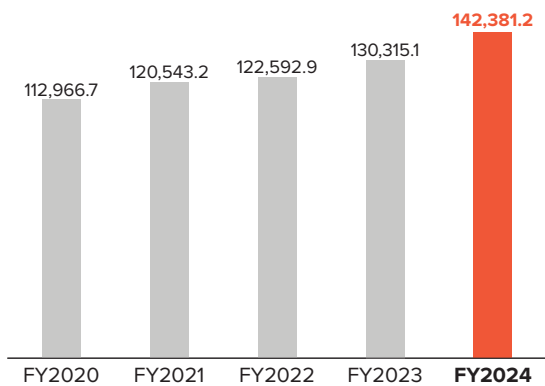
**LOANS, ADVANCES AND FINANCING (GROSS)
(RM million)**



**TOTAL LIABILITIES
(RM million)**



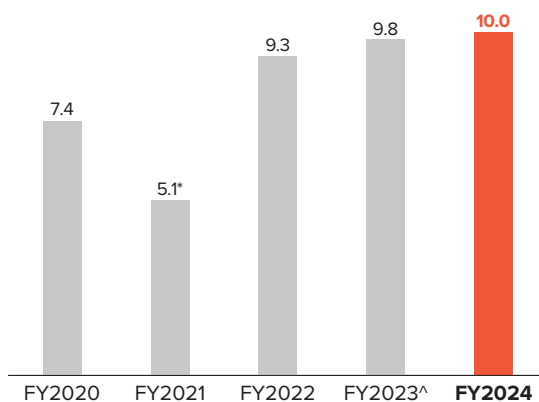
**DEPOSITS FROM CUSTOMERS
(RM million)**



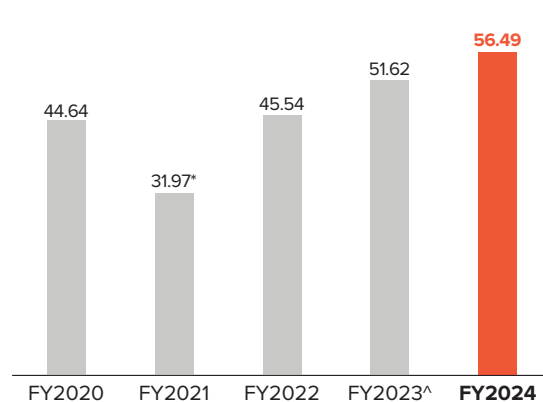
[^] Restated for the impact of adoption of MFRS 17 Insurance Contracts.
^{*} Excluding one-off charges of RM4,788.1 million.

Financial Indicators

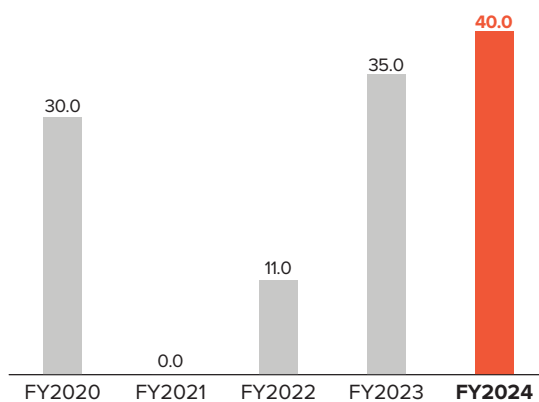
RETURN ON EQUITY (%)



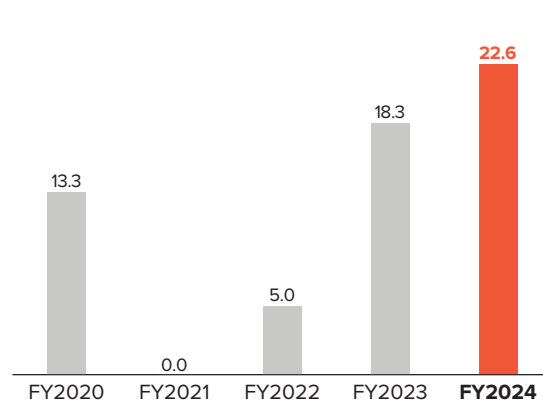
EARNINGS PER SHARE (sen)



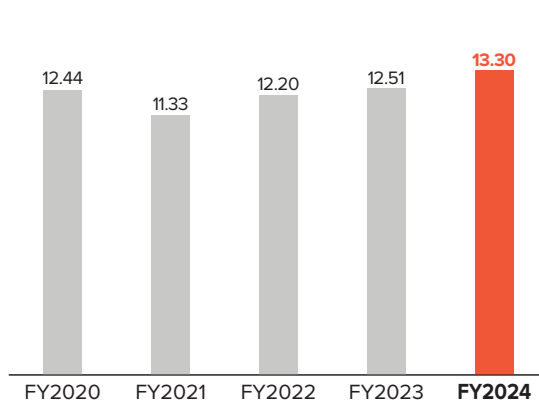
DIVIDEND PAYOUT (%)



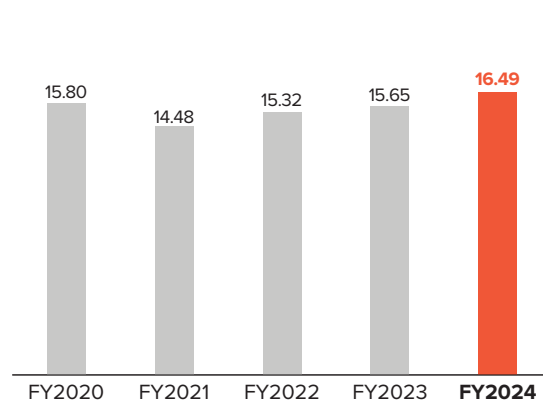
DIVIDEND PER SHARE (sen)



COMMON EQUITY TIER 1 (%)**



TOTAL CAPITAL RATIO (%)**



* Excluding one-off charges of RM4,788.1 million.

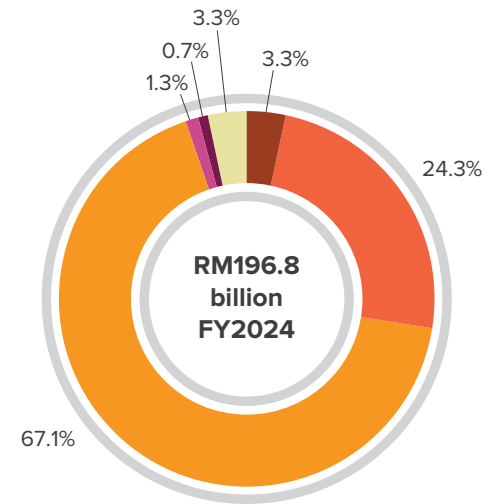
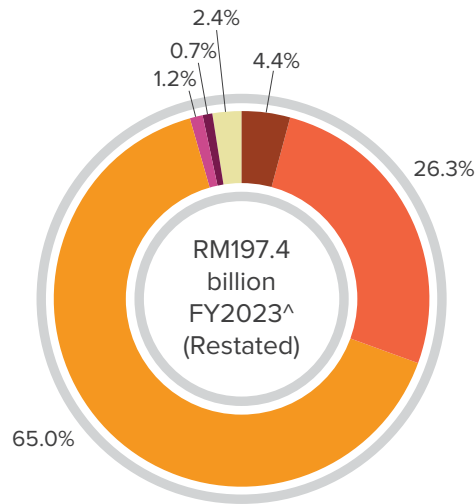
** Pursuant to the revised BNM policy documents issued on 15 December 2023, the capital ratios computed for FY2021, FY2022, FY2023 and FY2024 had applied the TA on provision for ECL. Under the TA, the Group is allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET1 Capital.

[^] Restated for the impact of adoption of MFRS 17 Insurance Contracts.

Simplified Consolidated Statement of Financial Position

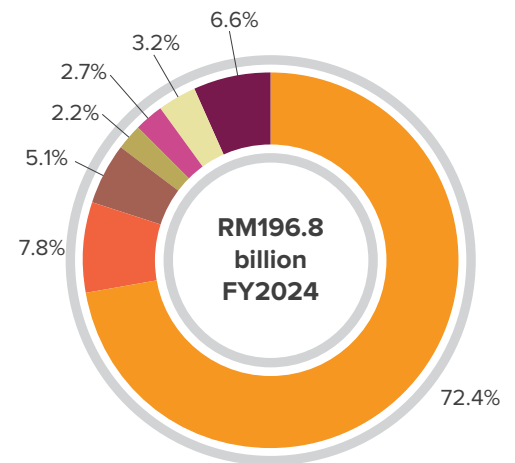
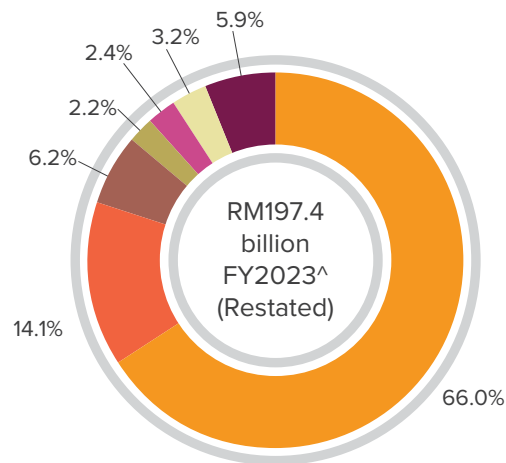
TOTAL ASSETS

- Cash and short-term funds and deposits and placements with banks and other financial institutions
- Investments in securities
- Loans, advances and financing
- Statutory deposits with BNM
- Investments in associates and joint ventures
- Other assets



TOTAL LIABILITIES AND EQUITY

- Deposits from customers
- Deposits and placements of banks and other financial institutions and securities sold under repurchase agreements
- Term funding and other borrowed funds
- Debt capital
- Other liabilities
- Share capital
- Reserves

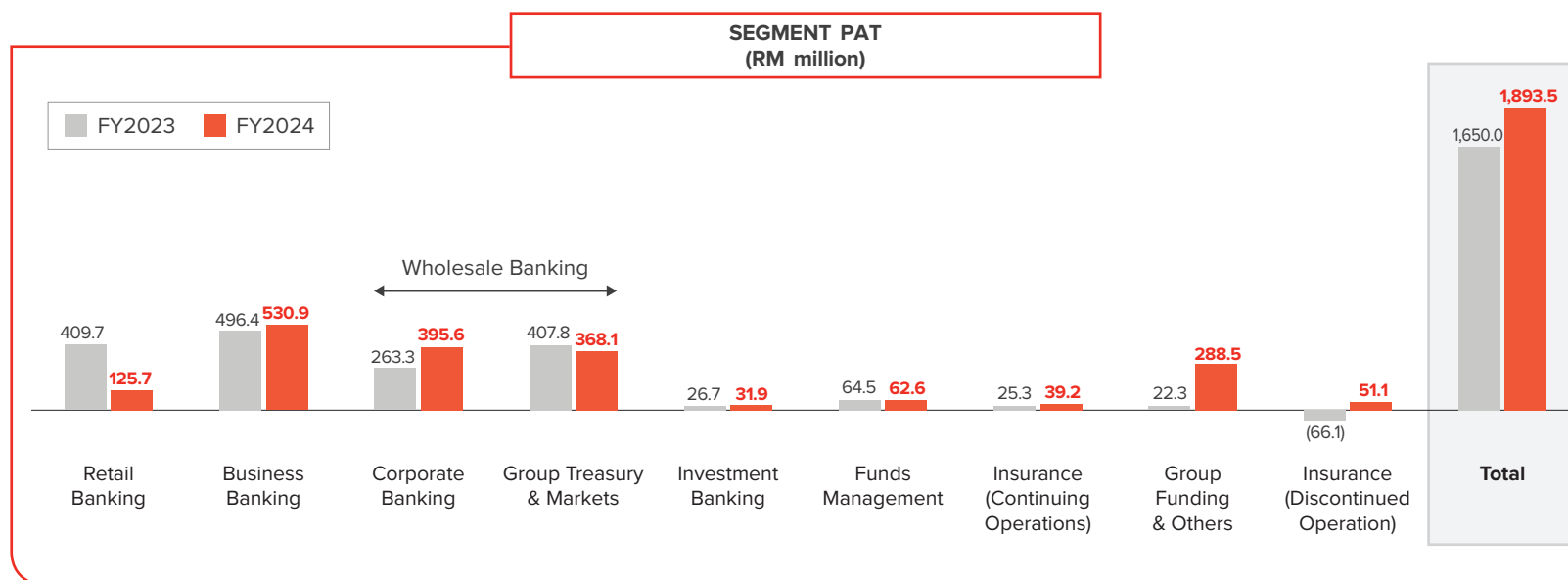


[^] Restated for the impact of adoption of MFRS 17 Insurance Contracts.

Segmental Analysis

AmBank Group's businesses are grouped in the following business activities: Retail Banking, Business Banking, Wholesale Banking, Investment Banking, Funds Management, Insurance and Group Funding and Others.

The segment performance is measured on income, expenses and profit. These are shown after allocation of certain centralised costs, funding income and expenses directly associated with each segment. Transactions between segments are recorded within the segment as if they are third party transactions and are eliminated on consolidation under Group Funding and Others.



RETAIL BANKING

Total income grew 1.3% year-on-year (YoY) to RM1,902.2 million, driven by an 11.1% YoY increase in non-interest income (NII) mainly from Foreign Exchange (FX) and Wealth Management, while NII came in flat. Operating expenses increased 5.5% YoY. Net impairment charge, including RM261.6 million of one-off credit impairment overlays recognised in Q3 FY2024, was higher at RM642.4 million (FY2023: RM301.1 million), mainly from mortgages and Retail Small and Medium Enterprises (RSME), partially offset by higher write-back of forward-looking provisions from cards. Consequently, a lower profit after taxation (PAT) of RM125.7 million was reported (FY2023: RM409.7 million). Gross loans increased 2.3% YoY to RM74.0 billion mainly driven by mortgages while total deposits grew 5.5% YoY to RM66.0 billion.

BUSINESS BANKING

Total income grew 11.1% YoY to RM1,176.1 million driven by a 10.8% YoY increase in NII from corresponding growth in loans. NII grew 11.8% from higher loan-related fees and FX income. Expenses were 7.6% higher YoY at RM345.7 million. Net impairment charge was higher at RM132.8 million (FY2023: RM84.4 million) mainly due to higher forward-looking provisions and one-off credit impairment overlays of RM18.2 million which was recognised in Q3 FY2024. PAT was up by 7.0% YoY to RM530.9 million. Gross loans increased by 10.4% YoY to RM38.1 billion while total deposits grew 26.8% YoY to RM31.3 billion.

WHOLESALE BANKING

Income grew 2.6% YoY to RM1,152.9 million, led by a 42.5% YoY growth in NII from higher trading gains and investment income, partially offset by a 9.2% YoY decline in NII due to margin compression. Expenses increased 7.2% YoY. Net impairment write-back increased to RM149.9 million, inclusive of one-off credit impairment overlays of RM48.4 million which was recognised in Q3 FY2024, as compared to RM33.3 million in FY2023 due to higher overlay reversals. As a result, PAT grew 13.8% YoY to RM763.7 million. Gross loans declined 6.5% YoY to RM19.6 billion due to a large loan repayment late in the financial year, while total deposits moderated 2.2% to RM51.5 billion.

INVESTMENT BANKING AND FUNDS MANAGEMENT

Investment Banking and Funds Management collectively recorded an increase in income by 15.4% YoY to RM371.3 million underpinned by robust fee income from Corporate Finance, Debt Markets, Broking and Funds Management. Operating expenses increased 4.2% YoY. Net impairment charge was higher at RM33.8 million (FY2023: RM0.7 million) from share margin financing. PAT improved 3.6% YoY to RM94.4 million. Separately Funds Management, delivered a PAT of RM62.6 million (FY2023: RM64.5 million) with assets under management (AUM) growth of 5.9% to RM50.6 billion (FY2023: RM47.8 billion).

INSURANCE

Continuing Operations

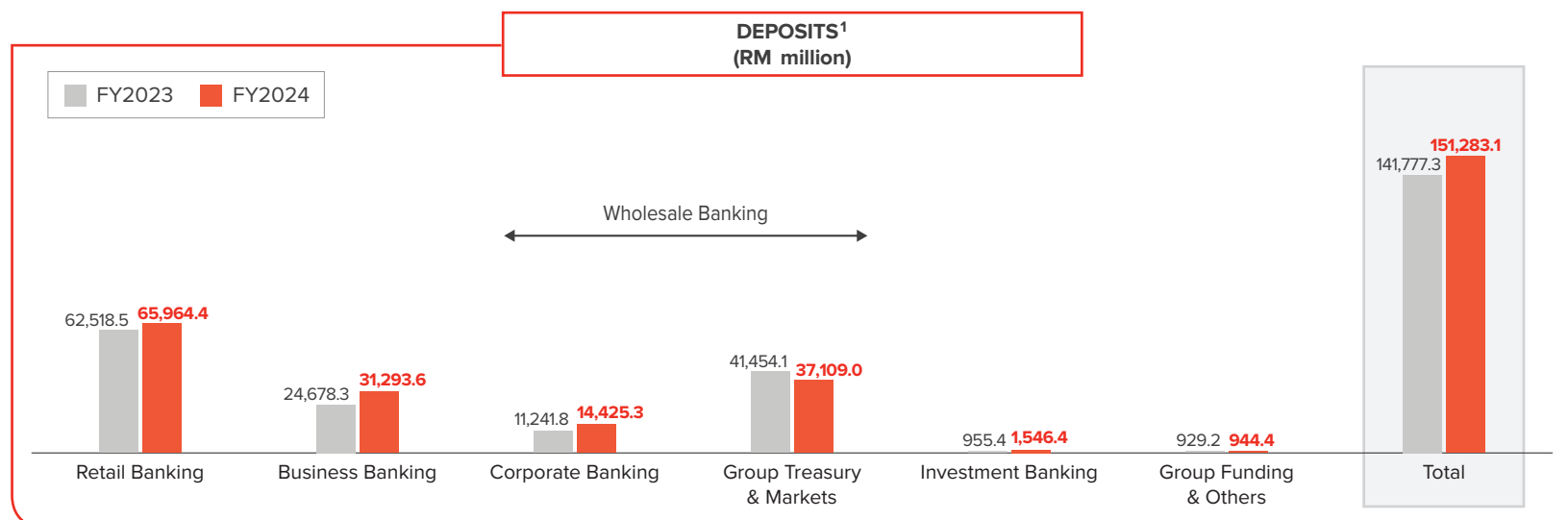
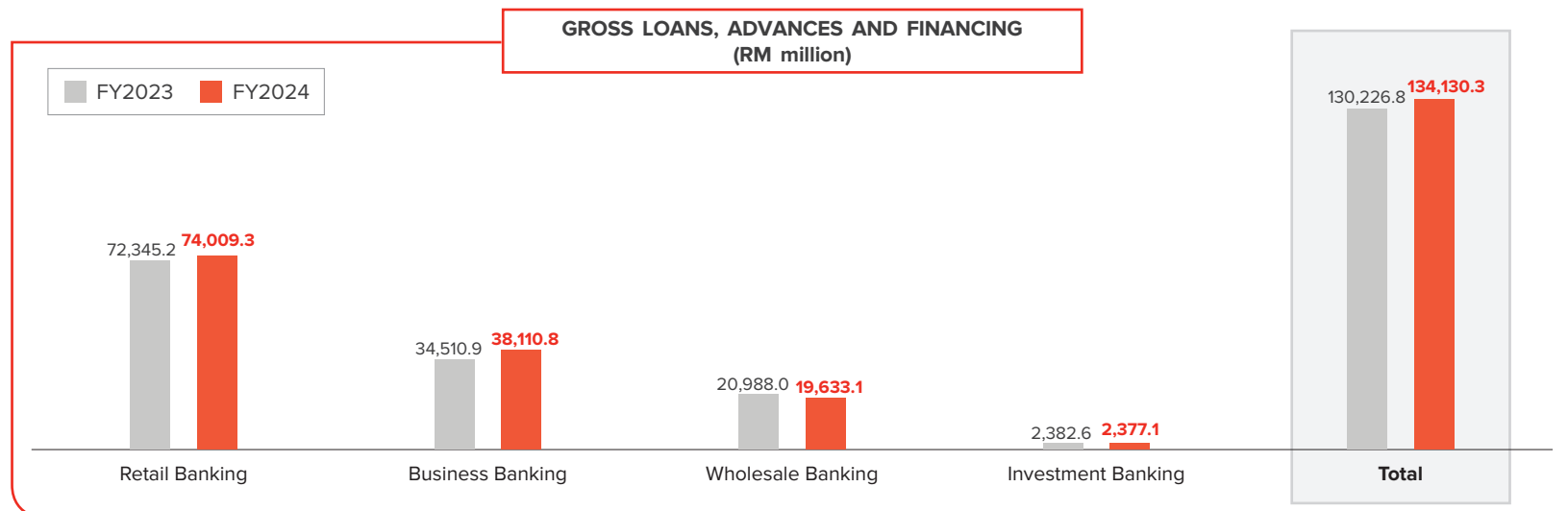
Insurance businesses reported a PAT of RM39.2 million in FY2024, up 54.7% YoY (FY2023: RM25.3 million), mainly due to higher investment income and lower reserves, partially offset by lower net earned premium. The results of the Group's life insurance, family takaful and general insurance businesses were equity accounted to reflect the Group's effective equity interests in the respective joint ventures and associates.

Discontinued Operations

A gain of RM51.1 million was recorded in FY2024 upon the completion of the AmGeneral disposal. After adjusting for IAG International Pty Limited's share of minority interest, profit after taxation and minority interest (PATMI) attributable to shareholders was RM26.1 million.

GROUP FUNDING AND OTHERS

Group Funding and Others recorded a PAT of RM288.5 million in FY2024 (FY2023: RM22.3 million), mainly due to lower other operating expenses and a one-off tax credit of RM538.2 million, partly offset by higher net impairment amounting to RM110.5 million and provision for restructuring charges amounting to RM80.0 million.



Note:
1. Deposits from customers and financial institutions.

Group Quarterly Financial Performance

FY2024					
All in RM million unless stated otherwise	Q1	Q2	Q3	Q4	Total
Total income	1,201.9	1,123.7	1,151.3	1,169.7	4,646.6
Profit before provisions	694.2	631.0	629.7	640.0	2,594.9
Allowances for impairment on loans, advances and financing	(166.1)	(56.0)	(435.2)	(39.0)	(696.3)
Profit before taxation and zakat excluding one-off charges	503.7	618.0	524.0	619.7	2,265.4
One-off charges ²	–	–	(520.2)	–	(520.2)
Profit before taxation and zakat	503.7	618.0	3.8	619.7	1,745.2
Profit attributable to shareholders	378.4	469.8	543.4	476.5	1,868.1
Earnings per share (sen)	11.5	14.2	16.4	14.4	56.5
Dividend per share (sen)	–	6.0	–	16.6	22.6

FY2023 (Restated) ¹					
All in RM million unless stated otherwise	Q1	Q2	Q3	Q4	Total
Total income	1,152.7	1,176.4	1,222.7	1,159.6	4,711.4
Profit before provisions	609.0	672.6	725.4	604.0	2,611.0
Allowances for impairment on loans, advances and financing	(60.1)	(73.7)	(203.6)	(84.4)	(421.8)
Profit before taxation and zakat	545.2	469.6	576.2	553.2	2,144.2
Profit attributable to shareholders	410.4	426.8	444.2	427.4	1,708.8
Earnings per share (sen)	12.4	12.9	13.4	12.9	51.6
Dividend per share (sen)	–	6.0	–	12.3	18.3

¹ Restated for the impact of adoption of MFRS 17 Insurance Contracts.

² FY2024 includes credit impairment overlays of RM328.2 million, impairment on non-financial assets of RM111.9 million and restructuring expenses of RM80.0 million in Quarter 3.

Key Interest Bearing Assets and Liabilities

	FY2023			FY2024		
	Average Balance RM million	Average Rate %	Interest Income/ Expense RM million	Average Balance RM million	Average Rate %	Interest Income/ Expense RM million
INTEREST EARNING ASSETS						
Short-Term Funds, Deposits and Placements with Banks and Other Financial Institutions	7,851	2.94%	231	5,544	6.13%	340
Financial Assets at Fair Value Through Profit or Loss	7,691	2.98%	229	9,102	3.34%	304
Financial Investments at Fair Value Through Other Comprehensive Income	21,495	3.37%	724	26,079	3.69%	962
Financial Investments at Amortised Cost	11,728	4.15%	487	11,960	4.25%	508
Loans, Advances and Financing	123,809	4.57%	5,661	130,158	5.21%	6,776
INTEREST BEARING LIABILITIES						
Deposits from Customers ¹	123,567	2.18%	2,700	135,119	3.13%	4,231
Deposits and Placements of Banks and Other Financial Institutions	11,056	2.54%	281	9,706	3.53%	343
Recourse Obligation on Loans and Financing Sold to Cagamas Berhad	8,831	2.94%	259	9,552	3.68%	351
Term Funding, Debt Capital and Other Borrowed Funds	15,495	3.71%	575	17,647	3.97%	701

Notes: 1. Deposits from customers includes Investment accounts of customers.

Statement of Value Added

	FY2023 (Restated) ¹ RM million	FY2024 RM million
VALUE ADDED		
Net interest income	2,280.6	2,136.8
Net income from Islamic Banking	1,301.3	1,315.7
Other operating income	956.4	1,102.9
Share in results of associates and joint ventures	43.5	40.0
Other operating expenses excluding personnel and depreciation and amortisation	(477.9)	(543.4)
Allowances for impairment on loans, advances and financing	(421.8)	(696.3)
Other impairment and provisions – writeback/(charge)	68.2	(153.4)
(Loss)/profit before taxation from discontinued operation excluding personnel and depreciation and amortisation	(19.7)	51.1
Value added available for distribution	3,730.6	3,253.4

	FY2023 (Restated) ¹ RM million	FY2024 RM million	FY2023 (Restated) ¹ %	FY2024 %
DISTRIBUTION OF VALUE ADDED				
To employees:				
Personnel expenses	1,371.7	1,340.1	36.8%	41.2%
To/(from) the Government:				
Taxation	490.4	(151.7)	13.1%	(4.7%)
To state collection centres and community				
Zakat	3.8	3.4	0.1%	0.1%
To providers of capital:				
Dividends to shareholders	605.4	747.4	16.2%	23.0%
Non-controlling interests	(58.8)	25.4	(1.6%)	0.8%
To reinvest in the Group:				
Depreciation and amortisation	214.8	168.1	5.8%	5.2%
Retained profits	1,103.3	1,120.7	29.6%	34.4%
Value added available for distribution	3,730.6	3,253.4	100.0%	100.0%

¹ Restated for the impact of adoption of MFRS 17 Insurance Contracts.

Capital Management

AmBank Group’s capital management approach is focused on building robust capital levels that support the Group’s strategic objectives. This is achieved through building an efficient capital structure that balances tolerable risk appetite against optimal returns on capital employed and retaining sufficient capital for future growth whilst delivering acceptable returns to shareholders. The Group Capital Management Framework guides the Group’s capital management, and its objectives are to:



The Group’s capital management is also supplemented by the Group’s Annual Capital Plan which covers a horizon of three years to establish the forward looking capital requirements. The Annual Capital Plan is approved by the Board of Directors for implementation at the beginning of the financial year, followed by robust monitoring and ongoing updates to inform the Board of Directors on the latest capital position and progress of the planned capital initiatives.

The Group evaluates its approach to capital management through the Internal Capital Adequacy Assessment Process (ICAAP) which integrates both risk management and capital management processes. The Group’s ICAAP, approved by the Board of Directors annually, includes the following:

- Review and recalibration of the Internal Capital Targets for the Group and respective entities
- Comprehensive assessment on material risks
- Stress testing exercise to evaluate the capacity of the Group and the banking entities to withstand stress scenarios
- Evaluation of adequacy of capital levels consistent with the risk profile, taking into account the Group’s strategic focus, business plans and control environment

The Group’s key initiatives, amongst others, that were undertaken during FY2024 are as outlined below:

- (a) AmBank (M) Berhad and AmBank Islamic Berhad issued Basel III Tier 2 Subordinated Debt and Basel III Tier 2 Subordinated Sukuk of RM500.0 million respectively on 27 June 2023;
- (b) During the financial year, AmBank (M) Berhad established a new Basel III compliant Subordinated Notes programme of RM8.0 billion on 11 October 2023, and had issued RM500.0 million Basel III Tier 2 Subordinated Debt on 3 November 2023;
- (c) AmBank Islamic Berhad redeemed RM500.0 million Basel III Tier 2 Subordinated Sukuk on 18 October 2023 and AmBank (M) Berhad redeemed RM1.0 billion Basel III Tier 2 Subordinated Debt on 15 November 2023 on their respective first callable dates; and
- (d) Ongoing risk-weighted assets (“RWA”) optimisation initiatives which generated RM5.7 billion of Risk Weighted Assets savings during the financial year.

With profit accretion and active Risk Weighted Assets management, the Group’s capital ratios strengthened further. Post dividend, the Group’s Common Equity Tier 1 (“CET1”) (without transitional arrangements) improved to 13.04% (FY2023: 12.10%) and Total Capital Ratio improved to 16.30% (FY2023: 15.47%). With transitional arrangements, CET1 was higher at 13.30% (FY2023: 12.51%) while Total Capital Ratio improved to 16.49% (FY2023: 15.65%). The Group proposed a final dividend of 16.6 sen per share in FY2024, together with the interim dividend of 6.0 sen per share declared, FY2024 total annual dividends amounted to 22.6 sen per share (FY2023: 18.3 sen), an increase of 23% YoY.

Credit Ratings

From a credit rating perspective, we believe in providing our stakeholders with an independent view of our banking subsidiaries as well as that of the Company. Our latest credit ratings as set out below.

Rating Agency	Rating Date	Rating Classification	Rating Accorded
AMMB HOLDINGS BERHAD			
RAM Rating Services Berhad	24 May 2024	Long-term Corporate Credit Rating Short-term Corporate Credit Rating Outlook	AA2 P1 Stable
AMBANK (M) BERHAD			
Moody's Investors Service	29 May 2024	Long-term Bank Deposits (Foreign) Rating Short-term Bank Deposits (Foreign) Rating Outlook	A3 P-2 Stable
S&P Global Ratings	30 October 2023	Long-term Foreign Currency Rating Short-term Foreign Currency Rating Outlook	BBB+ A-2 Stable
RAM Rating Services Berhad	24 May 2024	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	AA2 P1 Stable
Fitch Ratings	9 April 2024	Long-term Foreign Currency Rating Short-term Foreign Currency Rating Outlook	BBB- F3 Stable
AMBANK ISLAMIC BERHAD			
RAM Rating Services Berhad	24 May 2024	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	AA2 P1 Stable
AMINVESTMENT BANK BERHAD			
RAM Rating Services Berhad	24 May 2024	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	AA2 P1 Stable

Balance Sheet Management

Balance sheet management involves the management of AmBank Group's structural funding and liquidity. It also maintains the Funds Transfer Pricing (FTP) framework which is governed by the Group Assets and Liabilities Committee (GALCO).

Structural funding and liquidity requirements are managed by targeting a diversified funding base and avoiding concentrations by depositor and investor type, product, maturity or currency and implementing wholesale funding diversification and maturity concentration limits. In setting our funding diversification policy, the Group takes into consideration liquidity benefits of various funding sources, contrasted against cost of acquiring or maintaining such liquidity, balancing funding needs at acceptably optimal cost levels.

To sustain a diversified funding profile and monitor the liquidity risk of the Group, we are guided by the Basel III liquidity framework, namely the following:

- (1) LCR, with a primary focus of ensuring a sufficient buffer of liquid assets that could be easily converted into cash to meet the liquidity needs for the next 30 calendar days; and
- (2) NSFR, outlining the requirements on maintaining a stable funding profile vis-à-vis the composition of assets and off-balance sheet commitments in order to reduce the likelihood of disruption to liquidity position.

The FTP framework promotes a Groupwide allocation of funding costs to the business units by taking into account the interest rate and liquidity positions of the Group. The FTP mechanism is refined according to market conditions and relevant strategies approved by management and it is derived to reflect regulatory principles.

To fund our businesses, a liquidity premium is charged to the business units based on the contractual tenor of the transactions. Business units that generate long-term, stable funding are incentivised in the form of liquidity credit. Presently the key funding growth agenda is as follows:

- (1) To strengthen the deposit franchise, by focusing on retail and SME segments, and lower-cost CASA, and by extension gathering term deposits to fund loans growth; and
- (2) To diversify the sources of funding to build a more sustainable base and reduce reliance on non-core deposits.

FUNDING STRUCTURE FY2024

Loans are the largest component of the Group's assets and are generally funded by core customer deposits. Our core customer deposits increased by RM12.1 billion from RM130.3 billion in FY2023 to RM142.4 billion in FY2024, a 9.3% growth. We will continue to prioritise growth in core customer deposits, which are a stable and resilient source of funding. We have plans to lower the cost of funding by growing CASA composition, tapping on alternative funding sources and optimising a stable funding mix.

The Group has maintained sound liquidity levels above regulatory requirements, with LCR of 164.6% and NSFR of 113.1% as at 31 March 2024 (31 March 2023: LCR of 149.2% and NSFR 107.3%).

LCR

164.6%

NSFR

113.1%

Financial Calendar

2023



29 May 2023

Announcement of Audited Consolidated Results for the Financial Year Ended 31 March 2023



07 July 2023

Payment of Final Single Tier Dividend of 12.3 sen per Share for the Financial Year Ended 31 March 2023



21 August 2023

Announcement of Unaudited Consolidated Results for the Financial First Quarter Ended 30 June 2023



22 November 2023

Announcement of Unaudited Consolidated Results for the Financial Half Year Ended 30 September 2023

2024



08 January 2024

Payment of Interim Single Tier Dividend of 6.0 sen per Share for the Financial Year Ended 31 March 2024



26 February 2024

Announcement of Unaudited Consolidated Results for the Financial Third Quarter Ended 31 December 2023



27 May 2024

Announcement of Audited Consolidated Results for the Financial Year Ended 31 March 2024



11 July 2024

Payment of Final Single Tier Dividend of 16.6 sen per Share for the Financial Year Ended 31 March 2024



21 August 2024

33rd Annual General Meeting

Our Integrated Approach to Value Creation

Assessing Our Business Context

Evaluating Our Operational Landscape

Macroeconomic conditions, advancements in digital technology, sustainability initiatives, and talent development are factors influencing how we navigate our business environment. These elements significantly influence and inform our decision-making strategies and guide us in delivering meaningful value to our stakeholders.

See page 68

Enhancing Stakeholder Relationships

By actively engaging with our stakeholder groups, we gain deep insights into their values and their expectations. This enables us to understand the priorities of our stakeholders as a whole which is essential as we formulate our strategy and responses in alignment with their expectations and determines our strategic responses and align our actions with these priorities to effectively create value for them.

See page 56

Managing Risks and Opportunities

We manage and analyse potential risks and opportunities across our diverse business segments and stakeholder groups. This enables us to take decisive actions to effectively manage risks and seize emerging opportunities.

See page 75

Integrating Strategic Resource Allocation in Our Business Model

Formulating Our Group Strategy

The Focus 8 Strategy delivered consistent performance improvement across the Group with discipline cost management and with digitalisation and sustainability at the core of our business.

We have refreshed our strategy to chart our next 5-year aspiration theme “Winning Together”. This will steer our business towards profitable growth, deliver enhanced value to stakeholders, and unlock new opportunities over the next five years.

See page 20

Business Model

We are proactively managing our operations to maximise positive outcomes and minimise negative ones within our business model, ensuring that we continuously generate and sustain value for all our stakeholders.

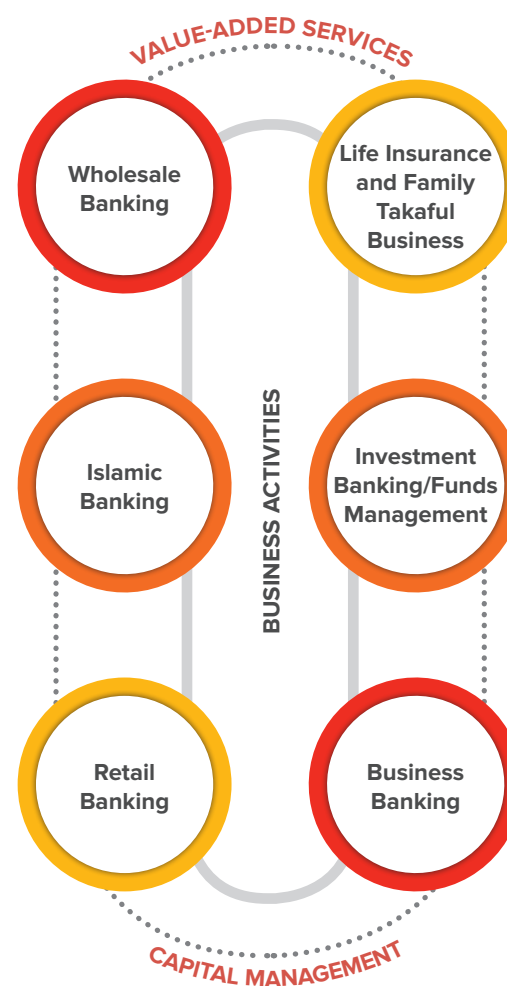
See page 54

Understanding Our Resources Allocation

To bolster our business operations and growth, we harness six capital elements, encompassing both financial and non-financial resources. This strategic approach empowers us to effectively execute our value-creation strategy and capitalise on growth opportunities.

See page 54

In FY2024, a materiality assessment was conducted where 12 material matters were identified, representing the Group’s most significant topics of interest to our stakeholder groups. They play a pivotal role in shaping our strategic decisions aimed at creating sustainable value across short, medium, and long-term horizons.



WINNING TOGETHER

To help individuals and businesses grow and win together

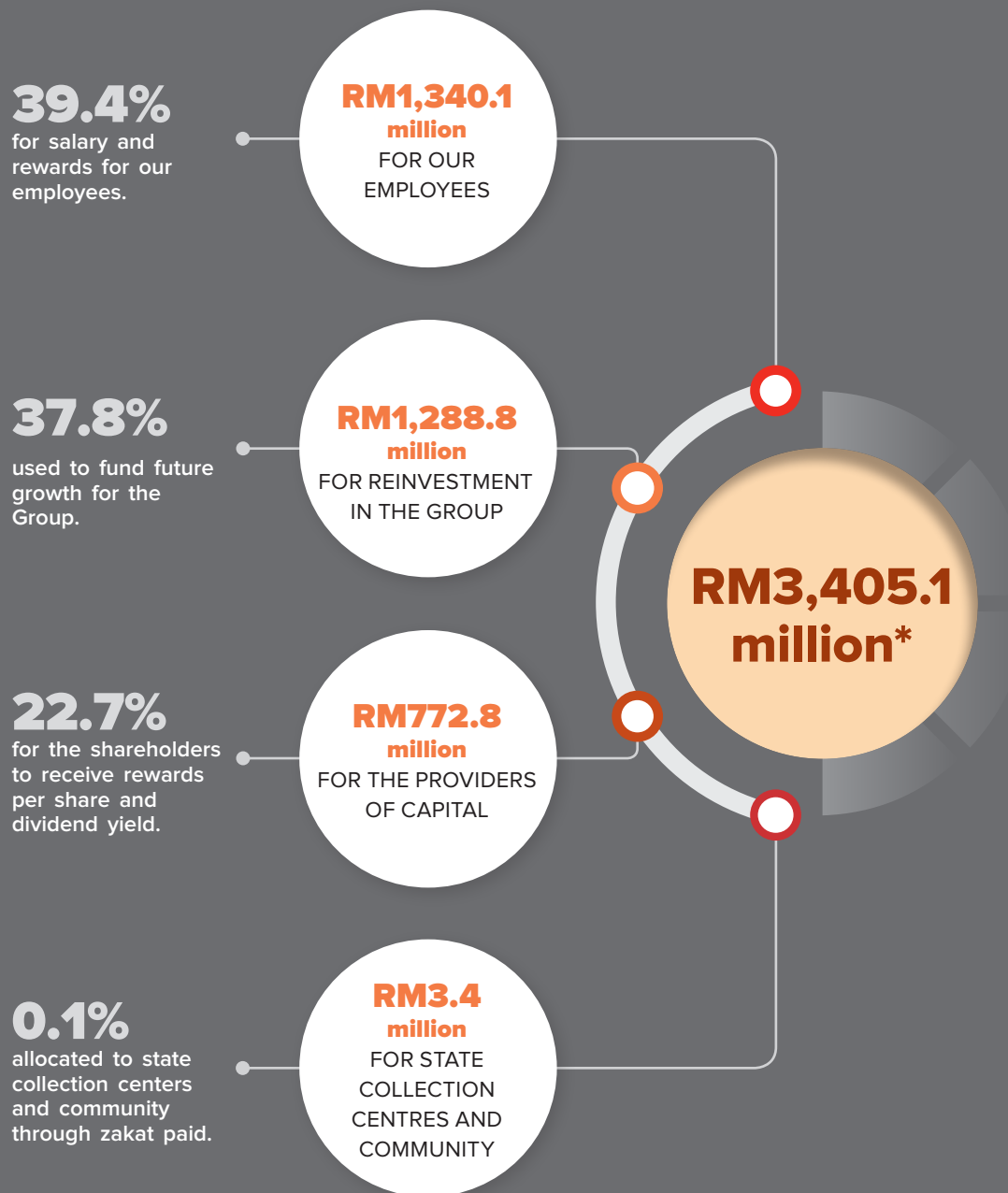
EMBEDDING SUSTAINABLE ENVIRONMENTAL SOCIAL AND GOVERNANCE (ESG) PRACTICES

Global sustainability trends and local market dynamics drive our long-term strategic decisions. These factors shape our operational approach and guide our support for stakeholders on their sustainability journeys. Furthermore, we aim to provide sustainable financing solutions and uphold the highest level of ESG practices within the Group.

How We Distribute Value Created

In fulfilling our commitment to stakeholders, AmBank Group adopts a strategic approach to distributing the value it creates, ensuring equitable benefits for all. Beyond financial rewards, stakeholders benefit from a range of intangible advantages including employee upskilling programs and diverse community initiatives, aimed at fostering a sustainable future.

In FY2024, the value created was distributed as follows:



* Excludes net tax recoverable from the Government. Refer to Statement of Value Added on page 47.

Unlocking Value

VALUE, FOR US, MEANS ACHIEVING OUR STAKEHOLDER GOALS



Our Value Creating Business Model

OUR RESOURCES...

INPUTS

FC

FINANCIAL

Funds available to the Group to maintain its operations and activities, as well as to invest in the development of other key resources.

- **RM14.0 billion** in market capitalisation as at 31 March 2024
- **RM196.8 billion** of total assets
- Shareholders' equity: **RM19.4 billion**

MC

MANUFACTURED

Non-physical assets, including brand reputation, organisational frameworks, unique innovations, internal competencies, and strategic alliances.

- **167** retail branches nationwide
- **264** cash recycle machines
- **598** ATMs

HC

HUMAN

The knowledge, skills, and experience of our employees that propel the Group's strategy and generate long-term value.

- **Over 8,200** AmBankers
- **RM18.3 million** invested in employee training and development in FY2024

IC

INTELLECTUAL

The digital infrastructure and non-physical assets that enable the delivery of products and services to our customers.

- **With 49 years** of banking expertise
- **Strong brand** and presence in key markets

SC

SOCIAL AND RELATIONSHIP

The stakeholder relationships the Group creates and maintains, which include local communities, suppliers, and NGOs.

- Launched AmBank Volunteering Network (AVN), a platform that consolidates and streamlines our volunteer initiatives
- Approximately **170** vendors registered onto Pantas Greening Value Chain Programme

NC

NATURAL

The natural resources utilised in our operations and the environmental impact of our business activities.

- Out of a total of **24,978,029 kWh** of total electricity consumed, **7,488,720 kWh** was sourced from renewable energy.
- **72.8 megalitres** of water consumed

... ENABLE VALUE-ADDING ACTIVITIES THAT CREATE...

OUR STRATEGY

- 1 Attaining a Return on Equity (ROE) of $\geq 10\%$
- 2 Sharpening Our Segment Play
- 3 Delivering Holistic Customer Value Propositions Leveraging a Collaborative Culture and Partnerships
- 4 Pushing Capital-Light Revenue Through Differentiated Products
- 5 Ramping Up the Next Wave of Digital Initiatives
- 6 Future-Proofing the Workforce
- 7 Integrating Environmental, Social and Governance (ESG) Considerations into Our Business
- 8 The Digital Bank

KEY MARKET TRENDS

- Economic Uncertainty
- Disruptive Technologies and Digital Adoption
- Growing Mobile Market Share and Digital Payment Solution Adoption
- Growth/Expanding Markets for Islamic/Insurance/Financial Services
- Evolving Consumer Trends and Preferences
- Competitive Landscape/ Increased Competition and Threat of New Entrants
- Heightened Demands on Governance, Legal, Compliance, and the Regulatory Landscape
- Growing Focus on Sustainability
- Changing Demographics in Asia (Malaysia)
- Workforce Challenges/The Evolving World of Work

SUSTAINABILITY PILLARS

Responsible Banking

We are committed to conduct our business and engage customers in a responsible manner.

Conscious Self-Conduct

We are conscious that our internal conduct has ESG, including climate-related implications.

Positive Societal Impact

We contribute towards the creation of a positive impact to our communities.

RISKS

- R1 Operational Risk
- R2 Credit Risk
- R3 Market Risk
- R4 Liquidity Risk
- R5 Cyber & Data Security Risk

MATERIAL MATTERS

- M1 Responsible Financing & Building Climate Resilience
- M2 Customer Experience & Satisfaction
- M3 Digital Innovation
- M4 Cybersecurity & Data Privacy
- M5 Financial Inclusion
- M6 Integrity & Preventing Financial Crime
- M7 Enhancing Employee Well-Being
- M8 Developing Our People
- M9 Driving Diversity, Equity & Inclusion
- M10 Responsible Consumption
- M11 Responsible Procurement
- M12 Supporting Communities

OUTPUTS

Wakalah Income:
RM42.7 million

Shariah-compliant
Takaful Plans

Insurance

Gross Written
Premium:
RM35.8 million
(+1.6% YoY
growth)

... VALUE FOR OUR STAKEHOLDERS

OF OUR BUSINESS ACTIVITIES

Foreign Currency Exchange Sales Volume: **11.3% YoY growth**

RM50.6 billion AUM: (5.9% YoY growth)

Treasury and Markets

Fund Management

Banking Deposits

Customer Deposit: **RM142.4 billion** (9.3% YoY growth)

Financing Loans

Gross Loans, Advances and Financing: **RM134.1 billion** (3.0% YoY growth)

Shariah-compliant Banking Solutions

Current and Savings Account (CASA) Balance: **RM18.4 billion** (3.3% YoY growth)



OUTCOMES

FC FINANCIAL

- Total income: **RM4,646.6 million** (FY2023: RM4,711.4 million)
- + Earnings per share: **56.49 sen** (FY2023: 51.62 sen)
- + CET1: **13.04%** (FY2023: 12.1%)
- + PATMI: **RM1,868.1 million** (FY2023: RM1,708.8 million)

MC MANUFACTURED

- + **84%** of online transactions through the AmOnline platform (FY2023: 82%)
- Total transactions from Digital Tokens on AmAccess Biz: **65%** (FY2023: 68%)
- + **15%** YoY increase of new registrations on AmOnline platforms by (FY2023: 12%)

HC HUMAN

- High Performer Retention Rate: **95.4%** (FY2023: 95.7%)
- + Employee Engagement Index (EEI): **89%** (FY2023: 86%)

IC INTELLECTUAL

- + Rated **Top 25%** by ESG Ratings among public listed companies in FTSE Bursa Malaysia EMAS Index. (FY2023: Top 26-50%)
- = Achieved a consistent **'AA' rating** for the MSCI ESG Rating for two years in a row

SC SOCIAL AND RELATIONSHIP

- + **RM5.6 billion** disbursed in loans/financing for affordable housing loans/financing schemes for the community, with **24,913** homes purchased. (FY2023: RM4.6 billion and 20,552 homes purchased)
- + Invested **RM901,584** across 116 programmes, aiding **17,229** beneficiaries. (FY2023: RM698,950 and 21,943 beneficiaries)
- + Disbursed **RM3.022 billion** of green loans and financing. (FY2023: RM1.938 billion)

NC NATURAL

- Achieved **36% GHG emission reduction** against 2019 baseline with carbon reduction initiatives for enterprise operations.

ACTIONS TO ENHANCE OUTCOMES

- Better risk planning to balance growth and risk taking.
- Maintain a diversified portfolio.
- Enhance liquidity and optimal capital allocation.
- Return excess capital through dividends.

- AmOnline enhancement to expand features and customer experience.
- Implement tactical campaigns.
- Continue to push OTC transaction to AmOnline.

- Continuous engagement initiatives and tailored development programme.
- Proactively cultivate a pipeline of talented individuals.

- Advance efforts to digitalise and modernise our technologies through allocated resources.
- Maintain the MSCI ESG Rating, showcasing AmBank Group's sustainability dedication.

- Remain committed in supporting financial inclusion activities and supporting community advancement.
- Maintain our volunteering hours for community service.
- Remain steadfast in disbursing green loans/financing through collaboration with strategic business partners.

- Reduce our Scope 2 emissions through:
 - > Upgrade to Variable Refrigerant Volume systems for air-conditioning systems at Damansara Fairway 3 (DF3).
 - > Convert neon signage to LED in our headquarters.
 - > Source renewable energy through Green Energy Tariffs (GETs) and Malaysian Renewable Energy Certificates (mRECs) to decrease reliance on non-renewable sources.

STAKEHOLDERS

S1 S6
S2 S7
S4 S8

S1 S6
S4 S7

S1
S2

S1 S7
S2 S8
S4 S9
S6

S1 S7
S3 S8
S5 S9
S6

S2 S7
S3 S9
S5

UNSDG



TRADE-OFFS

We aspire to grow our business by expanding our customer base and launching new products and services. However, we also recognise the importance of managing the risks that come with growth, and building a balance sheet with strong liquidity and capital buffers to support the growth and continuously create value for our stakeholders.

We boost work productivity and efficiency by using digital tools and platforms. However, we understand that digitalisation can reduce the personal engagement essential for building trust and loyalty. Therefore, we are committed to promoting collaboration and communication by integrating our digital and physical touchpoints to enable seamless engagement across channels.

We strive to build a future-ready workforce with the skills and competencies needed for the digital age. There is a need to adapt to the evolving workforce trends and challenges, such as the ageing population and the preference for flexibility and diversity. Thus, we believe that investing in our workforce will drive our long-term business success.

We believe that digital innovation is key to unlocking new opportunities and creating a competitive edge in today's business landscape. Therefore, we invest in digital capabilities to transform our business processes, products, and customer experiences while recognising the need to allocate resources wisely, balancing short-term returns with long-term benefits.

We aspire to be a responsible corporate citizen by enhancing financial inclusion, education, and skills development through offering financial services to underserved segments, such as low-income households, SMEs, and women entrepreneurs. We manage risks to ensure our products and services are affordable and accessible for these groups.

We strive for a fair transition that considers both stakeholder and environmental needs. We address the challenges and opportunities in high ESG-risk sectors by investing in solutions to lower our carbon footprint and enhance resource efficiency. We believe that short-term tradeoffs, such as forgoing non-compliant business opportunities, will benefit our natural, financial, human, and social capital, and create long-term stakeholder value.

Stakeholder Engagement and Value Creation

AmBank Group's engagement with a diverse group of stakeholders is crucial to understand their unique needs and interests. By fostering strong relationships with these stakeholders, we ensure that our initiatives are in line with their expectations and requirements, promoting collaborative successes. This alignment not only enhances strategic planning but also drives overall business success, ensuring both the Group and its stakeholders can thrive in a competitive market.

Stakeholder Engagement and Value Creation

Why We Engage	Engagement Platform and Frequency	Key Expectations	Potential Risks
<p>S1 CUSTOMERS</p> <p>We engage with our customers to understand their evolving needs, identify service gaps, and offer personalised services. Our customer-centric approach enables them to make informed decisions, building trust and loyalty.</p> <p>Resources: FC, MC, IC, SC</p> <p>Material Matters: M1, M2, M3, M4, M5, M6</p> <p>SDGs: 4, 8, 9, 11, 12, 13, 15, 16, 17</p>	<p>Survey</p> <p>Distribution Points</p> <p>D M</p>	<ul style="list-style-type: none"> Seamless access to financial services and quick customer issues resolution across platforms. Personalised solutions aligned with customer priorities and needs. Accessible resources to increase financial literacy and empowerment. Measures to maintain data privacy, cybersecurity and prevent scams. 	<ul style="list-style-type: none"> Competition from traditional and non-traditional financial services in meeting evolving customer expectations. Reduced customer loyalty as a consequence of not understanding our customers' needs or offering unpersonalised solutions. Loss of trust due to scams, cyberattacks, and fraud, causing data and financial losses.
<p>S2 EMPLOYEES</p> <p>We engage with our employees to foster a diverse, inclusive, and adaptable workplace, while empowering them with essential skills to create an engaging, positive environment where everyone can excel and contribute effectively to our goals.</p> <p>Resources: FC, HC, MC, SC</p> <p>Material Matters: M7, M8, M9, M10, M12</p> <p>SDGs: 3, 4, 5, 8, 11, 12, 13, 16, 17</p>	<p>Townhalls</p> <p>AmBank Group Connected Portals</p> <p>HR E-mails</p> <p>Meetings</p> <p>Performance Reviews</p> <p>D W M Q</p>	<ul style="list-style-type: none"> Safe and productive work environment that provides flexibility to balance professional and personal life. Fair and equitable pay to commensurate performance. Possess the necessary skills, competencies, and mindset for consistent high performance, including advanced capabilities for the future. 	<ul style="list-style-type: none"> Challenges in retaining and attracting top talent. Potential skill gaps in the workforce, influenced by digitalisation and automation.
<p>S3 SUPPLIERS</p> <p>We engage with our suppliers to build strong, reliable relationships that enhance our supply chain resilience and operational efficiency. This collaboration is crucial for promoting sustainable practices and fostering innovation, ensuring we meet our customers' evolving needs while maintaining high standards of environmental, social, and governance (ESG) performance.</p> <p>Resources: FC, IC, MC, SC</p> <p>Material Matters: M10, M11</p> <p>SDGs: 8, 9, 12, 13, 15, 16, 17</p>	<p>Onboarding Process</p> <p>Performance Evaluation</p> <p>Ad Hoc Engagements</p> <p>A P</p>	<ul style="list-style-type: none"> Fair and transparent procurement process. Increased economic opportunities for local businesses and social enterprises. Guidance and knowledge sharing with suppliers. Expectations of reporting supply chain emissions – Scope 3 Category 1 Purchased Goods and Services. 	<ul style="list-style-type: none"> Higher procurement costs due to lack of competitive pricing. Inability to meet our demands and service expectations. Regulatory non-compliance risks related to sourcing practices. Inability to provide Scope 1 and Scope 2 GHG emissions information.

Frequency of Engagement:

- D Daily
- W Weekly
- M Monthly
- Q Quarterly
- A Annually
- P Periodically










Opportunities	Responses/Business Initiatives	Value Creation Indicators & Achievements
<p>Value Creation for Customers</p> <ul style="list-style-type: none"> • Provide tailored solutions meeting their needs. • Deliver exceptional customer journey and experience. • Ensure access to secure, fast, and reliable physical and digital financial services. • Facilitate efficient resolution of pain points through engagement channels. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> • Maintain growth and profitability across portfolios, regions, and footprint. • Establish strong brand reputation through customer loyalty, trust, and positive endorsements. • Foster a robust customer base, ensuring relevance and timely innovation in offerings. 	<ul style="list-style-type: none"> • Enhancement of our AmOnline platform to facilitate added convenience and seamless customer service experience which allows users to provide feedback. • Established an Entrepreneurship Development Workshop with Bank Simpanan Nasional to provide micro-SMEs with financial literacy education. • Enhanced actions against scams and fraud, and launched an awareness campaign, #JanganKenaScam. 	<ul style="list-style-type: none"> • Ranked first in Net Promoter Score (NPS), achieving +27. • 15% increase in registered users on our AmOnline platform. • 81% for Customer Satisfaction Score (CSAT). • Conducted eight Entrepreneurship Development Workshops in Kuala Lumpur, Johor Bahru, Ipoh, and Kota Bharu, connecting with 200 MSMEs. • 2.1 million impressions for the #JanganKenaScam campaign.
<p>Value Creation for Employees</p> <ul style="list-style-type: none"> • Cultivate a supportive workplace promoting creativity, diversity, well-being, and work-life balance through flexible arrangements. • Foster a robust learning culture with top development programmes for career advancement and ongoing relevance. • Provide comprehensive benefits addressing physical, mental, emotional, financial, social, and career needs. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> • Empower a proactive future workforce for enhanced productivity, excellence, and strategic execution through collaboration and communications. • Lead innovation and transformation to maintain market leadership and relevance, by generating and taking new ideas, and converting them successfully into solutions. 	<ul style="list-style-type: none"> • Utilised Microsoft's 365 Copilot's Early Access Programme to enhance efficiency and productivity. • Developed AmBank Group's Well-being Framework which addresses physical, mental, social and financial well-being to ensure employees can perform their best while feeling supported. • Implemented Fair Income Distribution approach, emphasising pay equality across genders and reducing pay gaps across employee levels as well as adopting the Living Wage concept to maintain a decent standard of living. • Offered structured talent development programmes, tailored to different employee groups, fostering business acumen and accelerating leadership capabilities. 	<ul style="list-style-type: none"> • 365 Copilot Early Access Programme for approximately 300 employees. • 1,964 people participated in AmBank Group's Wellness and Mental Health Programmes. • RM18.3 million (FY2024) invested in employee training and development, averaging 104 hours per employee. • Participation rate of 98% in our Employee Engagement Index (EEI) survey. • Regular pay audits to ensure compensation policies are applied uniformly.
<p>Value Creation for Suppliers</p> <ul style="list-style-type: none"> • Provide stable revenue streams through AmBank Group's consistent demand for products or services. • Create robust supplier relationships, promoting trust, collaboration, and potential long-term partnerships. • Enhance their corporate reputation by participating in AmBank Group's sustainability programmes. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> • Promote and enforce its ESG standards throughout the supply chain. • Build stronger, more reliable relationships through better communication and collaboration, improving supply chain efficiency and resilience. • Foster innovation by encouraging the exchange of ideas and technological advancements. 	<ul style="list-style-type: none"> • Procurement operations governed by comprehensive policies that ensure transparency, accountability, and fairness in the Group's dealings. • AmBank Group's strategic inclusion of social enterprises and local suppliers in procurement processes drives economic inclusion and community development. • Provided training and supporting tools (Pantas Climate Solutions) for vendors to improve environmental sustainability and measure their GHG emissions. 	<ul style="list-style-type: none"> • 170 vendors were onboarded onto the Pantas Climate Solutions carbon accounting tool. • RM565.8 million contributed to local suppliers. • 91% of our suppliers (number) are Malaysian registered companies.

Stakeholder Engagement and Value Creation

Why We Engage	Engagement Platform and Frequency	Key Expectations	Potential Risks
<p>S4 GOVERNMENT & REGULATORS</p> <p>We engage with the government and regulators, ensuring compliance to applicable laws and regulations to attain operational stability whilst deriving industry best practices. Additionally, we proactively collaborate and provide views on policy and national development initiatives which benefit the wider economy.</p> <p>Resources </p> <p>Material Matters </p> <p>SDGs </p>	<p>Meetings</p> <p>Seminars/Workshops</p> <p>Feedback on Consultation Papers</p> <p></p>	<ul style="list-style-type: none"> Comply with regulations and laws to ensure financial stability, professional conduct, and fair consumer treatment. Ethically manage risks and build resilience against financial crime, cyber threats, and climate change, ensuring responsible management and fair treatment to consumers. Adopt responsible banking practices, good governance and compliance for socio-economic growth. 	<ul style="list-style-type: none"> Insufficient readiness for regulatory changes may raise operational costs and affect performance outcomes. Non-compliance or irregularities could lead to adverse financial or non-financial consequences, including regulatory penalties and damage to reputation and trust.
<p>S5 COMMUNITY/CIVIL SOCIETY/NGOs</p> <p>We engage with communities, NGOs, and civil society to foster positive change and empowerment through financial services. By staying attuned to local dynamics, we advance communities through impactful operations, financial education, and assistance.</p> <p>Resources </p> <p>Material Matters </p> <p>SDGs </p>	<p>FINCO</p> <p>Focus Groups</p> <p>Volunteering programmes</p> <p></p>	<ul style="list-style-type: none"> Personalised financial solutions for unserved and underserved populations. Foster SME growth with financial assistance programmes. A sustainable future through socio-economic initiatives aimed at tackling unemployment, enhancing financial literacy, and empowering disadvantaged communities. 	<ul style="list-style-type: none"> Drop in brand reputation and limited partnerships due to potential lack of community engagement and inclusion. Financing activities that could impact local communities negatively.
<p>S6 SHAREHOLDERS & INVESTORS</p> <p>We engage with investors and shareholders to ensure clear, timely, and effective communication, maintaining credibility and trust for informed investment decisions. By obtaining their views and understanding their expectations, we can better align our strategies to meet these expectations and sustain access to capital.</p> <p>Resources </p> <p>Material Matters </p> <p>SDGs </p>	<p>Annual General Meeting</p> <p>Analyst Briefings</p> <p>Investor Roadshow</p> <p>Media Briefings/Release Meetings</p> <p>Corporate Website</p> <p>IR Mailbox</p> <p></p>	<ul style="list-style-type: none"> Stable earnings and dividends through asset optimisation with appropriate risk management practices. Integration of sustainability-related considerations for lending and investment practices. 	<ul style="list-style-type: none"> Loss of investor confidence stemming from weak financial performance, risk management, or governance. Incorrect financial analysis by analysts or investors may negatively impact stock ratings and share price performance. Possibility of higher capital costs.

Opportunities	Responses/Business Initiatives	Value Creation Indicators & Achievements
<p>Value Creation for Government & Regulators</p> <ul style="list-style-type: none"> Collaborate and provide insights to influence policymaking decisions. Support awareness efforts on issues affecting customers, such as online scams, financial literacy, sustainable finance, and financial inclusion. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> Operate domestically with guidance on rules and regulations, ensuring resilience and agility. Promote trust and customer engagement while safeguarding the Group's reputation. Support economic growth through financial stability and governance. 	<ul style="list-style-type: none"> Adhered to the highest standards of corporate governance and compliance to fulfil all regulatory obligations. Fostered a robust compliance culture across the Group to ensure ethical conduct and adherence to policies. Expanded access of financial services to the underserved and marginalised communities. Progressive integration of climate risk regulations within our risk management practices. 	<ul style="list-style-type: none"> Met the regulatory expectations of BNM, Bursa Malaysia and Securities Commission Malaysia. Participation in various committees and focus groups of Joint Committee on Climate Change (JC3).
<p>Value Creation for Community/Civil Society/NGOs</p> <ul style="list-style-type: none"> Empower individuals and create diverse job opportunities. Improve access to essential services such as education and healthcare. Ensure financial services and facilities are accessible and inclusive, especially in rural areas. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> Demonstrate AmBank Group's dedication to community well-being. Foster inclusion and meet the needs of underserved communities. Strengthen our social license to operate, building sustainable partnerships within our communities. 	<ul style="list-style-type: none"> Established the AmBank Volunteering Network (AVN) to streamline volunteer initiatives across the Group. Conducted approximately 116 Corporate Social Responsibility (CSR) and sustainability programmes in FY2024. Offered affordable, comprehensive financial solutions through affordable housing and auto financing for B40 communities. Provided support on English proficiency, life aspirations and financial literacy to underprivileged children and youth through FINCO. 	<ul style="list-style-type: none"> 17,229 community members benefited through various community initiatives, including FINCO. RM5.6 billion disbursed in loans and financing for affordable housing loans/ financing schemes for the community. RM1.75 million contributed to Zakat. Distributed RM400,000 to 168 <i>asnaf</i> microentrepreneurs as part of the iTEKAD 2.0 initiative.
<p>Value Creation for Shareholders & Investors</p> <ul style="list-style-type: none"> Responsibly managed financial outcomes resulting in improved dividend payout to shareholders. Exemplify improvement in total shareholder returns value drivers leading to an increase in share price and market capitalisation. Emphasise AmBank Group's commitment to sustainability, supporting the nation's aspiration to transition to a low-carbon economy as early as 2050. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> Access to equity and debt capital markets with improving outlook and lower overall funding costs. Achieve fair ratings and valuation of the Group's shares. 	<ul style="list-style-type: none"> Built robust capital levels that support the Group's strategic objectives. Integrated ESG and climate considerations into credit, investment, and advisory practices to promote responsible and sustainable decision-making. 	<ul style="list-style-type: none"> Delivered improved PATMI; ROE of 10%; and an increased dividend payout ratio of 40% equivalent to 22.6 sen per share for a dividend yield of 5.4%. 3-year Total Shareholder Returns Compounded Annual Growth Rate (TSR CAGR) of 13.32% to a total market capitalisation of RM14.0 billion as at 31 March 2024. Continued to enhance the sustainability governance framework.

Stakeholder Engagement and Value Creation

Why We Engage	Engagement Platform and Frequency	Key Expectations	Potential Risks
<p>S7 BUSINESS PARTNERS</p> <p>We engage with our business partners to cultivate mutually beneficial relationships that drive innovation and enhance service delivery, expanding our market reach creating sustainable growth.</p> <p>Resources </p> <p>Material Matters </p> <p>SDGs </p>	<p>Meetings</p> <p>Webinars</p> <p>Seminars/Workshops</p> <p>Roadshows</p> <p>P</p>	<ul style="list-style-type: none"> Awareness on the Group's business strategy and key strategic priorities. Commitment to ethical business practices. Robust financial performance. 	<ul style="list-style-type: none"> Limited access to specialised financial services, innovative solutions, and industry-specific expertise. Missed opportunities for market expansion and customer acquisition.
<p>S8 MEDIA</p> <p>We engage with the media because it serves as a crucial link to our diverse stakeholders. This engagement allows us to transparently communicate our values, initiatives, and achievements, therefore building trust.</p> <p>Resources </p> <p>Material Matters </p> <p>SDGs </p>	<p>Events</p> <p>Media Releases</p> <p>Interviews</p> <p>Engagements</p> <p>P</p>	<ul style="list-style-type: none"> Precise and pertinent information. Fair and transparent content. 	<ul style="list-style-type: none"> Limited public awareness and visibility of AmBank Group's brand, services, and initiatives. Loss of platforms to promote new products, services, and campaigns, affecting business growth. Incorrect representation of content impacting AmBank Group's reputation.
<p>S9 SUSTAINABILITY-CERTIFIED BODIES</p> <p>We engage with sustainability-certified bodies to ensure our practices meet environmental and social standards, enhancing our sustainability practices, and attracting socially responsible investors and customers.</p> <p>Resources </p> <p>Material Matters </p> <p>SDGs </p>	<p>Meetings</p> <p>Audit Assessments</p> <p>A</p>	<ul style="list-style-type: none"> Ongoing improvement in sustainability and ESG practices. Provide sustainability-related financing products and services. 	<ul style="list-style-type: none"> Loss of competitive advantage to more sustainability-focused competitors.

Opportunities	Responses/Business Initiatives	Value Creation Indicators & Achievements
<p>Value Creation for Business Partners</p> <ul style="list-style-type: none"> Provide various digital banking solutions, fintech collaborations, advancements in financial technology, and sustainability, including climate-related solutions. Facilitate networking opportunities for its partners through events, forums, and industry collaborations. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> Broaden its service portfolio to include specialised financial services, innovative solutions, and industry-specific expertise. Create partnerships to increase accessibility to specialised talent, skills, and industry knowledge that complement AmBank Group's capabilities. 	<ul style="list-style-type: none"> Integrated various cards, wallets, and QR payments partnerships to accelerate the shift towards digital payments and the digital economy. Partnered with Huawei Technologies Malaysia to promote sustainability through solar energy, green data centres, electric vehicle (EV) charging, and energy storage solutions. Partnered with Pantas Climate Solutions to provide carbon accounting tool for customers and suppliers. 	<ul style="list-style-type: none"> Supported over 35,000 merchants with approximately 40,000 Android terminals deployed through the e-Wallet partnerships. 192 customers and vendors have registered on the Pantas platform.
<p>Value Creation for Media</p> <ul style="list-style-type: none"> Regular and direct access to timely and accurate information about AmBank Group's activities, initiatives, and financial performance. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> Increase visibility and awareness of the Group's brand and services through media coverage and publicity. Strengthen AmBank Group's position in the market as a thought leader by sharing insights, expertise, and industry trends through media channels. 	<p>Hosting media networking events, such as:</p> <ul style="list-style-type: none"> Year-long continuous engagement with the editors-in-chief and business desk editors of mainstream media, including Bernama, Utusan Malaysia, New Straits Times, Berita Harian, The Edge, The Star, Astro Awani, and TV3; Luncheon with the CEO of the Malaysian Press Institute (MPI); and A bowling tournament with Media Prima Group including New Straits Times (NST), Berita Harian, TV3 and Harian Metro. 	<ul style="list-style-type: none"> Consistent interaction with media through press conferences, press releases, and special interviews. Fair and balanced presentation of the Group's initiatives. Media coverage in FY2024: 533 press releases and media communications. Total Advertising value of RM3.38 million. Total Public Relations (PR) value of RM10.1 million.
<p>Value Creation for Sustainability-Certified Bodies</p> <ul style="list-style-type: none"> Advocate for global sustainability best practices by providing guidance and knowledge sharing with AmBank Group. Formation of stronger alliances and partnerships within the sustainability ecosystem through AmBank Group's network. <p>Value Creation for AmBank Group</p> <ul style="list-style-type: none"> Strengthen AmBank Group's brand image and reputation as a responsible and sustainable bank. Opportunities for innovation in creating sustainable financial products and services, leading to new revenue streams. Continuous improvement in best practices in environmental and social standards. 	<ul style="list-style-type: none"> Conducted a yearly assurance statement for the Group's Sustainability Report. Performed Occupational, Safety, and Health (OSH) inspection audits. Aligned AmBank Group's environmental (including energy) management practices with international, regional and local standards, ensuring systematic improvements across operations. 	<ul style="list-style-type: none"> Achieved Energy Management Gold Standard (EMGS) 2-star certification for Menara AmBank. Awarded the 5-Star National Building Energy Intensity (BEI) Label for Damansara Fairway 3. 'AA' rating for MSCI ESG Rating 2023. Rated Top 25% by ESG Ratings among public listed companies in FTSE Bursa Malaysia EMAS Index.



Together

Together We Grow and Thrive

At AmBank Group, digitalisation drives financial inclusion, supports growth, and fosters a robust and sustainable economy.



Winning Together ... is what matters



Material Matters

Our strategic and sustainability decisions are influenced by the Group’s material matters covering critical issues that significantly affect our stakeholders’ choices and our business outcomes. This focus ensures our sustainability efforts are targeted, addressing our stakeholders’ specific needs and concerns for greater impact.

In FY2024, we conducted a comprehensive materiality assessment to enhance our understanding of these issues, engaging extensively to gather detailed stakeholder feedback. We undertake this reassessment biennially or as needed, according to our framework. This process is crucial to keep our sustainability strategy relevant and effective, ensuring it evolves with changing stakeholder expectations and market dynamics.

MATERIALITY PROCESS

01 STAKEHOLDER PRIORITISATION

Identify and establish weightage for various stakeholder groups based on their potential impact on AmBank Group.

02 STAKEHOLDER ENGAGEMENT

Conduct a multi-stakeholder engagement exercise with Employees, Customers, Investors, Suppliers and Communities to identify material topics, facilitated by an external party without AmBank Group’s representatives present, allowing stakeholders to share their views freely.

03 DISCUSSION & DELIBERATION

Analyse and review key findings from stakeholder engagements, leading to the top 12 material topics and concerns that emerge from the discussions.

04 SHARED PURPOSE

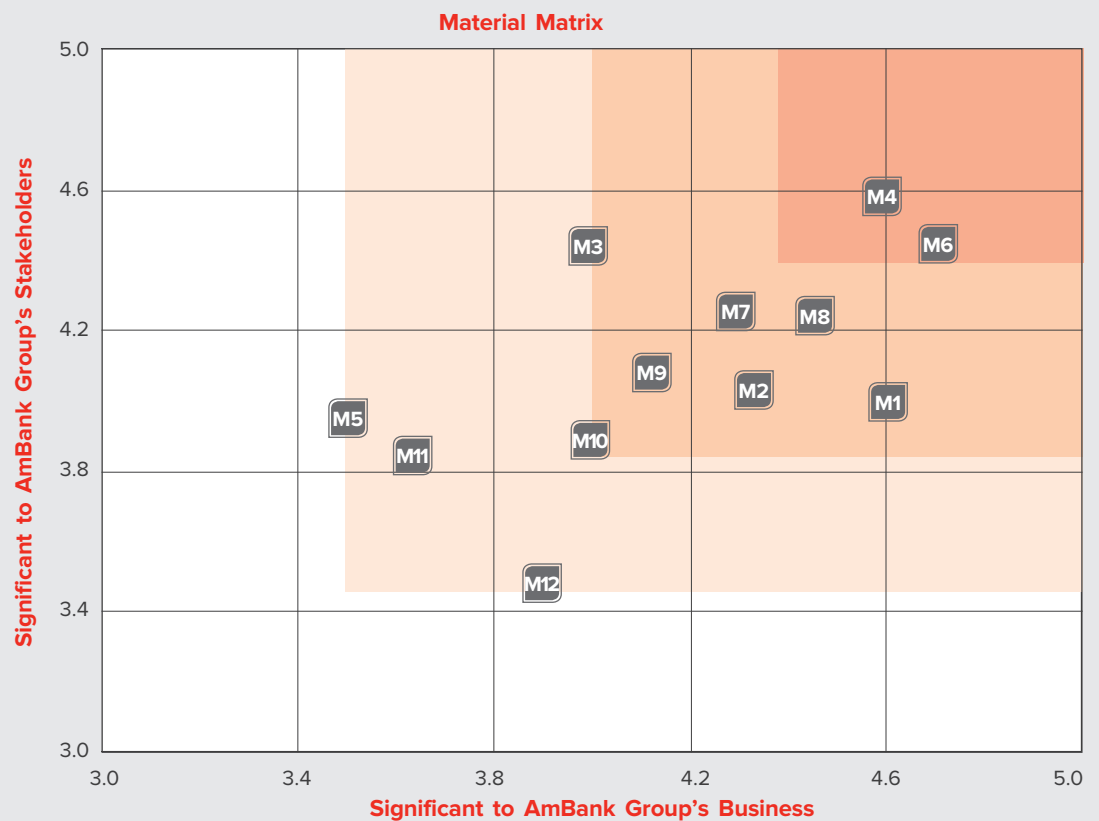
Juxtapose the findings from the Stakeholders’ Ranking (stakeholder priorities) against AmBank Group’s Ranking (business priorities), producing the finalised Materiality Matrix.

05 LEADERSHIP REVIEW AND APPROVAL

Receive management and Board’s approval, ensuring that AmBank Group’s sustainability strategy is robust and reflective of both leadership vision and stakeholder expectations.

MATERIALITY RESULTS AND ANALYSIS

From the materiality matrix, we identified our top material matters, which were grouped according to AmBank Group’s sustainability themes of Responsible Banking, Conscious Self-Conduct and Positive Societal Impact. By aligning these key issues with our sustainability themes, we refined the scope of our finalised material matters, ensuring that our sustainability strategy is focused on the areas that matter most to our stakeholders and have the greatest impact on our business performance.



Material Highly Material Most Material

- M1** Responsible Financing & Building Climate Resilience
- M2** Customer Experience & Satisfaction
- M3** Digital Innovation
- M4** Cybersecurity & Data Privacy
- M5** Financial Inclusion
- M6** Integrity & Preventing Financial Crime
- M7** Enhancing Employee Well-Being
- M8** Developing Our People
- M9** Driving Diversity, Equity & Inclusion
- M10** Responsible Consumption
- M11** Responsible Procurement
- M12** Supporting Communities



RESPONSIBLE BANKING

MATERIAL MATTERS

RESPONSIBLE FINANCING & BUILDING CLIMATE RESILIENCE

M1

Scope and Definition

Offering innovative and competitive products that embed sustainability within financing decisions to mitigate risks and drive positive impact.

RISKS

Collaborating with organisations that harm the environment and society, have weak governance practices or have insignificant climate change mitigation measures may hamper long-term performance and affect customer repayment and collateral values.

For our response and value creation measurements please refer to our Sustainability Report 2024 pages 35 to 47.

Resources: **FC** **HC** **IC** Strategy: **F1** **F2** **F3** **F4** **F7** Stakeholders: **S1** **S4** **S6** **S7** **S8** **S9**

OPPORTUNITIES

Providing environmentally and socially responsible lending and financing enables us to capitalise on growth opportunities in emerging green industries and transition activities of the economy.

CUSTOMER EXPERIENCE & SATISFACTION

M2

Scope and Definition

Ensuring we meet evolving customer needs and safeguard their financial interests, building the foundation for loyalty and trust, while consistently delivering excellent service.

Customer experience and satisfaction will be impacted should evolving customer lifestyles, requirements, and preferences not be seamlessly integrated with our digital solutions.

For our response and value creation measurements please refer to our Sustainability Report 2024 pages 48 to 51.

Resources: **FC** **MC** **HC** **IC** **SC** Strategy: **F1** **F2** **F3** **F4** **F5** **F8** Stakeholders: **S1** **S4**

Delivering an excellent customer experience will lead to higher customer retention and stronger branding as the preferred financial institution.

DIGITAL INNOVATION

M3

Scope and Definition

Enhancing our stakeholder experience through digital solutions and transformation, to create seamless multi channel interactions.

Digital or platform disruptions leading to a less than satisfactory customer experience due to transaction interruptions or processing issues.

For our response and value creation measurements please refer to our Sustainability Report 2024 pages 52 to 55.

Resources: **FC** **MC** **HC** **IC** Strategy: **F1** **F2** **F3** **F4** **F5** **F8** Stakeholders: **S1** **S4** **S6** **S7** **S8** **S9**

Through digitalisation, we can create innovative financial solutions attracting new clients and meeting evolving customer needs.

CYBERSECURITY & DATA PRIVACY

M4

Scope and Definition

Ensuring resilience against potential privacy threats through robust data security systems and stringent measures, thus protecting stakeholder data and financial well-being.

Cyberattacks and breaches within our system result in business disruptions and erodes stakeholders' trust and confidence.

For our response and value creation measurements please refer to our Sustainability Report 2024 pages 56 to 59.

Resources: **FC** **MC** **HC** **IC** Strategy: **F5** **F7** **F8** Stakeholders: **S1** **S4** **S8** **S9**

Establish a secure environment to protect customers' privacy and information by implementing appropriate security measures and processes to address potential scams and cyberattacks.

Material Matters

MATERIAL MATTERS

FINANCIAL INCLUSION M5

Scope and Definition


Offering responsible and sustainable delivery of financial products and services to underserved and unserved markets, ensuring accessibility for all.

RISKS

Inability to provide access to affordable products and services for inclusive growth of the underserved and unserved segments will diminish our efforts in building a balanced socio-economic society.

OPPORTUNITIES

Exploring the untapped potential of underserved and unserved segments will unlock new avenues for growth while facilitating social development.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 60 to 65.

Resources FC MC SC

Strategy: F3 F5 F7 F8

Stakeholders: S1 S4 S5 S7 S8 S9



CONSCIOUS SELF-CONDUCT


INTEGRITY & PREVENTING FINANCIAL CRIME M6

Scope and Definition

Upholding strong corporate governance, compliance with laws, regulations and Shariah standards, with a commitment to stringent anti-money laundering practices, ethical operations, transparency, accountability, and integrity.

Unethical conduct or corruption within our operations or failure to report suspicious activities may lead to regulatory fines, penalties and a loss of confidence and trust from stakeholders.

Maintaining open communication channels provides for a conducive grievance mechanism allowing for stakeholders to report potential wrongdoings or unethical conduct freely and securely thereby strengthening confidence, trust, and reputation.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 67 to 73.

Resources FC MC HC IC

Strategy: F7

Stakeholders: S1 S4 S6 S8 S9


ENHANCING EMPLOYEE WELL-BEING M7

Scope and Definition

Providing a safe and healthy environment that promotes work-life balance, fostering a positive culture to support employee physical and mental well-being.

An unproductive work environment results in decreased productivity, a high turnover of employees, and a disengaged workforce.

Establishing a secure and healthy work environment improves employee performance and productivity.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 74 to 79.

Resources FC HC SC NC

Strategy: F6 F7

Stakeholders: S2 S4


DEVELOPING OUR PEOPLE M8

Scope and Definition

Providing employees with well-defined career development and training programmes that build a skilled and resilient talent pool.

Inability to attract and retain talent due to limited opportunities for professional growth and skills development.

Offering employees consistent and relevant training ensures they acquire skills that are pertinent to current and future needs, thereby enhancing their performance and readiness to navigate challenges.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 80 to 89.

Resources FC HC SC

Strategy: F6 F7

Stakeholders: S2 S4

MATERIAL MATTERS

DRIVING DIVERSITY, EQUITY & INCLUSION

M9

Scope and Definition

Encouraging an inclusive workplace culture that values and treats all employees equally, irrespective of differences in age, gender, race, or social background and promotes fair remuneration for all.

RISKS

Increased turnover and difficulty in attracting top talent due to a lack of diversity and inclusivity, resulting in low productivity and morale.

OPPORTUNITIES

Cultivating a diverse and inclusive workplace can lead to higher employee engagement, improved morale, and enhanced team collaboration.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 90 to 94.

Resources **HC**

Strategy: **F6 F7**

Stakeholders: **S2 S4**

RESPONSIBLE CONSUMPTION

M10

Scope and Definition

Fostering environmental responsibility by measuring our greenhouse gas emissions and implementing effective emission reduction programmes to manage and minimise our environmental impact.

Optimisation of natural resources will be hampered and higher GHG emissions could arise from the absence of robust consumption transition plans and unmonitored consumption practices.

Investing towards improving resource-efficiency will result in reduction of enterprise emissions and improve operational costs.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 95 to 105.

Resources **FC MC NC**

Strategy: **F7**

Stakeholders: **S2 S3 S4 S6 S9**

RESPONSIBLE PROCUREMENT

M11

Scope and Definition

Establishing a fair and responsible procurement system that empowers suppliers and incorporates sustainability into the supply chain.

Unethical practices of suppliers that harm the environment may impact our reputation.

Supporting local entrepreneurs and SMEs while promoting responsible practices and ethical conduct contributes to the nation's socio-economic growth and well-being.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 106 to 109.

Resources **FC HC SC NC**

Strategy: **F7**

Stakeholders: **S3 S7**



POSITIVE SOCIETAL IMPACT

SUPPORTING COMMUNITIES


M12

Scope and Definition

Fostering inclusive economic growth and shared prosperity for our communities that extends beyond financial support.

The absence of effective community development and social programmes may suggest that our organisation is focused solely on making profit.

Contributing to community welfare and development in areas where we operate can fulfil our social responsibilities and enhance our reputation.

 For our response and value creation measurements please refer to our Sustainability Report 2024 pages 111 to 119.

Resources **FC HC SC**

Strategy: **F7**

Stakeholders: **S2 S4 S5 S7 S8**

Economic and Banking Sector Review and Outlook



ECONOMIC REVIEW AND OUTLOOK

Resources:



Strategic Focus Areas:



Principal Risks:



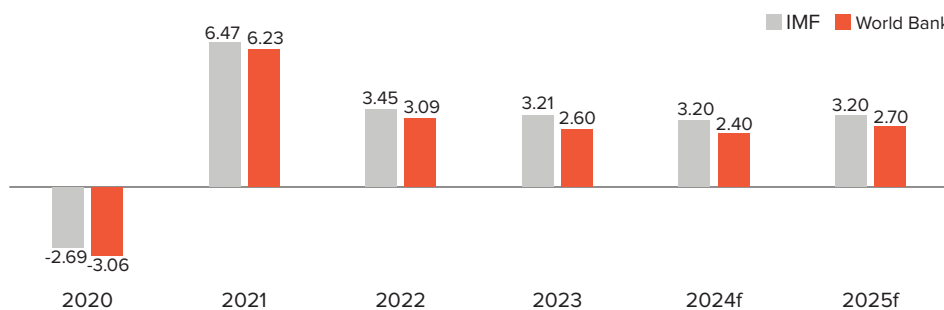
ECONOMIC OVERVIEW:

The onset of 2023 brought significant challenges to the global economy. Several economies continued to grapple with the lasting effects of the COVID-19 pandemic. In contrast, others faced elevated price pressures, prolonged geopolitical tensions and a tightening of global interest rates. Consequently, global growth decelerated from 3.5% in 2022 to 3.2% in 2023, according to the International Monetary Fund (IMF). Despite episodes of banking crises in advanced economies, the global economy managed to avoid a full-blown recession.

On a positive note, the US economy demonstrated resilience amid supply-side pressures, supported by a robust labour market, strong private consumption aided by pandemic subsidies, ongoing private business expansion, and disinflation. The IMF revised its 2024 global growth projections from 2.9% in October 2023 to 3.2% in April 2024. Conversely, the World Bank maintains a more pessimistic outlook, projecting global growth in 2024 to be lower at 2.4% compared to last year.

Economic growth slowed in 2023 due to high-base effects from the previous year, and a more pronounced-than-anticipated global trade downturn, adversely impacting exports. Nonetheless, domestic consumption remained resilient, bolstering economic growth alongside a recovering tourism sector. Tourist arrivals surged to 20.1 million in 2023, up from 10.1 million in 2022. Malaysia's economy expanded by 3.6%, lower than 3.7% last year. Concurrently, loan growth in the banking sector moderated, averaging 4.7% year-on-year in 2023, down from 5.5% in 2022. Furthermore, BNM completed its policy normalisation by raising the Overnight Policy Rate (OPR) to 3.00% in May 2023. We anticipate the OPR to remain flat this year, with a potential increase in 2025.

Global growth, YoY%



HIGHLIGHTS

- 1 COVID-19 aftermath, price pressures, geopolitical tensions, and rising interest rates slowed global growth to 3.2% in 2023, down from 3.5% in 2022.
- 2 The International Monetary Fund (IMF) revised the 2024 global growth projection to 3.2%, while the World Bank forecasts 2.4% growth for 2024.
- 3 Malaysia's economy grew by 3.6% in 2023, impacted by high-base effects and a global trade downturn affecting exports.
- 4 Resilient domestic consumption and tourism sector recovery drove Malaysia's economic growth.
- 5 Expect stable Overnight Policy Rate (OPR) for the current year, with a potential increase in 2025.

STRATEGIC IMPLICATION & RESPONSE

Recognising the crucial importance of retail banking and SME sector to the economy, along with the rising demand for socially responsible investments, we have made these sectors a core focus of our strategy. Introducing differentiated products and financing solutions for our customers are essential to maintain financial flexibility amidst global interest rates. Additionally, leveraging AmBank Group's digital capabilities is crucial to enhance customer reach, operational efficiency, and seamless business processes.

OUTLOOK

We are observing more optimistic outlook indicators for the global economy in 2024 and beyond, despite the "higher-for-longer" policy interest rate environment in advanced economies. While inflationary pressures have subsided, they remain above the comfort levels of many central banks. The probability of Europe cutting rates in the second half of 2024 exceeds that of the US, given the disinflationary challenges faced by the latter. Concurrently, China's growth remains resilient despite prolonged challenges in the property sector and domestic demand.

We expect Malaysia to sustain its growth momentum, driven by higher wage growth and an absence of external supply-side shocks and, anticipate better performance in 2024, with a projected growth rate of 4.5%, with upside potential. The Malaysian labour market is expected to remain robust, and we project a higher inflation rate of 3.0% in 2024 (compared to 2.5% in 2023).



▶ BANKING REVIEW AND OUTLOOK

Resources:



Strategic Focus Areas:

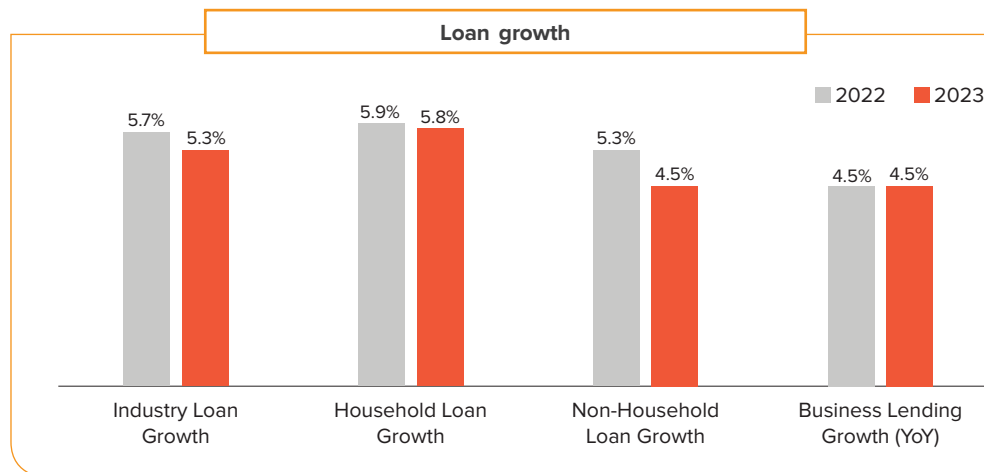


Principal Risks:



THE YEAR UNDER REVIEW

In 2023, the banking sector in Malaysia experienced a moderation in industry loan growth, which slowed to 5.3% from 5.7% in 2022. This deceleration reflected the broader economic conditions. Household loan growth remained relatively stable at 5.8%, compared to 5.9% in the previous year, while the pace of non-household loan growth declined to 4.5% from 5.3% in 2022.



Operating expenses rose after a period of reduced spending in recent years. This increase was driven by higher costs associated with unionised personnel and significant investments in IT.

Asset quality remained stable amidst the unwinding of repayment assistance (RA) programmes. Loans under RA ticked down to 2.4% to total banking system loans from 2.8% in 2022, as most borrowers exiting RA programmes could resume and sustain regular loan repayments. The industry's GIL ratio improved to 1.65% from 1.72%.

The banking system's capital buffers and liquidity remained robust, with a Common Equity Tier-1 (CET1) ratio of 14.9% and a Liquidity Coverage Ratio (LCR) of 161%. Banking sector profits rose further YoY, supported by lending activities and higher trading and investment income, while loan provisions declined year-on-year due to the earlier build-up in provision buffers. These gains, however, were partly offset by narrowing Net Interest Margins (NIMs) due to higher funding costs largely emanating from intense deposit competition.

The banks' operating income was bolstered by robust non-interest income, particularly from investment gains and foreign exchange gains, providing a buffer against the NIM compression.

Net earnings for banks expanded notably due to the absence of the *Cukai Makmur*, a prosperity tax, allowing most banks to return dividend payouts to pre-COVID levels. This recovery in earnings, and dividends, underscores the flexibility and adaptive strategies employed by the banking sector amidst a challenging operating environment.

OUTLOOK

The Malaysian banking sector, with its strong capital base, stable loan growth, and resilient strategies, is well-positioned to maintain robust performance. The outlook for the Malaysian banking sector in the coming years is stable and positive. Loan growth is expected to remain steady, supported by a pick-up in domestic economic growth. NIMs are forecasted to stabilise, with the OPR likely to remain unchanged at 3.00% throughout 2024, providing a stable interest rate environment. Capital ratios are projected to stay robust, with the industry's CET1 ratio averaging 14.9% at the end of 2023. This strong capital position will enable banks to maintain stable dividend payouts.

The commencement of digital banks by Q2 2024 will spur incumbent banks, to enhance their digitalisation efforts. While some borrowers' income levels have not fully recovered, the overall GIL is expected to remain benign. We expect banks to maintain prudent provisioning buffers.

Banks are expected to roll out sector-specific transition plans, particularly for high-ESG risk sectors, supported by developments in regulatory frameworks. Additionally, banks are anticipated to extend financial and non-financial support to SMEs and underserved populations under the financial inclusion agenda.

Economic and Banking Sector Review and Outlook

Key Market Trends

ECONOMIC UNCERTAINTY

Description

Global trade and economic growth are challenged by persistent inflation, high interest rates, geopolitical instability, foreign currency volatility, and varying corporate governance policies across countries.

Potential Impact

- Decreased credit flow.
- Slower consumption growth amid low consumer confidence.
- Reduced risk-taking and investment appetite.
- Increased loan delinquencies.
- Prolonged policy and political instability.

Outlook

We expect the global economy to achieve a soft landing, aligning with the International Monetary Fund (IMF)'s April 2024 projections. The overnight policy rate (OPR) is anticipated to remain unchanged at 3% throughout 2024. This stability will enable us to continue supporting our customers and stakeholders effectively, fostering resilience and confidence.

How We Responded

- Strengthened adherence to AmBank Group's risk management policies to mitigate financial exposure.
- Increased communication and support for customers, providing insights and updates on global and regional economic issues to help them navigate uncertainties.

Links

Strategy: F1	Material Matters: M1 M2
Resources: FC	Stakeholders: S1 S4 S6 S7 S8

DISRUPTIVE TECHNOLOGIES AND DIGITAL ADOPTION

Description

The financial industry is rapidly evolving with the integration of digital channels, including digital banks, mobile banking apps, online account management platforms, and digital payment solutions.

Potential Impact

- Unified integration with financial services for efficient fund transfers.
- Enhanced personal finance management with budgeting apps.
- Improved operational efficiency with automated workflows.

Outlook

We remain competitive by continuously providing updated and innovative financial service solutions to our customers. By staying at the forefront of digital adoption and disruptive technologies, we will enhance customer satisfaction, streamline operations, and ensure long-term growth in a rapidly evolving financial landscape.

How We Responded

- Introduced AmAccess Biz, Malaysia's first fully electronic Know-Your-Customer (KYC) business account opening.
- Reached over 25,000 customers within two years, demonstrating rapid adoption in our digital solutions.
- AmOnline, RPA, eFX, AmEquities, Merchant Solutions.

Links

Strategy: F4 F5 F7 F8	Material Matters: M2 M3 M4 M5
Resources: FC IC MC SC	Stakeholders: S1 S6 S7

GROWING MOBILE MARKET SHARE AND DIGITAL PAYMENT SOLUTION ADOPTION

Description

The expanding mobile market is fuelled by population growth, promotional efforts from various industry players, and continual societal lifestyle shifts. This trend is driving increased adoption of digital payment solutions.

Potential Impact

- Improved customer experience through enhanced accessibility.
- Encouraged complete transparency throughout the entire payment process for both buyers and sellers.
- Increased customer reliance on mobile and digital payment solutions.

Outlook

We will continue to evolve with the technology and digital transformation challenges to exceed customer expectations. By staying responsive to market trends and customer needs, we aim to solidify our position as a leader in digital banking and payment solutions, ensuring sustained growth and customer satisfaction.

How We Responded

- Fulfilled the changing expectations of tech-savvy customers by enhancing the AmOnline platform, making it more intuitive and feature-rich.
- Introduced contactless payment options, including QR code transactions, to provide seamless and secure payment experiences.
- Apple Pay, Merchant Solutions, QR/e-Wallet/e-Payment.

Links

Strategy: **F3** **F5** **F8**

Material Matters: **M2** **M3** **M4** **M5** **M2**

Resources **FC** **SC** **IC** **MC**

Stakeholders: **S1** **S5** **S6**

GROWTH/EXPANDING MARKETS FOR ISLAMIC/INSURANCE/FINANCIAL SERVICES

Description

Islamic banking financial services.

Potential Impact

- Promoted consistent application of governance standards that adhere to Shariah principles.
- Evolved products to remain competitive while adhering to Shariah principles, fostering customer trust and loyalty.

Outlook

We aim to add further value by penetrating niche markets that naturally gravitate towards Islamic Banking. By continuing to innovate and adhere to Shariah principles, we will expand our market share and strengthen our reputation as a leading provider of Islamic financial services.

How We Responded

- Enhanced the AmOnline platform to facilitate transactions with Tabung Haji for eligible customers, providing a seamless and digital banking experience.
- Allocated 30% of Islamic revenue channels to AmBank Group and staff.
- Sustainable and Responsible Investment (SRI) Funds.

Links

Strategy: **F4** **F7** **F8**

Material Matters: **M2** **M3** **M5** **M6**

Resources: **FC** **HC** **SC**

Stakeholders: **S1** **S6** **S7**

Economic and Banking Sector Review and Outlook

EVOLVING CONSUMER TRENDS AND PREFERENCES

Description

Consumer behaviours are evolving rapidly with the availability of wider choices, leading to higher expectations for quality interactions with their banks.

Potential Impact

- Elevated level of day-to-day banking services for customers, resulting in higher expectations for personalised and quality banking interactions.
- Continuous expectations on banks to enhance their services and adopt new technologies to meet evolving consumer demands.

Outlook

We will continue to meet evolving customer trends and preferences while maintaining high standards of security and compliance through the current technological advancements.

How We Responded

- Enhanced payment solutions and transaction capabilities to provide seamless and efficient services.
- Refined customer-focused applications to ensure a user-friendly and engaging banking experience.
- Explored robotic process automation (RPA) to streamline operations and improve delivery.

Links

Strategy: F2 F3 F5 F6 F8	Material Matters: M2 M3 M7 M8 M9
Resources: FC IC HC SC	Stakeholders: S1 S2 S4 S6 S7

COMPETITIVE LANDSCAPE/INCREASED COMPETITION AND THREAT OF NEW ENTRANTS

Description

Consumer demand for better convenience and personalised banking is driving the growth of emerging digital banking services.

Potential Impact

- Increased pressure on traditional banks to invest in technology and infrastructure to remain competitive.
- Intensified competition in the financial sector, leading to a rise in service costs.

Outlook

We anticipate the value of direct customer relationships to persist for large-scale transactions. Additionally, we aim to enhance inclusivity by catering to the unserved and underserved segments in the competitive financial landscape, ensuring our services remain accessible and relevant to all customer groups.

How We Responded

- Fostered financial inclusivity by forming strategic collaborations and partnerships to enhance customer relationships and broaden offerings.
- Differentiate offerings by highlighting unique features and benefits that address specific customer needs.
- Digital partnerships.
- Digital channels.

Links

Strategy: F2 F3 F5 F8	Material Matters: M2 M3 M4 M5 M12
Resources: FC IC SC	Stakeholders: S1 S5

INCREASED DEMANDS ON GOVERNANCE, LEGAL, COMPLIANCE, AND THE REGULATORY LANDSCAPE

Description

Amid uncertain geopolitical tensions and economic turmoil, the digitalisation of finance continues to reshape the industry landscape, bringing new governance, legal, compliance, and regulatory challenges.

Potential Impact

- Heightened risk of data breaches amid increased digital adoption.
- Escalated loss of confidence and stakeholder trust due to security and privacy vulnerabilities.

How We Responded

- Fostered a strong compliance culture within the Group, ensuring adherence to legal and regulatory requirements.
- Established a robust governance framework for digitalisation, focusing particularly on defending against cyber threats.
- Increased collaboration with enforcement agencies to combat financial crime and enhance security measures.

Outlook

We are committed to upholding responsible banking practices and ensuring good governance and compliance to support socio-economic growth. We continuously enhance our cyber and technology security controls and defence mechanisms to protect against emerging threats and maintain stakeholder trust.

Links

Strategy: F7 F8	Material Matters: M3 M4 M6
Resources: IC SC MC	Stakeholders: S1 S4 S6 S7 S9

GROWING FOCUS ON SUSTAINABILITY

Description

Enhancement of environmental, social, and governance (ESG) principles integration into current banking practices and operations.

Potential Impact

- Maintained relevance and profitability over time.
- Preserved strong stakeholder relationships by aligning with their values and expectations.

How We Responded

- Participated in BNM's Greening Value Chain (GVC) programme, aiming to assist SMEs in managing their carbon emissions.
- Introduced more weight for each measure under ESG pillars, including corporate social responsibility (CSR) investments for social impact and the diversity of board members' age for governance.
- Provided an Assurance Statement for the Sustainability Report to ensure transparency and accountability.
- SRI Funds.

Outlook

We remain dedicated to integrating a higher degree of ESG practices within the bank's operations, embedding ESG agendas at all levels of decision-making. This approach ensures we continue to meet stakeholder expectations and contribute to sustainable development.

Links

Strategy: F7	Material Matters: M1 M6 M10 M11 M12
Resources: NC SC	Stakeholders: S1 S2 S3 S5 S9

Economic and Banking Sector Review and Outlook

CHANGING DEMOGRAPHICS IN ASIA (MALAYSIA)

Description

Malaysia faces an ageing population and slowing growth, with a population of 34.3 million and a growth rate of 1.2% from 2022 to 2023. Lifestyle priorities are also evolving along with shifts in average labour income and consumption patterns.

Potential Impact

- Sustaining economic growth rates can be challenging as expectations to maintain the standard of living increase.
- Decline in propensity to consume due to an ageing population, with the Department of Statistics Malaysia (DOSM) projecting Malaysia to reach aged nation status by 2030, with over 15% of its population aged 60 and above.
- Reduction in population growth results in a lower appetite for investment and risk-taking.

Outlook

We expect the government to implement reforms to adapt to changing demographics and enforce innovation by leveraging technology to improve efficiency and productivity. This will help maintain economic stability and address the evolving needs of an ageing population.

How We Responded

- Responded to projected customer profiles with targeted products.

Links

Strategy: **F2 F3 F5 F6**

Material Matters: **M2 M3 M7 M8 M9**

Resources: **FC IC HC SC**

Stakeholders: **S1 S2 S4 S5 S6 S7**

WORKFORCE CHALLENGES/THE EVOLVING WORLD OF WORK

Description

The labour pool is experiencing cyclical changes and encountering a structural revolution. This transformation is driven by technological advancements, shifts in workforce expectations, and increasing demand for specialised skills.

Potential Impact

- Reduced workforce and quality hindered economic growth.
- Inadequate allocation of resources between supply and demand in the labour market was observed.
- Increased unemployment affected competitiveness and attractiveness to investors.

Outlook

We anticipate that the evolving labour market will continue to present challenges and opportunities. To address these changes, we will focus on comprehensive and continuous skill programmes to equip our workforce to thrive in a dynamic environment.

How We Responded

- Established four key strategic focus areas:
 - Developing a robust talent and succession pipeline.
 - Offering career advancement pathways for employees.
 - Enacting a purpose-driven recruitment strategy.
 - Integrating purpose-driven metrics into compensation and performance evaluations.

Links

Strategy: **F6**

Material Matters: **M7 M8 M9**

Resources: **FC IC HC**

Stakeholders: **S2**

Principal Risks and Mitigations

AmBank Group’s comprehensive risk management approach ensures resilience and sustainable growth in an increasingly challenging environment. By embedding robust practices across our operations, we effectively navigate risks and capitalise on opportunities, thus creating lasting value for our stakeholders. This approach enables us to build a stronger foundation for the future while maintaining the trust and confidence of those we serve.

In FY2024, we identified and actively monitored five key risks within our Corporate Risk Profile: Operational Risk, Credit Risk, Market Risk, Liquidity Risk, and Cyber and Data Security Risk. Using a detailed risk assessment matrix, we evaluated each risk based on its impact and probability, focusing on those with higher ratings.

Climate-related risk management is becoming increasingly important for banks. These risks are no longer hypothetical but imminent threats that could undermine stakeholder confidence, deteriorate asset quality, and erode profitability. A multi-faceted approach is adopted for climate-related risk assessment, covering vulnerability and financial impact assessments to help us identify relevant climate-related risk drivers which may materially impact our key portfolios. As the methodologies and data used to analyse the climate risks continue to mature over time, we will continue to build the capacity to improve the insights into our climate risk related exposures to manage them effectively.



Principal Risks and Mitigations

R1 OPERATIONAL RISK

DESCRIPTION AND IMPLICATION FOR VALUE CREATION

Operational Risk encompasses potential losses from internal process failures, people, systems, or external events, including legal, technology, and Shariah non-compliance risks. These losses can stem from fraud, errors, regulatory fines, penalties, legal suits, and system malfunctions. The implications are both financial and non-financial, affecting productivity, performance, and leading to significant penalties and operational disruptions. Additionally, such losses can erode stakeholder trust, public confidence, and brand value, incurring high rectification costs.

RESPONSE AND MITIGATING ACTIONS

- Adopted an operational risk framework, including a set of Operational Risk Appetite guidelines approved by the Board of Directors.
- Established a governance structure with the “Three Lines of Défense” approach: business divisions as the first line, Group Operational Risk Unit as the second line, and Internal Audit Divisions as the third line.
- Developed comprehensive operational risk management tools, such as Risk Control Self-Assessment, Key Control Testing, and Key Risk Indicators, integrated within an Operational Risk Management System.
- Conduct regular business continuity planning and drills to ensure the effective adoption and implementation of Business Continuity Management (BCM) policies and procedures.

RISK TREND  RISK IMPACT 

Resources:



Stakeholders:



Material Matters:



Strategic Focus Areas:



OPPORTUNITIES ARISING FROM THIS RISK

- **Early Detection and Prevention:** Strong operational risk management tools enable early detection of changes in the risk environment, allowing timely interventions to prevent potential problems before they cause financial loss or damage.
- **Preparedness and Resilience:** A comprehensive BCM Framework ensures readiness for all scenarios, providing management with insights into preparedness and resilience, identifying deficiencies, and ensuring effective crisis management.
- **Value Enhancement:** Effective mitigation of operational risks can improve processes and systems, fostering growth and enhancing the Group’s overall perception and value.

R2 CREDIT RISK

DESCRIPTION AND IMPLICATION FOR VALUE CREATION

Credit risk refers to potential losses resulting from a counterparty’s inability or unwillingness to fulfil payment obligations, arising from lending, securities, and derivative exposures. Effective credit risk management is crucial for maintaining a strong balance sheet and operational stability. Emerging risks, such as increasing living costs due to subsidy rationalisation and regulatory requirements to manage climate risk, may pose significant challenges.

RESPONSE AND MITIGATING ACTIONS

- Conducted thorough assessments of potential impacts from emerging risks and allocated sufficient provisions to mitigate these impacts.
- Identified high-risk SME segments may receive limited offerings (e.g., lower credit limits or reduced financing margins) or undergo increased scrutiny.
- Reviewed the Group Risk Appetite Framework (GRAF) semi-annually to enhance risk control measures for higher-risk segments.
- Collaborated with external consultants to gain deeper insights into potential climate risks affecting the existing portfolio and identified necessary actions to manage these impacts.
- Strengthened dashboard monitoring and early warning systems to improve portfolio management effectiveness.

RISK TREND  RISK IMPACT 

Resources:



Stakeholders:



Material Matters:



Strategic Focus Areas:



OPPORTUNITIES ARISING FROM THIS RISK

- **Enhanced Credit Risk Management:** Bolstering credit risk management improves the quality of loans/financing, minimises credit losses, and fosters sustainable growth by optimising artificial intelligence (AI) capabilities.
- **Emerging Segments for Loan Growth:** Discovering new segments for loan growth, such as green financing products, including electric vehicles (EVs) and green buildings, aligns with market demands and regulatory expectations.

▲ Increased ▼ Decreased ◀▶ Stable

🕒 Low 🕒 Moderate 🕒 High

R3 MARKET RISK

DESCRIPTION AND IMPLICATION FOR VALUE CREATION

Market risk encompasses the potential for losses stemming from adverse changes in market rates or prices, including interest or profit rates, equity prices, foreign exchange rates, and option prices. Efficient risk management strategies are vital for protecting the Group against challenges such as difficulties in raising funds amidst tight capital markets, lower profitability and growth performance, and inefficiencies in hedging due to market volatilities.

RESPONSE AND MITIGATING ACTIONS

- Conducted periodic and ad-hoc reviews on the Market Risk and Liquidity Risk Management Framework and Market Risk Management Policy to accommodate changes in our risk profile and business strategy.
- Executed bi-annual assessments of market risk appetite to anticipate potential shifts in our risk profile and business strategy.
- Performed independent daily monitoring of specific portfolio limits within our market risk tolerance.

Resources:

FC

Stakeholders:

S1 S4 S6

Material Matters:

M1

Strategic Focus Areas:

F1

RISK TREND ▲ RISK IMPACT 🕒

OPPORTUNITIES ARISING FROM THIS RISK

- **Enhanced Income Generation:** By proactively managing our portfolios, we can maximise potential net interest/coupon income and non-interest/coupon income, even amidst market volatility, thereby enhancing our profitability and growth.
- **Strategic Market Positioning:** Effective market risk management allows us to capitalise on favourable market conditions, strengthening our competitive position and enabling us to offer better products and services to our clients.

R4 LIQUIDITY RISK

DESCRIPTION AND IMPLICATION FOR VALUE CREATION

Liquidity risk arises when the organisation lacks sufficient financial resources to meet its obligations and commitments as they arise, or can only access these resources at an excessive cost. Effective risk management is essential to prevent scenarios like insufficient cash to meet financial commitments, higher costs from funding liabilities, and financial losses from hedging activities.

RESPONSE AND MITIGATING ACTIONS

- Conducted periodic and ad-hoc reviews on the Market Risk and Liquidity Risk Management Framework and Liquidity Risk Management Policy to accommodate changes in our risk profile and business strategy.
- Executed bi-annual assessments of liquidity risk appetite to anticipate potential shifts in our risk profile and business strategy.
- Performed liquidity stress tests to identify and address plausible areas of concern.

Resources:

FC

Stakeholders:

S1 S2 S4 S6

Material Matters:

M2

Strategic Focus Areas:

F2 F3 F4

RISK TREND ◀▶ RISK IMPACT 🕒

OPPORTUNITIES ARISING FROM THIS RISK

- **Cost Optimisation:** By optimising the cost of funds, we can improve our financial efficiency and reduce the costs associated with funding liabilities.
- **Diversified Funding Sources:** Proactively managing liquidity and funding risk by diversifying our funding sources enhances our financial stability and resilience, ensuring we can meet our financial commitments even in challenging market conditions.

Principal Risks and Mitigations



Increased



Decreased



Stable



Low



Moderate



High

R5 CYBER AND DATA SECURITY RISK

DESCRIPTION AND IMPLICATION FOR VALUE CREATION

Cybersecurity, data security, and identity and access management risks are significant threats to the financial industry, requiring increased vigilance and readiness due to their evolving nature. Ensuring the resilience of AmBank Group’s IT infrastructure and cyber security capabilities is crucial for safeguarding customer information. Without robust mitigation strategies, these risks could lead to loss of stakeholder trust, financial and reputational damage, operational disruptions, and delays in digital transformation.

RESPONSE AND MITIGATING ACTIONS

- Conducted various cyber security awareness programmes and trained employees, customers, senior management, and service providers.
- Continuously enhanced data protection policies, enforced data labelling and strengthened governance, processes, and controls.
- Implemented a comprehensive cyber risk strategy, including a cyber risk dashboard and strengthened security controls.
- Performed regular control testing, including offensive and defensive measures, and executed Cyber Crisis Simulation Exercises.
- Enhanced vigilance and monitoring, scaling up threat detection and prevention capabilities through technology and skillset improvements.
- Improved identity and access management processes and controls, including multi-factor authentication, role-based access control, user lifecycle management, and user behaviour analytics.
- Developed proactive reporting and monitoring capabilities and provided a privileged account management system.

RISK TREND



RISK IMPACT



Resources:



Stakeholders:



Material Matters:



Strategic Focus Areas:



OPPORTUNITIES ARISING FROM THIS RISK

- **Enhanced Trust and Reputation:** Mitigating data security risks assures customers that their data is safe, helping to build AmBank Group’s reputation as a trustworthy brand amidst rising data leakage incidents.
- **Resilience and Adaptability:** Focusing on enhancing resilience and adaptability through AI-powered defences allows AmBank Group to remain proactive in addressing the evolving threat landscape, positioning itself as a leader in cybersecurity.
- **Regulatory Compliance and Cost Savings:** Active efforts in managing identity and access risks ensure regulatory compliance, enable cost savings, simplify customer experiences, reduce cyber breach risks, and strengthen the overall security posture.

Business Review



JAMZIDI KHALID (JK)
Managing Director

Wholesale Banking

WHO WE ARE AND WHAT WE DO

In Wholesale Banking, we cater to corporates, government-linked companies, government-linked investment companies, financial institutions, and agencies across all sectors. Our offerings from both conventional and Islamic banking are designed to meet the broad spectrum of our client’s financial needs, each dedicated to enhancing financial outcomes while supporting the sustainable growth and economic development of our stakeholders.

WHOLESALE BANKING COVERAGE/CORPORATE BANKING

We deliver a range of services including corporate lending, investment banking, and offshore banking solutions to meet the diverse financial needs. The coverage team spans across all industries, supported by research and product specialists.

GROUP TREASURY AND MARKETS

We offer products and services across asset classes, including fixed income, interest rates, currencies, equity, and commodities. Our activities cover sales and trading, as well as financial market and hedging solutions for both individuals and businesses.

TRANSACTION BANKING

We specialise in providing a wide range of working capital solutions as well as personalised digital and cash management solutions that enable clients to optimise their trade and cash flows. Our services are tailored to each client’s unique requirements.

We are also responsible for managing funding and liquidity for the banking group and overseeing the investment portfolios of the banking book.

OUR KEY FOCUS AREAS

Refining our services through three key focus areas:

01 Business and Relationship Development

- Deepens client-centricity by gaining insights into their businesses and risk preferences
- Remains abreast of industry-specific trends and local economic shifts
- Broadening our client network to drive income diversification

02 Products and Services

- Offers working capital solutions that cater to the specific needs of different industries and supply chain requirements
- Delivers innovative cash management solutions through Application Programming Interface (API) development and digital partnerships
- Expands hedging and investment product suite to meet clients’ financial goals while building sustainable revenue streams

03 Operational and Funding Efficiency







- Continuous improvement on customer experience and process efficiency via automation and digitalisation
- Active management of overall funding requirements of the Group

Business Review

HIGHLIGHTS OF 2024





BUSINESS HIGHLIGHTS

In 2024, Wholesale Banking continued to drive innovation and market expansion, emphasising tailored solutions and strategic client engagement to meet the evolving needs of corporations and institutional clients.

Innovation and Technology	<p>➤ Launched the first agnostic virtual display application for Dynamic DuitNow QR, facilitating cross-border collections.</p>		<p>➤ Conducted the first successful rollout of Indirect Non-Bank Participant Issuer for WavPay e-Wallet.</p>	
Client Engagement and Expansion	<p>➤ Collaborated closely with internal stakeholders to increase the wallet share of existing clients and explore avenues to reach new clients.</p>		<p>➤ Hosted client engagement sessions with economic outlook presentation by AmBank Chief Economist.</p>	
Market Expansion and Product Development	<p>➤ Increased market share of index warrants and structured product investments through collaboration with wealth channels.</p>			
Funding Management	<p>➤ Maintained focus on diversifying funding sources and actively managing the cost of funds.</p>			

SUSTAINABILITY HIGHLIGHTS

Wholesale Banking integrates sustainability into its core operations, aiming to create positive environmental and social impacts. Through strategic collaborations and responsible investment practices, we underscore our commitment to sustainability.


Partnerships for a Cause	<p>➤ Partnered Avaland Berhad with green financing for Alora Residences, phase 1 of the green-inspired masterplan of 2Fifth Avenue, and Amika Residences in Subang Metropark.</p>		<p>➤ Collaborated with Pantas to equip customers with tools to determine GHG emissions, offering preferential financing rates for those meeting reduction goals.</p>		<p>➤ Participated in Yinson Production Offshore Pte Ltd's USD500 million syndicated 5-year corporate financing to refinance debts, used to invest in carbon emission reduction technologies for FPSOs, and support general corporate purposes.</p>
Integrating ESG Principles	<p>➤ Adhered to Climate Change and Environmental, Social & Governance Risk Assessment (CERA) Guideline for the assessment of client's business and activities from a sustainability perspective.</p>		<p>➤ Incorporated ESG considerations before trading/investment in financial assets, avoiding negative list investments.</p>		

Championing ESG Initiatives

Registered participant for the **Bursa Carbon Exchange** to facilitate the trading of **carbon credits**.



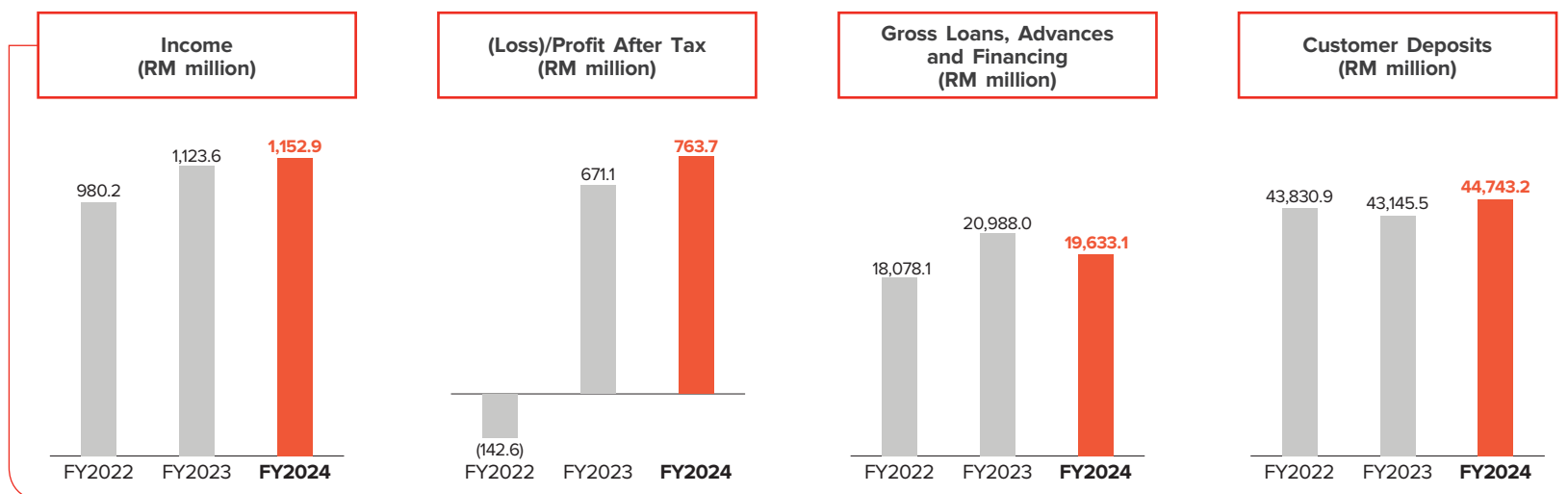
Hosted client engagement event to raise awareness on **ESG trends and development**, focusing on **Green Energy & Carbon Market**.



FINANCIAL HIGHLIGHTS

We drive profitable growth in Corporate Banking, Transaction Banking, and Group Treasury and Markets. Our offerings and personalised solutions serve the dynamic needs of our customers across these divisions, ensuring maximum impact for our business.

Wholesale Banking Coverage/ Corporate Banking	<p>7.2% increase in income year-on-year (YoY).</p>	<p>Over 100% YoY growth in Profit Before Tax (PBT).</p>	<p>Stable YoY loans growth, including unrated bonds (UB).</p>
Transaction Banking	<p>More than 20% growth YoY in Current Account/Savings Account (CASA) balances.</p>	<p>7% YoY growth in trade assets and contingent balances.</p>	
Group Treasury and Markets	<p>Income growth driven by robust sales and proactive funding management despite market volatility.</p>		<p>Foreign currency exchange sales volume grew 11.3% YoY and structured investment AUM grew 146.2% YoY.</p>



Business Review

BUSINESS PERFORMANCE REVIEW 2024

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
<p>Sharpening Our Segment Play</p>	<ul style="list-style-type: none"> Identified industry/sector champions among the coverage team to channel thorough concentration and build industry-specific knowledge and advisory capabilities. Deepened relationships with existing clients whilst forging new ones. 	<ul style="list-style-type: none"> Supported recovery in trade following the diversion of investments from China to the Southeast Asian region by providing financial solutions to clients in the transport and storage sectors. Secured financing and merger and acquisition opportunities in the bullish oil and gas sector from ongoing investments in the upstream segment and strong momentum in offshore developments and activities: <ul style="list-style-type: none"> Mandated Lead Arranger in Yinson Production Offshore Pte Ltd's Syndicated Equity Finance. Principal Adviser for the unconditional mandatory take-over offer of Icon Offshore Berhad by Liannex Maritime Sdn Bhd. Participated in the recovery of inbound tourism with hotel financing. Grew foreign exchange (FX) volume of large exporter clients to complement the existing importer flows, generating higher FX volume and revenue to the bank. Onboarded 39 new clients, reducing reliance on existing clients and concentration risk.
<p>Delivering Holistic Customer Value Proposition Leveraging a Collaborative Culture and Partnerships</p>	<ul style="list-style-type: none"> Collaborated with the investment banking team, leveraging their expertise in origination and corporate advisory services. Delivered bespoke digital solutions to Fintech companies and partners. Collaborated closely across FX Sales, trade finance, and FX trading teams to stay competitive. Worked closely with relationship managers (RMs) and wealth channels to onboard and deepen client relationships. 	<ul style="list-style-type: none"> Partnered investment banking specialists in the listing of Alpha IVF, the Largest ACE Market initial public offering (IPO) in Malaysia's history by market capitalisation. Participated as Joint Lead Manager in BGSM Management Sdn Bhd's RM200 million Sukuk Programme issuance. Launched multi-model PeGeFlash platform-agnostic virtual display application integrated with Dynamic DuitNow QR that accepts payment in MYR and selected cross-border currencies. 11% YoY growth in FX volume, allowing clients to benefit from trade finance and hedging solutions.
<p>Pushing Capital Light Revenue</p>	<ul style="list-style-type: none"> Grew digital CASA to improve banking efficiency. Increased non-interest income (NoII) revenue while providing value to customers through foreign currency hedging and investment solutions. 	<ul style="list-style-type: none"> Increased sponsor bank CASA average balance by 44% YoY. Launched new digital cash products, leveraging API solutions for payments, collections and reconciliation. 22% increase in revenue YoY in a consistent FX flow franchise. 168% surge in structured investment sales volume, generating a 261% increase in revenue, driven by new investment products. Achieved a 15% market share for FTSE Bursa Malaysia KLCI (FBMKLCI) index warrants introduced last year.

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
Ramping Up the Next Wave of Digital Initiatives	<ul style="list-style-type: none"> Managed projects and develop business strategies. 	<ul style="list-style-type: none"> Initiated Murex Patch Upgrade to facilitate product automation (Auto-callable). Digital eFX volume accounts for 7% of the total volume, marking a 2-percentage-point rise from FY2023.
Integrating Environmental, Social and Governance (ESG) Considerations into Our Business	<ul style="list-style-type: none"> Improved staff and client knowledge through training programmes, such as ESG Risk and Global Value Chain (GVC) training. 	<ul style="list-style-type: none"> Approved RM469.7 million of green financing. Provided mentorship and guidance addressing social issues in Malaysia through partnership with SEEd.Lab, a sustainability initiative by PETRONAS and Tata Consultancy Services (TCS).

CHALLENGES AND MITIGATION

CHALLENGES

Rise in Interest Rates:

Uncertainty in interest rate outlook leads to volatility and higher borrowing costs for corporates.

Operational Efficiency:

Manual or semi-manual operational processes.

Market Conditions:

- The local equity market was mostly bearish throughout the year, as were the Hong Kong and China equity markets.
- Higher funding cost arising from higher deposit rate environment.

MITIGATIONS

- Assisting eligible clients to access the capital market for more competitive funding.

- Streamlining front to end processes through digital solutions, reducing turnaround time.

- Expanding structured product suite and introducing new variations to meet clients' investment needs.
- Reducing reliance on expensive deposits via operating accounts acquisition enabled by digital cash propositions.

Business Review



WHOLESALE BANKING COVERAGE/CORPORATE BANKING

Transport Deal of the Year – The Asset Triple A Sustainable Infrastructure Awards 2023
 Amanat Lebuhraya Rakyat



Alpha SEA 17th Deals and Solution Awards 2023
 Yinson Holdings Berhad



TRANSACTION BANKING

Malaysian e-Payments Excellence Awards (MEEA) 2023
 Best Industry Partnership, Special Recognition Award



The Digital Banker: Global Transaction Banking Innovation Awards 2023

- Best API Initiative
- Best Bank for Payments & Collections in Malaysia



GROUP TREASURY AND MARKETS

13th Alpha Southeast Asia Treasury & FX Awards 2023



- Best FX Bank for Corporates and Financial Institutions
- Best FX Bank for Structured Products: Commodities, Credit, Equity, FX, and Multi-Assets



The Asset Benchmark Research

- The region's best local currency bond individuals in research, sales and trading for 2023
- Best local currency bond individuals 2023 | Asset Benchmark Research (theasset.com)
- Sales: Ho Su Farn (Ranking 3rd out of 15)
- Trading: Akmal Zaid Mansor (Ranking 1st out of 8)
- Trading: Darren Lee (Highly commended)
- Top sell-side firms in Asian Currency Bonds 2023
- Top sell-side firms in the secondary market – Government bonds – MYR (Ranking 3rd in 2023 from 7 in 2022)
- Top arrangers – Investors' Choice for Primary Issues – Government bonds – MYR (Ranking 3rd in 2023 unchanged from 2022)

OUTLOOK

With Malaysia's economic growth projected to rebound to 4.5% in 2024, up from 3.7% in 2023, we are well-positioned to support major government initiatives like the National Energy Transition Roadmap (NETR) and the New Industrial Master Plan 2030 (NIMP 2030). With the general outlook that interest rates have peaked, we anticipate deposit rate competition to ease, relieving the pressure on our Net Interest Margin (NIM). Nonetheless, driving CASA balances remains our top priority. We aim to optimise our cost of funds and diversify funding sources to support loans growth, leveraging our award-winning API services and sponsor bank initiatives.

Group Treasury and Markets will focus on growing sustainable customer flow income through foreign currency transactions arising from the increase in cross-border trade flows and sales of wealth/investment products, particularly in equity derivatives. Strong collaboration with wealth channels is essential as we enhance our product suite, both conventional and Shariah, to match market conditions and customer risk appetites. To future-proof our operations, we will adopt digitalisation in our processes by investing in new system modules to support product rollouts and warehousing.

We commit to embedding ESG considerations into our lending practices and expanding sustainability-linked financing, supporting our clients' progress towards net-zero emissions and meeting evolving market needs while promoting sustainable economic development.

Business Banking



CHRISTOPHER YAP HUEY WEN
Managing Director

WHO WE ARE AND WHAT WE DO

Business Banking at AmBank Group is dedicated to empowering businesses in the small, medium and large enterprise with tailored financial solutions that drive growth and operational success. We provide a high-touch relationship model that extends beyond traditional banking services. Our offerings range from business loans, to trade financing, cash management solutions, foreign exchange services, transaction banking, business wealth management, and bancassurance.

We are dedicated to meeting the diverse needs of customers across various industries, helping businesses navigate today's dynamic market landscape and achieve their strategic goals. Currently, Business Banking contributes 25% of the Group's revenue and serves over 16,300 business customers nationwide. Our committed approach ensures each client receives the customised support needed to thrive.

OUR KEY FOCUS AREAS

Refining our services through three key focus areas:

01 Tailored Financing Solutions

Offer customised financing solutions tailored to the needs of companies of all sizes.

02 Beyond Financing Initiatives

Executed several key strategic growth initiatives in which we provided development expertise and programmes to over 12,000 businesses.

03 Future Proofing Small, Medium and Large Enterprises (SMEs)






Enable the transition for businesses to adopt new technologies and sustainable practices.

Business Review

HIGHLIGHTS OF 2024






BUSINESS HIGHLIGHTS

In 2024, Business Banking upheld our commitment to providing tailored financing and banking solutions, assisting clients in wealth management and bancassurance, and nurturing strategic client relationships to meet the evolving needs of small, medium, and large enterprises.

Financing a sustainable future	<p>Continued our participation in various BNM and government schemes in the quest to support businesses.</p>		<p>Disbursed more than RM4 billion in government financing scheme to our customers, representing 84% of the total group disbursement.</p>	
Market Growth and Specialised Service	<p>Implemented a One-stop Foreign Direct Investment (FDI) Desk supporting North Asia countries such as China, Korea, Japan and Taiwan.</p>		<p>Aided Industrial Park developers and business owners with competitive solutions, offering up to 200% Margin of Financing to meet their comprehensive needs.</p>	
Enhanced Customer Experience	<p>Launched an all-in-one solution for Joint Management Bodies and Property Management Corporations, offering seamless onboarding, convenient on-site account opening, and a dedicated contact for preferential fixed deposit placements.</p>			


SUSTAINABILITY HIGHLIGHTS

Business Banking drives sustainability by integrating green financing into our operations and promoting ESG principles across industries. Through strategic finance and investments, we facilitate Malaysia's transition to a low-carbon economy, empowering businesses of all sizes to adopt sustainable practices.


Leading Green Financing Ventures	<p>Supported Swift Haulage's launch of Malaysia's first electric vehicle (EV) Electric Prime Mover with RM20 million.</p>		<p>Provided RM84 million financing for Malaysia Steel Work (KL) Berhad's transition to sustainable steel production.</p>		<p>Allocated RM300 million financing facilities for Uzma Berhad's climate change transition towards sustainable energy.</p>	
Empowering ESG Journeys	<p>Disbursed over RM2 billion in green loans/financing.</p>		<p>Provided IR4.0 and ESG Fundamentals awareness training to over 900 businesses through AmBank BizCLUB.</p>			

Sustainability through Collaboration


Shifted focus to **IR4.0** and ESG adoption with the theme **“Reach New Heights: Transform Your Business”** through the **AmBank BizRACE** programme.




Collaborated with **Pantas** including complimentary access to their **carbon emissions accounting software**, empowering businesses to **measure environmental performance**.



Targeted SMEs, large enterprises, and mid-tier companies in Malaysia to convey the fundamentals and impact of successful adoption on environmental footprint, social impact, and economic value creation.

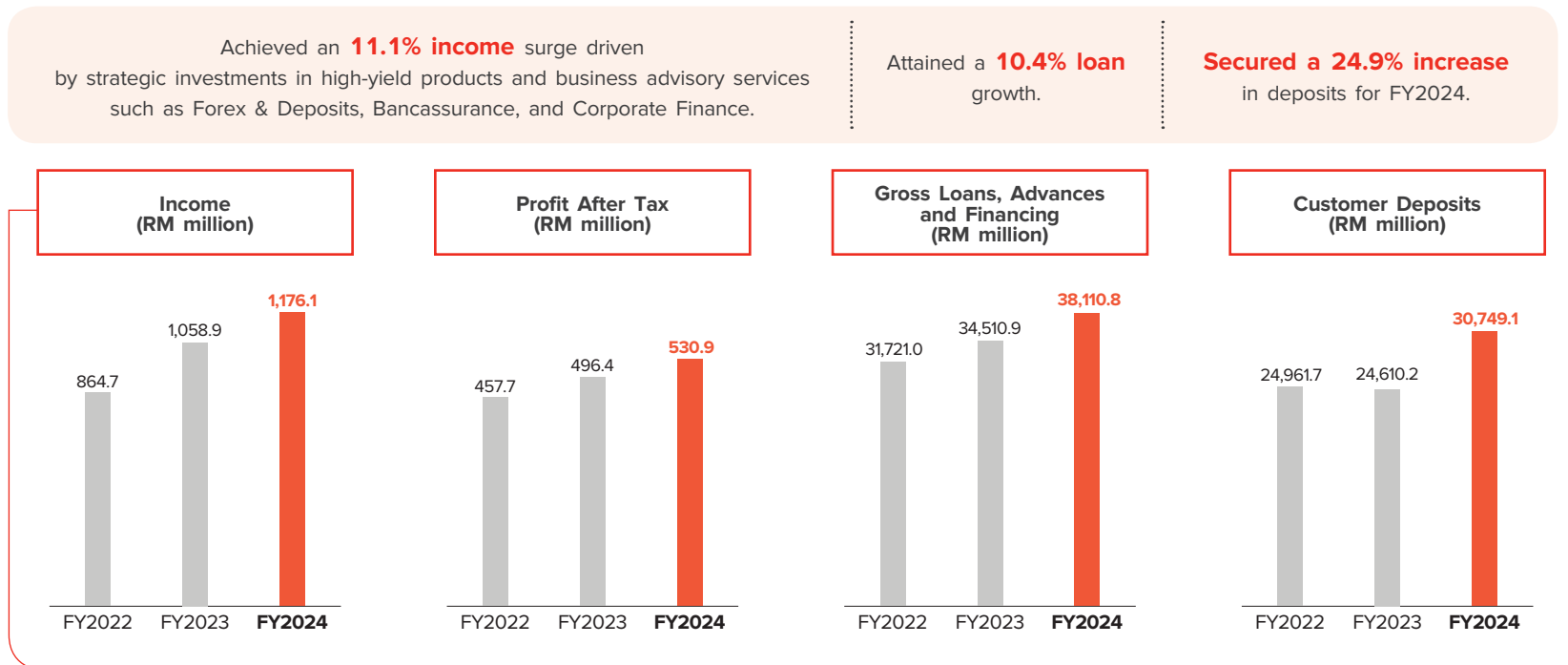


Active participation in BNM's **Joint Committee on Climate Change (JC3)** initiatives.



FINANCIAL HIGHLIGHTS

In the FY2024, Business Banking delivered a strong financial performance with a significant growth in profit via higher yielding banking products and related business advisory services.



Business Review

BUSINESS PERFORMANCE REVIEW

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
ESG and Sustainability	<ul style="list-style-type: none"> Financed green and sustainable projects, advancing our customers' ESG journey. Fostered awareness through ESG related conferences, training sessions, seminars, and business workshops. 	<ul style="list-style-type: none"> Distributed over RM1.6 billion in green financing. Launched the AmBank BizRACE Season 4 and guided 100 participants with personalised solutions through partnerships with experts like Bosch Rexroth, MGTC, Pantas, and YGL World. Hosted over 20 on ground and virtual regional seminars, conferences, trainings, and workshops for these businesses in FY2024. Hosted our SME BizCONFERENCE, drawing over 400 attendees and featured 15 speakers discussing SME Outlook and Trends, ESG and Sustainability, IR4.0 for SMEs, and Government Assistance programmes.
One-stop Support for Foreign Direct Investment (FDI)	<ul style="list-style-type: none"> Explored partnership models to leverage FDI into countries like China, Korea, Japan, & Taiwan 	<ul style="list-style-type: none"> Participated in The China International Import Expo (CIIE) alongside MATRADE to showcase our bank's One-Stop Centre for Foreign direct investment (FDI).
Focusing on Capital-light Strategies	<ul style="list-style-type: none"> Targeted segments like Joint Management Bodies (JMB), Property Management Corporations, and Licensed Umrah Agencies, providing innovative solutions tailored to their specific challenges. 	<ul style="list-style-type: none"> Secured over RM65 million in deposits from over 240 Joint Management Bodies to date. Following our partnership with Gulf International Bank, we launched the Spend and Win Campaign to support Licensed Umrah Agencies (LUAs) in collaboration with Gulf International Bank. Achieved RM56 million in FOREX volume and RM15 million in Business Current Account balances by offering tailored banking solutions and marketing assistance to LUAs.

CHALLENGES AND MITIGATION

CHALLENGES

Regulatory Changes related to ESG

Influences how sustainability is incorporated into the business.



Rapidly Changing Market

Market fluctuations require agile adaptation to evolving customer needs and industry trends.



Margin Compression

Impacts the profitability of our business.



MITIGATION

- Ensuring that ESG risk and BNM CCPT assessments have been completed as part of our credit evaluation process. From the total disbursement of clean loans amounting to RM1.7 billion, 66% Business Banking customers are at a low-ESG risk grade.

- Consistently offering solutions that align with evolving business trends and landscapes. Deliver holistic offerings to customers, extending beyond financing initiatives to help businesses scale to the next level.

- Focusing on capital-light revenue through tailored solutions for targeted segments.

AWARDS AND RECOGNITION



Alpha Southeast Asia – Best SME Bank in Malaysia



Asian Banking and Finance – SME Digital Innovation of the Year – Malaysia 2024



Global Banking and Finance Review – Best SME Bank in Malaysia 2024



OUTLOOK

In the coming years, businesses will face escalating costs and inflation, requiring them to adopt diverse strategies to stay competitive. Leveraging automation, artificial intelligence (AI), and digital transformation will be essential for streamlining processes and reducing expenses. As technological advancements accelerate, companies will also need to navigate evolving regulatory frameworks addressing climate change, with global governments enacting policies to combat environmental issues.

In response, AmBank Group's Business Banking will continue to support our clients through this evolving landscape, ensuring that we grow together. Our commitment includes financing low-carbon initiatives, promoting smart and green technology development, and providing expertise to help businesses adapt and thrive.

Retail Banking



AARON LOO BOON SENG
Managing Director

WHO WE ARE AND WHAT WE DO

We place a premium on crafting integrated value propositions specifically tailored to our key segments, which encompass the affluent, mass affluent, mass retail consumers, and SMEs. By strategically combining physical and digital channels, we have not only widened our customer base but also fortified connections with our existing clients.

Our strategic alliances have proven especially influential, extending value beyond financial offerings to encompass lifestyle improvements, business expansion opportunities, and sustainability endeavours. Underpinning our approach is the Focus 8 Strategy, propelling our transformative journey towards elevating customer value through digitalisation and personalisation. This ensures that our services cater precisely to individual preferences, thereby nurturing deeper and more meaningful client relationships.

OUR KEY FOCUS AREAS

Refining our services through three key focus areas:

01 Personalisation for Affluent Segment

Involves offering personalised financial solutions and services tailored to the unique preferences and requirements of affluent clients.

02 Digitalisation for Mass Segment

Entails leveraging digital technologies and channels to provide convenient, accessible, and cost-effective banking services to the mass market.

03 Localisation for SME Segment



Focuses on understanding and addressing the specific needs of small and medium-sized enterprises (SMEs) operating within local markets.

Business Review

HIGHLIGHTS OF 2024


BUSINESS HIGHLIGHTS

The implementation of the Focus 8 strategy has been instrumental in refining our approach to segment targeting, propelling our Retail Banking transformation journey from a product-centric bank to a universal and innovative institution anchored on beyond-banking customer value propositions.

SME Loan Growth	<p>➔ Achieved a significant Compound Annual Growth Rate (CAGR) of 29.4% in SME loan portfolios, demonstrating our commitment to supporting small and medium enterprises.</p>	
Wealth Income Expansion	<p>➔ Sustained a CAGR of 11.5% in wealth income, reflecting our ability to provide comprehensive financial solutions and advisory services to our clients.</p>	
CASA Growth	<p>➔ Attracted and retained depositors is evident in the notable growth of our Current Account and Savings Account (CASA) deposits, which have achieved a CAGR of 9.9%.</p>	
Digital Penetration	<p>➔ Highlighted our commitment to digital innovation and customer-centricity, the penetration rate of our digital banking platform, AmOnline, surges from 19.2% in March 2018 to an impressive 80.4% as of March 2024.</p>	
Enhanced Customer Satisfaction	<p>➔ Reflected our dedication to delivering exceptional customer experiences, our Net Promoter Score (NPS) significantly rose to +27 in 2023 from a baseline of -21 in 2018.</p>	


SUSTAINABILITY HIGHLIGHTS

In Retail Banking, sustainability is a key focus of our operations, reflected in our proactive initiatives to ensure we drive positive impact with a purpose.

<p>Pioneering Support for Electric Vehicles</p>	<p>➔ Offered favourable financing for electric vehicles (EVs), contributing to sustainable mobility and facilitating the transition to a low-carbon economy.</p>	
<p>Collaborative Efforts for Green Homes</p>	<p>➔ Facilitated suitable financing options for certified green homes through partnerships with property developers, promoting eco-friendly living spaces and sustainable construction practices.</p>	


Substantial Green Financing

Approved **RM1,338 million** of **green financing** with **RM335 million** disbursed.



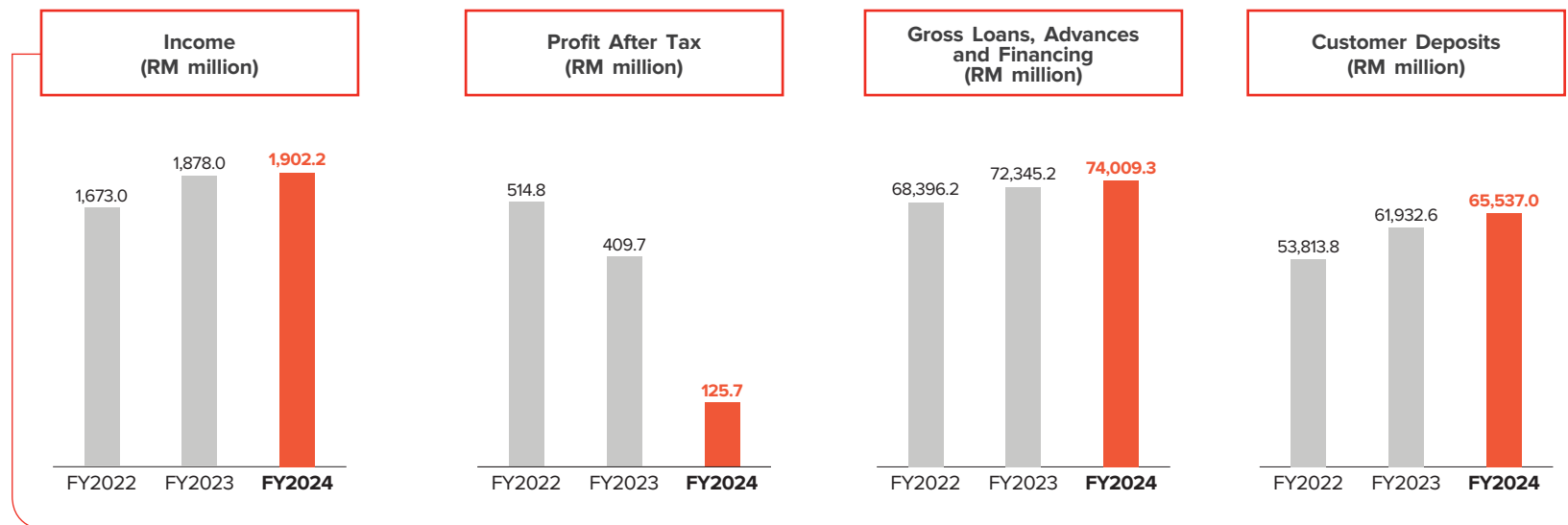
Customer Satisfaction

Enhanced customer experience through **digital customer experience (CX)** and protected our customers against cyber threats. With **84%** of retail banking transactions performed via AmOnline, we **maintained a high customer satisfaction rating (CSAT)** of **81%** amongst AmBank Group customers.



FINANCIAL HIGHLIGHTS

We are committed to driving growth and creating a meaningful impact for affluent, mass affluent, mass retail consumers, and SMEs.



We recorded an income growth of 1.3%, primarily driven by a 12.7% year-on-year (YoY) increase in Noll due to higher fee income from Wealth Management and Foreign Exchange (FX). However, this was offset by flat YoY NII. Expenses rose by 5.5% in FY2024, mainly due to higher personnel costs. Net impairment increased to RM642.4 million compared to RM301.1 million. Consequently, Profit After Tax (PAT) declined by 69.3% to RM125.7 million.

Gross loans increased by 2.3% YoY to RM74.0 billion, mainly driven by mortgages. Customer deposits grew by 5.8% YoY to RM65.5 billion, bolstered by a strong 16.0% YoY growth in fixed deposits.

Business Review

BUSINESS PERFORMANCE REVIEW

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
Personalisation for Affluent Segment	<ul style="list-style-type: none"> • Hosted lifestyle events via our flagship Kuala Lumpur Fashion Week (KLFW) partnership. • Introduced AmBank Signature Priority Private. • Collaborated with Cycle & Carriage for the Mercedes EV Drive initiative. 	<ul style="list-style-type: none"> • 12% year-on-year growth in AmSignature Priority Banking (AmSPB)'s Customer Assets Under Management (AUM). • 28% year-on-year growth in AmSPB's Wealth AUM. • 30% year-on-year growth in the new AmSPB's Customer Acquisition.
Digitalisation for Mass Segment (AmOnline)	<ul style="list-style-type: none"> • Implemented a series of initiatives to bolster cybersecurity features on AmOnline. • Continuously expanding new services on AmOnline through partnerships. 	<ul style="list-style-type: none"> • First bank in Malaysia to introduce a “kill switch” security feature. • 15% year-on-year growth in AmOnline adoption. • Fourfold surge year-on-year in DuitNowQR transaction volume.
Localisation for the SME Segment	<ul style="list-style-type: none"> • Launched SME Amplify to address SME challenges by providing easier access to financing and empowering with tailored solutions beyond banking. • Extended AmSPB to SME customers to further support them. • Collaborated with: <ol style="list-style-type: none"> a) Bank Simpanan Nasional (BSN) to amplify MSMEs programme. b) FashionConnect23, fostering collaboration and knowledge-sharing across the fashion industry supply chain to create a sustainable ecosystem. c) <i>Persatuan Usahawan Maju Malaysia (PUMM)</i>, providing members access to financing and understanding AmBank's business optimisation tools. 	<ul style="list-style-type: none"> • A 10% deposit growth year-on-year allowed Retail SME (RSME) to maintain its position as a net funder of the Group, resulting in a loan-to-deposit ratio (LDR) of 53.4%. • 17% of RSME customers have an AmSPB relationship as of July 2023, compared to 9% in FY2021.
People & Culture	<ul style="list-style-type: none"> • Conducted a series of staff engagement workshops and activities covering business, compliance, innovation & technology, cybersecurity, sustainability, and employee well-being and health topics. 	<ul style="list-style-type: none"> • 91% Employee Engagement score, a notable improvement from 88% in FY2023. • +27 increase in Net Promoter Score (NPS) among AmBank Group's users from +20 in FY2023. • 90% increase in the average revenue per employee compared to FY2017.

CHALLENGES AND MITIGATION

CHALLENGES

OPR hike

The tailwind of the Overnight Policy Rate (OPR) hike has impacted affordable housing mortgage customers and small business owners, resulting in increased delinquencies.



MITIGATION

Our multifaceted collection strategy from the enhanced communication and support to provide personalised guidance, financial counselling and leveraging on predictive analytics in prioritising outreach efforts as well as tailoring Reschedule & Restructure, Repayment plans to assist customers on their monthly obligations.



RETAIL BANKING

The Global Economics
 – 2 May 2023
 Most User-Friendly
 Mobile Banking Solutions
 – Malaysia 2023



Contact Centre Association of Malaysia (CCAM)
 – 8 September 2023
 Best In house inbound
 Contact Centre – Large



OUTLOOK

Heading into the next year, we are closely monitoring the ongoing geopolitical conflict that is most likely to persist. Despite these challenges, we remain cautiously optimistic about the anticipated GDP growth in 2024. Positive market indicators, favourable economic policies, and potential advancements in key industries suggest the potential for strong economic expansion, even amidst geopolitical uncertainties.

Business Review

Investment Banking



TRACY CHEN WEE KENG
Chief Executive Officer

WHO WE ARE AND WHAT WE DO

Investment Banking offers a comprehensive range of investment services, products, and solutions tailored to meet the diverse needs of our corporate, retail, and institutional clients. Our offerings include corporate finance and mergers and acquisitions advisory, equity capital markets fundraising, debt and Sukuk capital markets services, and stockbroking. In wealth management services, we also provide funds management services through our private banking department and our funds management arm, AmInvest, the brand name used by our subsidiaries, AmFunds Management Berhad and AmIslamic Funds Management Berhad. Investment Banking is dedicated to delivering superior investment performance and innovative financial products and services.

OUR KEY FOCUS AREAS

01 Funds Management

Manage diverse investment mandates, wholesale funds, and unit trust funds spanning the risk-return spectrum for individuals, corporations, and institutions.

02 AmPrivate Banking

Provide high-net-worth clients with tailored wealth management solutions aligned with their risk profiles, time horizons, and investment objectives.

03 Equity Markets

Emphasise quality loan growth, increasing market share, and implementing digitalisation initiatives to enhance customer experience and operational efficiency.

04 Debt Markets

Deliver innovative and customised financing solutions to sovereign, corporate, and institutional clients, leveraging our proven capabilities in fixed income, derivatives, credit solutions, and advisory services for both conventional and Islamic financing.

05 Equity Capital Markets

Manage the marketing, sales, and distribution of equities in both primary and secondary markets, covering listed securities on stock exchanges and unlisted securities of private/public companies.

06 Corporate Finance

Focus on deal origination and execution while cultivating strong relationships with corporate clients to provide bespoke solutions and advisory services.

HIGHLIGHTS OF 2024

BUSINESS HIGHLIGHTS

We utilised our strong network and client relationships to offer customised solutions to high-net-worth individuals, institutions, corporations, and sovereign clients, encompassing both conventional and Islamic financing advisory services. Additionally, we effectively oversaw the marketing and distribution of primary and secondary equity offerings while prioritising market share expansion and quality loan growth. Our digitalisation initiatives further enhanced customer experience and overall operational efficiency, ensuring mutual growth.

FUNDS MANAGEMENT

Strategic Shift and Record Income Growth

Shifted from lower-margin to **higher-margin funds** resulting in record income growth.



AmPRIVATE BANKING

Expand and Enhance Solution Offerings and Strengthen Cross-Collaboration

Discretionary Portfolio Mandate (available in MYR and foreign currencies).



Multi-Asset Discretionary Investment Portfolio Mandate



EQUITY MARKETS

Accolades in Financial Excellence

Achieved **First Runner Up** for Best Institutional Equities Participating Organisation at the 2023 Bursa Excellence Awards.



Ranked among the **top three Derivatives Brokers** in Malaysia for the FKLI product.



DEBT MARKETS

Road-to-Capital Markets (RTCM) Initiative

The **RTCM initiative yielded even higher gains** than in previous years with clients acknowledging our efforts to guide them to the debt capital markets as part of their corporate life cycle.



CORPORATE FINANCE & EQUITY CAPITAL MARKETS

Largest ACE IPO

Acted as the Principal Adviser, Sponsor, Lead Bookrunner, and Sole Underwriter for Alpha IVF Berhad's IPO, the **largest IPO** on the ACE Market of Bursa Malaysia.






Acted as the **Principal Adviser, Sponsor, Placement Agent and Underwriter** for TSA Group Berhad's IPO on the ACE Market of Bursa Malaysia.



Business Review

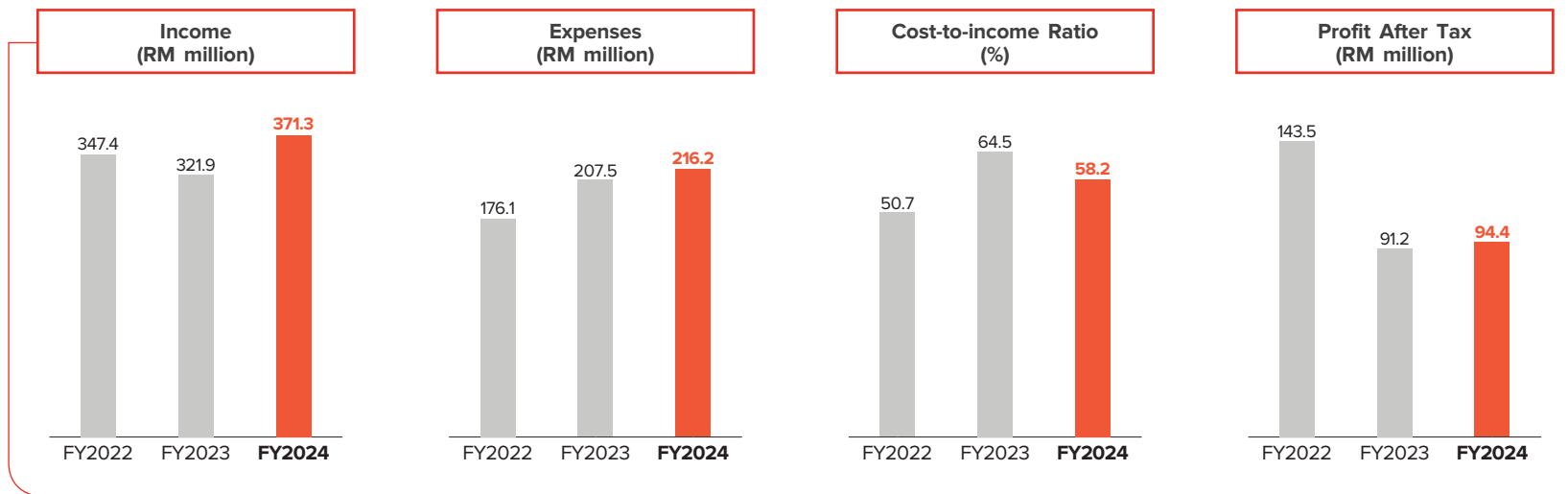
SUSTAINABILITY HIGHLIGHTS

We strengthened our business impact by integrating Environment, Social, and Governance (ESG) principles into our investment strategies. This commitment to sustainable practices not only met increasing investor demand for responsible investments but also boosted our market standing. Our DM division had supported clients with various ESG-related fundraising exercises.

<p>FUNDS MANAGEMENT</p> <p>Socially Responsible Investment (“SRI”)</p>	<p>Increased SRI fund offerings to 11, with more in the pipeline.</p>  <p>Launched a new ESG fund, the AmSustainable Series – Global Lower Carbon Equity Fund, and converted three existing funds (AmIncome Institutional SRI 1 & 3 and AmInstitutional Income Bond SRI) into SRI funds.</p> 
<p>AmPRIVATE BANKING</p> <p>Driving Sustainability</p>	<p>Encouraged clients to invest in green bonds by promoting more of such issuances to them.</p> 
<p>DEBT MARKETS</p> <p>SRI/ESG Sukuk Issuances</p>	<p>RM3.5 billion of SRI/ESG Sukuk: RM1 billion SRI Sustainability Sukuk by SME Bank, RM1 billion Sustainability Sukuk Wakalah by Bank Pembangunan, and RM1.5 billion SDG (UN Sustainability Development Goals) Sukuk by Malaysia Rail Link.</p> 
<p>EQUITY CAPITAL MARKETS</p> <p>Green Project Financing Loans</p>	<p>Totaled RM1.081 billion: USD210 million (about RM987 million) for SK Nexilis Malaysia’s copper foil manufacturing plant and RM94 million for NUR Power Group’s 50MW solar plant near Kulim Hi-Tech Park.</p> 

FINANCIAL HIGHLIGHTS

FUNDS MANAGEMENT	<p>6.3% YoY increase by RM9.3 million from RM147.8 million, an all-time high income of RM157.1 million.</p>	<p>Reported a Profit before tax (“PBT”) of RM81.1 million, a 1.2% YoY increase.</p>	<p>5.9% growth YoY of assets under management (“AUM”) by RM2.8 billion from RM47.8 billion, reaching a record high of RM50.6 billion.</p>
AmPRIVATE BANKING	<p>3.4% YoY increase with revenue reported at RM44.4 million.</p>	<p>Reported a PBT of RM10.3 million, a decline of RM1.6 million on the back of higher personnel expenses.</p>	<p>8.9% growth in AUM (including Secured Financing Facility) of RM11.74 billion vs FY2023 of RM10.8 billion.</p>
EQUITY MARKETS	<p>Revenue increased 15.9% YoY from RM73.1 million to RM84.7 million on the back of higher Bursa traded volume which had improved from average monthly traded volume of RM102 billion in FY2023 to RM129 billion in FY2024.</p>		
DEBT MARKETS, EQUITY CAPITAL MARKETS & CORPORATE FINANCE	<p>46.6% YoY increase in revenue by RM27 million to RM84.9 million.</p>	<p>PBT reported at RM46.4 million, more than double that of FY2023.</p>	



Business Review

BUSINESS PERFORMANCE REVIEW 2024

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
FUNDS MANAGEMENT		
High-Margin Funds Strategy	<ul style="list-style-type: none"> • Focused on promoting and growing short-term bond funds with higher fees, and less reliance on lower-margin funds. 	<ul style="list-style-type: none"> • 3.77% increase in short-term bond funds from RM10.6 billion in FY2023 to RM11 billion in FY2024.
AmPRIVATE BANKING		
Expand and Enhance Solution Offerings while Strengthening Cross-collaboration	<ul style="list-style-type: none"> • Introduced a range of innovative products both onshore and offshore. 	<ul style="list-style-type: none"> • 8.9% growth in AUM (including Secured Financing Facility) of RM11.74 billion vs FY2023 of RM10.8 billion. • 262% growth in Structured Products.
EQUITY MARKETS		
Focus on Quality Loan Growth and Increased Market Share	<ul style="list-style-type: none"> • Enhanced cross-collaboration within AmBank Group to boost referrals for new trading accounts and margin loans. • Fostered collaboration with ECM to secure more placement leads. • Strengthened the institutional sales team to penetrate more non-government-linked company accounts. • Cultivated sustainable recurring margin income growth. • Improved research capability. 	<ul style="list-style-type: none"> • Increase in Market Share from 5.1% in March 2023 to 8.42% in March 2024. • Advanced in Broker ranking from 8th place in 2022 to 7th place in 2023.
Improved Operational Efficiency through Digitalisation	<ul style="list-style-type: none"> • Upgraded the retail trading platform. 	<ul style="list-style-type: none"> • Implemented a Single Order Management System to enhance trading efficiency for institutional clients. • Introduced eFORMs for online submission of application forms and supporting documents.
DEBT MARKETS		
Focus on Debt Raising and Project Finance Advisory Services	<ul style="list-style-type: none"> • Provided debt-raising and project finance advisory services to corporate and government-linked clients. • Fostered close collaboration across all business lines for end-to-end client solutions. • Launched the Road-To-Capital Markets (RTCM) initiative. 	<ul style="list-style-type: none"> • Maintained dominance in Malaysian debt capital markets. <ul style="list-style-type: none"> – Increased overall market share to 13.1% from 11.7% in 2022. – Maintained a 10.5% market share in the Malaysian Sukuk market. – Increased market share in MYR Loan Markets to 23.6%, leading over RM3.3 billion in syndicated loans, achieving the #1 position in Malaysia for 2023. • Ranked 4th in the Ringgit Malaysia Bloomberg Sukuk League Table with a 10.5% market share, with 63.8% of corporate bonds and sukuk underwritten by us being Islamic issues.
CORPORATE FINANCE & EQUITY CAPITAL MARKETS		
Generated Revenue, Enhanced Visibility and Built Deal Pipeline	<ul style="list-style-type: none"> • Fostered close collaboration with client coverage teams in Wholesale and Business Banking to provide comprehensive financial guidance and funding solutions. • Enhanced marketing of IPOs and listings. • Facilitated the RTCM initiative by offering investment banking advice to corporate clients in Business Banking and Mid Corp sectors for effective capital market access. 	<ul style="list-style-type: none"> • Successfully listed TSA Group Berhad and Alpha IVF Berhad. • Executed significant M&A transactions, including MBSB's acquisition of 100% equity interest in MIDF.

CHALLENGES AND MITIGATION

CHALLENGES

MITIGATION

FUNDS MANAGEMENT

Bond Market Volatility

The bond market faced volatility due to rising policy rates and inflation concerns.



- Expanding bond allocation and capitalising on market fluctuations to excel in this environment.
- Leveraging early high yields and adeptly navigating shifting sentiments, we profited from timely actions when necessary.

AmPRIVATE BANKING

Market Uncertainties

Rise in funding costs stemming from market uncertainties and a high global interest rate environment.



- Diversifying into currencies with lower funding costs.

EQUITY MARKETS

Low Trading Volume

Competitive brokerage rates from foreign retail broking competitors.



- Recruiting top remisiers, attracting High-Frequency Traders, launching Mobile Foreign Share Trading, fostering internal collaboration, enhancing research capability, growing sustainable margin income, and driving digitalisation for improved efficiency and customer experience.

Deterioration in Asset Quality in Margin Loan Portfolio

A decline in the value or creditworthiness of the assets used as collateral for loans.



- Strengthening our policies and processes to improve collateral management and monitoring.

DEBT MARKETS

Fixed Income Market Dynamics

The global economic uncertainties in FY2024 led the Fed to balance interest rates with growth goals, stabilising the fixed income market. Locally, early-year selloffs widened credit spreads in primary markets. Anticipating a Fed rate cut, demand surged for corporate bonds and sukuk, driven by investors seeking yield amid expectations of lower global yields from central bank monetary policy adjustments.



- Striving to provide optimal execution guidance and advice across all debt products, despite challenges posed by interest rate and market volatility.

CORPORATE FINANCE & EQUITY CAPITAL MARKETS

Fee Compression

Amidst increasing competition for sizable deals.



- Forging close partnerships with client relationship teams in Wholesale Banking & Business Banking, providing comprehensive solutions, including financing, and leveraging our track record in deal execution to defend key client relationships and attract new ones.

Regulatory Compliance

Ensure adherence to evolving rules and regulations.



- Implementing regular staff training sessions on regulatory matters and encouraging in-house knowledge-sharing sessions to promote continuous learning.

Challenging Stock Market Conditions

Impacted by a backdrop of persistently high interest rates and ongoing geopolitical tensions.



- Be selective on deals, focusing on defensive businesses and/or high-quality clients and ramping up block trade activities.

Business Review



FUNDS MANAGEMENT (FMD)

Best Malaysia Bond Fund – AmDynamic Bond,



Morningstar Awards for Investing Excellence 2024 – Malaysia.

Best Bond Fund Family Group Over 3 Years



(5 Consecutive Years), LSEG Lipper Fund Awards Malaysia 2024.

Cambridge Excellence Award for Islamic Asset Management in Malaysia 2024,



Cambridge Islamic Funds Awards 2024.

Best ASEAN Awards: Best Application of ESG,



Asia Asset Management Best of the Best Awards 2024.

Best ESG Manager, Malaysia,



Asia Asset Management Best of the Best Awards 2024.

Insurance Fund House of the Year, Malaysia



(6 Consecutive Years), Institutional Asset Management Awards 2023.

EQUITY MARKETS (EM)

Bursa Excellence Awards 2023



Best Institutional Equities Participating Organisation, First Runner-Up.

Best Domestic Fixed Income Fund Manager 2022,



EPF External Fund Managers Awards 2022.

Best ETF Provider, Malaysia



(2 Consecutive Years), The Asset Triple A Sustainable Investing Awards for Institutional Investor, ETF, and Asset Servicing Providers 2023. (Acknowledged as the largest ETF fund manager in Malaysia.)

Broker ranking improved



from 8th in 2022 to 7th in 2023.

DEBT MARKETS (DM)

1 The Asset Triple A Sustainable Infrastructure Awards 2023

Project Finance House

Of The Year – Malaysia 2023.



Transport Deal of the Year:



Amanat Lebuhraya Rakyat Berhad's RM5.5 billion Sustainability and SRI Sukuk Murabahah (Sole Financial Adviser, Senior Principal Adviser, Lead Arranger, Bookrunner and Lead Manager).

2 The Asset Triple A Islamic Finance Awards 2023

Best Sustainability Sukuk – SMEs:



Small Medium Enterprise Development Bank Malaysia Berhad's RM500 million Sustainability Sukuk Wakalah bi-istithmar (Joint Bookrunner and Joint Lead Manager).

Best Securitisation Sukuk:

Zamarad Asset Berhad's RM474 million medium-term Sukuk Murabahah (Joint Principal Adviser, Joint Lead Arranger and Joint Lead Manager).



3 Alpha SEA 17th Deals and Solution Awards 2023

Best Islamic Finance Deal of the Year and Best Corporate Sukuk Murabahah:



Digi Telecommunications Sdn Bhd's RM1 billion (US\$217 million) Sukuk Murabahah (Joint Lead Manager).

Best Corporate Sukuk Wakalah of The Year:



SP Setia Berhad's RM1 Billion Sukuk Wakalah Bi Al-Istithmar (Joint Lead Manager).

4 Euromoney Islamic Finance Awards 2024

Best Islamic Real Estate Deal – Asia:



Deal – Asia: SP Setia Berhad’s RM1 Billion Sukuk Wakalah Bi Al-Istithmar (Joint Lead Manager).

5 The Edge’s Deals of 2023: Best Fundraising Non-IPO

SMJ Energy Sdn Bhd

(formerly known as SMJ Sdn Bhd)’s **RM10 billion** AAA Multi-Currency Sukuk Wakalah Programme (Sole Principal Adviser and Sole Lead Arranger) and **RM900 million** inaugural issuance therefrom (Joint Lead Manager).



CORPORATE FINANCE (CF) & EQUITY CAPITAL MARKETS (ECM)

1 17th Annual Alpha Southeast Asia Best Financial Institution (FI) Awards 2023

Best Domestic M&A Deal of the Year in Malaysia



– Malaysia Building Society Berhad’s 100% acquisition of Malaysia Industrial Development Finance Berhad for RM1.01 billion.

Best Small to Mid-Cap Corporate Finance House in Malaysia (AmInvestment Bank)



(4th consecutive year).

Best Mid-Cap REIT Deal of the Year Malaysia



– Pavilion REIT’s RM720 million (US\$160 million) Primary Placement & RM8 billion MTN.

2 IFN Deals of the Year 2023

M&A Deal of the Year – Malaysia Building Society Berhad’s 100% acquisition of Malaysia Industrial Development Finance Berhad for RM1.01 billion.



3 The Asset Triple A Sustainable Finance Awards 2024

Best M&A – Malaysia – Malaysia Building Society Berhad’s 100% acquisition of Malaysia Industrial Development Finance Berhad for RM1.01 billion.



OUTLOOK

For FY2025, we foresee opportunities and challenges in various segments, and we are prepared to navigate these with strategic initiatives and a client-focused approach.

FUNDS MANAGEMENT

Bond yields are expected to face volatility amid rate cut expectations, but our Funds Management division remains proactive, seeing upside potential. We are committed to advancing sustainability efforts and expanding organically by engaging cash-rich corporations and affluent markets.

AMPRIVATE BANKING

We will expand our discretionary offerings and venture into non-conventional products to meet rising demand. With clients seeking higher returns, offshore investments are increasingly popular. We are also exploring a wealth system platform to enhance client support.

EQUITY MARKETS

We anticipate increased trading activity on Bursa Malaysia but expect intensified competition from foreign retail brokers offering zero brokerage fees.

DEBT MARKETS

Committed to dynamic and agile approaches, we innovate funding solutions for clients, adapting to the evolving financial landscape. Leveraging our expertise, we offer holistic solutions addressing stakeholder interests. Looking ahead to FY2025, the fixed-income market expects RM110.0 to RM120.0 billion in corporate bonds and sukuk issuances, focusing on ESG bonds. Investors must navigate central bank policies, economic fundamentals, and geopolitical tensions. RAM predicts robust financing driven by private refinancing, infrastructure needs, and financial institutions’ capital plans in 2024.

EQUITY CAPITAL MARKETS & CORPORATE FINANCE

Malaysia’s IPO and M&A outlook remains positive, buoyed by sectoral opportunities, market sentiments and investor confidence.

Business Review

Islamic Banking



EQHWAN MOKHZANEE MUHAMMAD
Chief Executive Officer

WHO WE ARE AND WHAT WE DO

AmBank Islamic provides a comprehensive array of Shariah-compliant banking products and services encompassing both retail and non-retail products, including investment, treasury, and trade solutions. Anchored by our commitment to value-based intermediation (VBI), we not only facilitate credit but also champion purpose-driven banking practices that ensure sustainable financial outcomes for our shareholders and contribute positively to our customers and the broader community.

Aligned with the strategic vision of AmBank Group, our focus remains on existing market segments while expanding our reach into niche markets where Islamic banking is increasingly preferred. By adhering to growth strategies, we aim to enhance income and profitability, delivering sustainable returns to our shareholders while maintaining optimal capital and funding structures.

OUR KEY FOCUS AREAS

Sharpening our segment play through three strategic focus areas:

01 Mass Segment

Offer a broad range of Shariah-compliant financial solutions designed to meet the needs of our diverse customer base.

02 Small and Medium Enterprises (SMEs)

Provide business solutions through comprehensive products and services offerings that are tailored to fuel and empower Malaysian SMEs' growth.

03 Affluent Segment

Provide sophisticated Shariah-based investment solutions that meet the unique investment needs of affluent customers while ensuring ethical outcomes.

HIGHLIGHTS OF 2024

BUSINESS HIGHLIGHTS

In FY2024, AmBank Islamic continued to uphold our mission of purpose-driven banking, steadfastly providing Shariah-compliant solutions to our diverse customer base.

Expanding the Mass Segment

Offered a diverse range of key products, including Auto Financing-i, Personal Financing-i tailored primarily for the employees in the public sector, financing for investments in Amanah Saham Bumiputera (ASB) unit trust, Mortgages-i and AmWafeeq Savings Account-i, catering to a broad customer base with accessible, Shariah-compliant financial options.



Supporting SMEs

Recognised with the **Best Islamic SME Bank award for 2023** by The Asset Triple A and Alpha Southeast Asia, we continue to bolster the growth and prosperity of SMEs, reflecting our commitment to this crucial economic sector.



Catering to Affluent Segments

Delivered wealth management services, encompassing the distribution of Islamic unit trusts, Takaful products, and other Shariah-compliant investment products, **allowing our customers to achieve their long-term financial goals while ensuring ethical outcomes.**



SUSTAINABILITY HIGHLIGHTS

Sustainability and Shariah compliance are intertwined in our business, driving us to offer financial solutions that allow mutual growth by upholding ethical standards and supporting community development.

Improving Our Sustainability Efforts

AmBank Islamic's CEO contributed to the sustainability of the financial ecosystem by serving as:

- Co-Chairman of the Risk Management Sub-Committee (SC1) of the BNM and Securities Commission Malaysia-led Joint Committee on Climate Change (JC3).
- Chairman of the Steering Committee of the Financial Industry Collective Outreach (FINCO).
- Member of the VBI Community of Practitioners.



Improving Our Sustainability Efforts

In 2024, we distributed **RM1,747,040** in business zakat:

- **RM498,000** was allocated to state zakat collection centres, benefiting various *asnaf* groups and enhancing their socio-economic status.
- The remaining **RM1,249,040** was allocated among **1,222** end recipients categorised under various initiatives, including the iTEKAD 2.0 programme, educational support and autism aid, assistance for medical centres, and contributions to several charity associations and homes.



For more information, please refer to page 115 of AmBank Group's Sustainability Report 2024.

Business Review

FINANCIAL HIGHLIGHTS

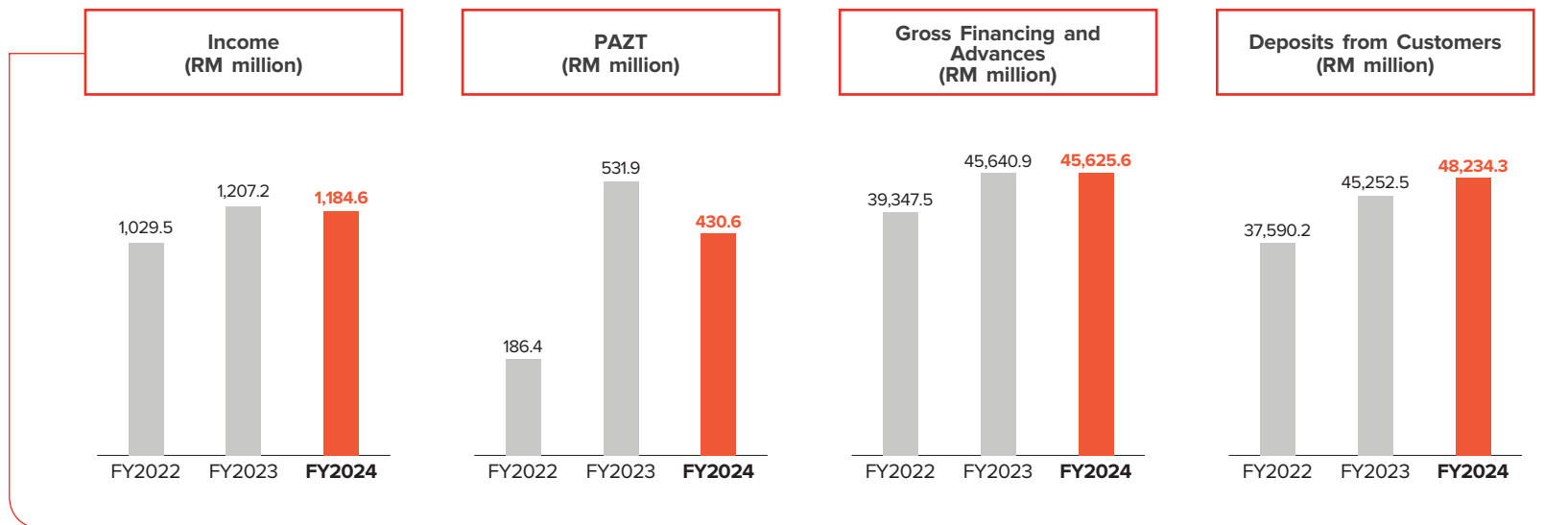
We focused on growing profitable products such as auto financing, personal financing, wealth management, and better penetration into the SME segment while managing the profitability of the mortgage portfolio.

Profit after zakat and taxation (PAZT) recorded at RM430.6 million, lower than RM531.9 million in FY2023 which was attributed to net funded margin (NFM) compression and relatively flat financing level.

3.3% increase in **current or savings account (CASA)** balances, driving CASA ratio to 38.1%, enhancing funding diversification.

Gross impaired financing (GIF) ratio of 1.44% compared to FY2023's **1.14%**, reflecting challenges faced by certain customer segments.

CET1 and TCR (with TA) remained at 13.0% and 17.7%, respectively.



BUSINESS PERFORMANCE REVIEW

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
Mass Segment	<ul style="list-style-type: none"> Enhanced strategies and processes for Auto Financing-i. Offered Personal Financing-i, primarily tailored for employees in the public sector. Promoted AmWafeeq, an Islamic savings account, through the AmRewards 3.0 campaign with prizes totalling RM2.6 million. Supporting home ownership for our customers. 	<ul style="list-style-type: none"> 11% growth in the Auto Financing-i portfolio. 31% growth in the Personal Financing-i for the employees in the public sector. 16% of the total CASA balance was contributed by AmWafeeq-i. 16% growth in the Mortgages-i portfolio.
Small and Medium Enterprises (“SMEs”)	<ul style="list-style-type: none"> Support Malaysian SMEs to grow. Provided financing options including BNM’s Low Carbon Transition Fund (LCTF) and High Tech and Green Facility (HTG) to support SMEs to transition towards low carbon practices. Participated in BNM’s financing schemes like SME Automation and Digitalisation Facility (ADF), Agrofood Fund (AF), and All Economic Sectors (AES) Facility, which offer favourable financing rates to facilitate SMEs’ growth and development. 	<ul style="list-style-type: none"> 16% growth in financing to SMEs. Awarded “Best Islamic SME Bank Malaysia 2023” by The Asset Triple A (3rd consecutive year) and Alpha Southeast Asia (4th year).
Affluent Segment	<ul style="list-style-type: none"> Provided wealth management services to affluent customers by distributing Islamic unit trusts and other Shariah compliant investment products. Build deeper relationships with our target customers and continue to embed our presence across all financial needs. Enhanced lifestyle propositions where we offered privileges to our affluent customer base through personalised financial solutions (e.g. credit card-i offering under AmSignature Priority Banking (AmSPB) segment). 	<ul style="list-style-type: none"> A total of RM742 million asset under management (AUM) as at 31 March 2024. 18% growth in affluent segment customer base. Growth of 34% in credit card-i offerings for AmSPB customers.

CHALLENGES AND MITIGATION

CHALLENGES	MITIGATION
<p>Potential Defaults Economic downturns affect customers’ capacity to fulfil payment commitments.</p>	<ul style="list-style-type: none"> Overseeing customer onboarding in line with strategies and risk appetite. Implementing prudent credit underwriting standards and proactive collection strategies. Monitoring asset portfolio and composition. Engaging major underperforming customers to mitigate impairment risks.
<p>Cybersecurity The rise in digitalisation and online activity exposes our critical data and operations to cyber threats.</p>	<ul style="list-style-type: none"> Implementing the Cyber Resilience Policy to reinforce cybersecurity with a multi-layered approach, fortifying our capacity to prevent and rebound from cyber-attacks and disruptions to business operations and services. The Security Incident Response Team to swiftly address and recover from cyber risk incidents, covering identification, protection, detection, response, and recovery measures.
<p>Shariah Risks Shariah non-compliance (SNC) necessitates income purification and poses a potential threat to our business if it remains unabated.</p>	<ul style="list-style-type: none"> Complying with the BNM Shariah Governance Framework, including: <ul style="list-style-type: none"> 1st Line of Defence: Shariah Management Department serves followed by the; 2nd Line of Defence: Shariah Risk Management and Shariah Review, 3rd Line of Defence: Shariah Audit. Implementing policies, guidance, and control measures to mitigate SNC risks, including comprehensive training and awareness programmes.

Business Review



THE ASSET TRIPLE A

- Best Islamic SME Bank Malaysia 2021, 2022 and 2023.
- Islamic Banker of the Year 2023.
- Best Sustainability Sukuk – Transport 2023 (Shariah Adviser).
- Best Securitisation Sukuk 2023 (Shariah Adviser).
- Renewable Energy Deal of the Year 2023 (Financier).
- Transport Deal of the Year 2023 (Shariah Adviser).



ALPHA SOUTHEAST ASIA

Best Islamic Finance SME

Bank Malaysia 2019, 2020, 2021 and 2023.



GLOBAL ISLAMIC FINANCE AWARDS (“GIFA”)

Best Islamic Wholesale

Banking Solutions Award 2021 and 2023.



GIFA **CEO of the Year** 2021, 2022 and 2023.



GLOBAL BUSINESS REVIEW MAGAZINE AWARD

Best Islamic Bank Malaysia 2022 and 2023.



Best Islamic Banking CEO of the Year Malaysia 2023.



Best Islamic CSR Bank Malaysia 2023.



OUTLOOK

In FY2025, AmBank Islamic is set to refine its strategy with a focus on expanding into key areas such as the mass market segment, profitability growth of large financing, green and agrifood sectors.

For the mass market segment, our strategy would be tailored to fit the demographic landscape of our customer base. Our approach will target customers at various life stages, such as graduates and young professionals.

AmBank Islamic would lead and steer the Group’s focus on the green and agrifood sectors, targeting value chain segments that are increasingly leaning towards sustainable practices.

Concurrently, we will enhance our funding structure by implementing sustainable funding initiatives and launching targeted deposit programmes that support our overall strategic objectives.

Life Insurance Business



RANGAM BIR
Chief Executive Officer

WHO WE ARE AND WHAT WE DO

At AmMetLife, we strive to be one of Malaysia’s best insurers by addressing the diverse needs of our customers at various life stages through innovative solutions. We offer relevant and targeted products and solutions for families, individuals and employees of our corporate customers to achieve financial security, enabling them to pursue more from life with peace of mind.

Our comprehensive range of life and health insurance solutions covers protection, savings, medical, retirement, and credit-related insurance needs, distributed through nearly 200 AmBank and AmMetLife branches nationwide. Additionally, our network of authorised life insurance agents extends our reach across Malaysia.

As a forward thinking insurer, we invest into growing the skills and capabilities of our people to bring the best of AmMetLife to our customers.

OUR KEY FOCUS AREAS

01 Expanding distribution presence through partnerships

- Diversify AmBank Group partnership to meet financial needs of affluent and business banking customer segments.
- Revitalise Agency channel with a robust management structure, focusing on quality recruitment to ensure professionalism.
- Strengthen and consolidate Employee Benefits channel by targeting new corporate partnerships and building loyalty with business renewals.
- Build new Digital Partnerships and Direct Distribution platforms.

02 Digitalising and transforming operations

- Simplify and streamline sales and operational processes and elevate customer experience leveraging digital technology.

03 Product innovation and customer strategy

- Develop and implement product strategies oriented towards targeted customer segments to address core concerns.
- Realign marketing and customer communication to reach targeted customer segments.
- Establish customer strategy based on a well-defined segmentation model leveraging data analytics and insights.

Business Review

HIGHLIGHTS OF 2024







BUSINESS HIGHLIGHTS

In FY2024, AmMetLife strengthened its position as a leader in the Malaysian insurance industry, by introducing new customer propositions, driven by digital innovations, enhanced customer satisfaction and robust financial performance. Our dedication to financial protection, customer-centric service and sustainability initiatives underscores our commitment to excellence.

Corporate Milestones	Celebrated our 50th anniversary , marking five decades of unwavering commitment to providing financial protection to Malaysians.		Established our 14th AmMetLife branch , opening a new, fully paperless office at AmCorp Tower.	
Digital Innovation	Launched i.AmMetLife mobile app , enabling customers to seamlessly navigate their insurance policies and stay informed about their existing coverage.		Introduced digital medical reimbursement claims for the convenience of our customers.	
Customer Experience	Improved customer satisfaction with a 6-point increase in the Insurance Industry's Customer Satisfaction Index and an 11-point boost in the Net Promoter Score, according to the 2022/2023 NielsenIQ customer experience study report .		Paid out RM243,887,492 in individual and group claims for FY2024 , demonstrating our commitment to delivering reliable financial support to our customers.	





SUSTAINABILITY HIGHLIGHTS

Sustainability is vital to AmMetLife as it aligns with our core values and long-term vision of creating a positive impact. It reflects our commitment to advancing together, ensuring a positive legacy for future generations.

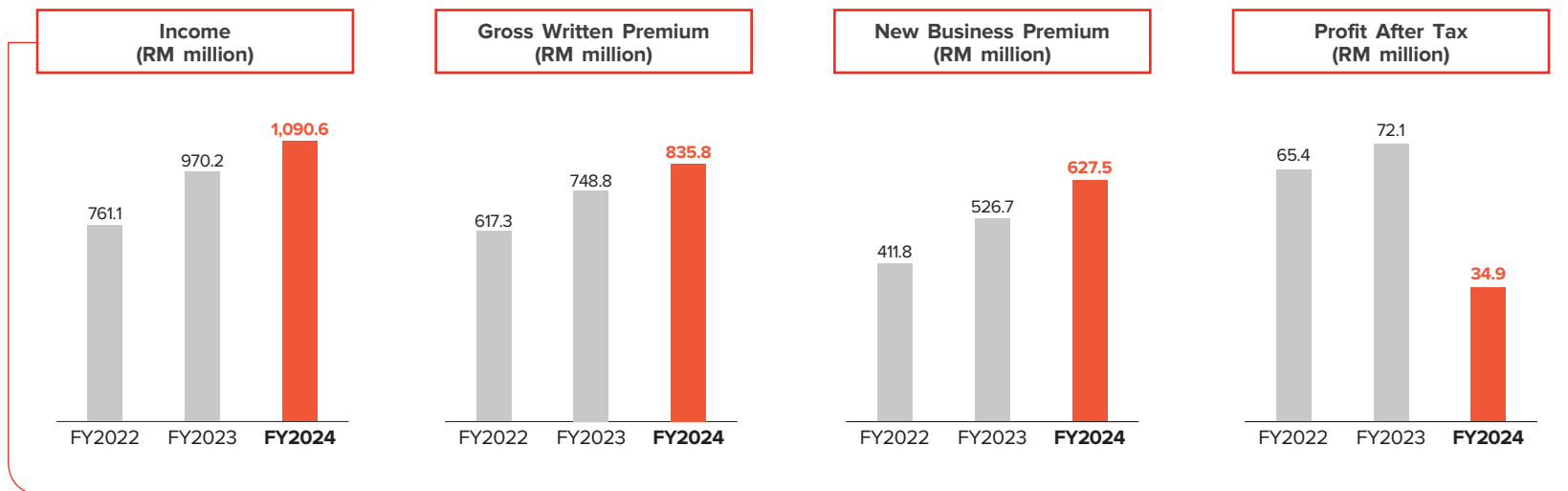
Internal Sustainability Efforts	Transitioned to digital brochures in QR format to minimise printing of product brochures.		Enabled 100% paperless claim submission through the AmMetLife Health mobile app.		Upgraded office lighting and branch signboards to energy-efficient LED fixtures .		Received the 2023 MYAmCham Cares Award for excellence in sustainability initiatives.	
Community Outreach Initiatives	Organised annual beach clean-up , involving nearly 100 employees , in collaboration with Reef Check Malaysia for International Coastal Clean-up Day .		Partnered with Free Tree Society's Rewild Malaysia tree giveaway programme, distributing over 350 native trees to schools, community gardens, indigenous settlements and individuals.					

FINANCIAL HIGHLIGHTS

In FY2024, AmMetLife demonstrated steady business performance, reflecting robust and sustainable growth across key distribution channels. Several factors contributed to the company’s strong performance:

 <p>Significant growth in the Bancassurance business, primarily driven by the introduction of new products tailored to meet the needs of AmBank Group’s affluent customers and business banking segment.</p>	 <p>Continued strong momentum in the Employee Benefits distribution channel through the expansion of corporate partnerships and tailored solutions with seamless service delivery.</p>	 <p>Improvement in business quality through higher persistency, productivity and efficiency in our operations.</p>	 <p>Enhanced operational efficiency translated into better customer experience with improved turnaround times.</p>
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<p>12.4% YoY growth to RM1.1 billion in Revenue</p>	<p>11.6% YoY growth to RM835.8 million in Gross Written Premium</p>	<p>19.1% YoY growth to RM627.5 million in News Business Premium</p>
<p>11.3% YoY increase to RM143.9 million in Management Expenses mainly arising from depreciation of previous IT investments</p>	<p>RM4.1 billion in Assets Under Management (AUM)</p>	<p>*Profit After Tax of RM34.9 million, excludes impact of one-off items.</p> <p>The business reported a Loss After Tax of RM1.2 million due to one-off items such as increase in actuarial reserves and claims reported from the previous year.</p>



All reported FY2024 numbers are unaudited and based on MFRS 4 format.

Business Review

BUSINESS PERFORMANCE REVIEW

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
Purpose-driven Business	<ul style="list-style-type: none"> • AmMetLife has shifted its product focus from product-led to purpose-led through two core pillars: <ol style="list-style-type: none"> a) Health Solutions: We promote healthy behaviour to enhance customer well-being and health span. b) Wealth Solutions: We empower customers to achieve their financial goals, from wealth accumulation to distribution, offering robust platforms for every step of their journey. 	<ul style="list-style-type: none"> • Product Solutions Expansion: Launched i.Am Wealth Builder and i.Am Wealth Achiever to cater to the needs of the mass affluent and high net worth individuals in the Bancassurance and Agency channels. <ol style="list-style-type: none"> a) i.Am Wealth Builder: A limited investment-linked insurance plan that helps customers build wealth and secure a lasting financial legacy for their loved ones. b) i.Am Wealth Achiever: A traditional Non-Participating Limited premium payment endowment plan with guaranteed loyalty rewards and maturity benefit, complemented by a potential upside Booster Fund. • Corporate Solutions Enhancements: <ol style="list-style-type: none"> a) Extended Covid-19 benefit under Group Hospital and Surgical Plan. b) Enhanced Group Hospital & Surgical and Group Outpatient to include Chiropractic and Traditional Chinese Medicine.
Operational Efficiency and Customer Experience	<ul style="list-style-type: none"> • Enhanced operational efficiency by optimising processes and leveraging digital technology to elevate customer experience. 	<ul style="list-style-type: none"> • Launched i.AmMetLife mobile app and established a dedicated customer care team to manage customer feedback. • Introduced digital medical reimbursement claims for seamless customer experience.
Marketing and Customer Communication	<ul style="list-style-type: none"> • Enhanced marketing strategies and customer communications by creating purpose-driven product brochures and refining customer search and communication methods to elevate the customer experience. • Expanded our digital footprint through various customer touchpoints. • Revamped and updated AmMetLife's corporate website for improved user experience. • Built brand presence through Search Engine Optimisation (SEO) on Google. • Established a strong digital brand presence on social media platforms. 	<ul style="list-style-type: none"> • AmMetLife branches now feature QR code product brochures, providing a paperless experience while reducing print costs and waste. • Customer digital journeys are tracked and managed following the corporate website revamp. • Highest SEO keyword ranking over the last three quarters for FY2024 owning 5 keywords. • Secured top three position for 15 additional insurance related keywords. • Social media engagement rates (likes/followers) for Facebook peaked at 100% in engagement activities. Our social media followers continue to grow steadily month-on-month.

OUTLOOK

In the coming year, AmMetLife remains dedicated to expanding our market presence and reach through our Bancassurance partnership, building loyalty with our corporate customers and nurturing business relationships with sales intermediaries. We are committed to providing comprehensive support, platforms, and solutions tailored to address the diverse health, wealth and protection needs of our customers. By prioritising the expansion of digital capabilities, we continue to innovate sales distribution and boost the overall customer experience, all while improving operational efficiencies. Furthermore, our unwavering commitment to product innovation ensures that we continuously adapt to meet the evolving needs of various customer segments.

Family Takaful Business



NOOR AZAM BIN MOHD YUSOF
Chief Executive Officer

WHO WE ARE AND WHAT WE DO

AmMetLife Takaful Berhad offers a wide range of Shariah-compliant Takaful solutions to cater to the diverse financial needs of our customers. Our products are distributed through an extensive network of AmBank branches and a dedicated team of agents. This robust infrastructure enables the company to ensure comprehensive coverage and exceptional service delivery to its customers.

Guided by a steadfast commitment to ethical standards and customer centricity, we are dedicated to delivering exceptional value and service to our clients. By leveraging innovation and technology, we aim to empower our customers to achieve their financial aspirations.

OUR KEY FOCUS AREAS

01 Shariah Compliance and Ethical Standards

Adhere to strict Shariah principles and ethical standards in all aspects of business operations, product development, and customer interactions.

02 Distribution Channel Optimisation

Expand and enhance distribution channels to broaden our customer base, improve accessibility, and maximise market penetration.

03 Customer-Centric Approach

Place customers at the heart of all operations, processes, and decisions to deliver exceptional experiences and foster long-term relationships.

Business Review

HIGHLIGHTS OF 2024







BUSINESS HIGHLIGHTS

In FY2024, AmMetLife Takaful leveraging under the AmBank Group focused on being a reliable Takaful provider to meet the needs of today’s customers. We expanded our comprehensive range of Shariah-compliant financial solutions and enhanced our customer-centric approach, delivering exceptional service, personalised advice, and efficient claims processing to individuals, families, and businesses.

Market Presence	The company’s market presence thrives through an extensive network of AmBank Group Branches and dedicated agents ensuring comprehensive coverage and service excellence .	
Comprehensive Product Offering	AmMetLife Takaful product provides a wide range of solutions to meet customers’ and their loved ones’ financial and protection needs.	
Customer-Centric Approach	Prioritised exceptional service and long-lasting customer relationships by offering personalised advice , efficient claims processing, and a positive overall experience, their customer-centric approach significantly enhances satisfaction and loyalty.	

SUSTAINABILITY HIGHLIGHTS

Sustainability aligns with our core values and long-term vision of creating positive impacts. Our Shariah-compliant approach inherently supports sustainability, reflecting our commitment to societal well-being and environmental stewardship, ensuring a positive legacy for future generations.

Ethical Investments	Prioritised ethical investments aligned with Islamic principles and socially responsible practices. 	Focused on sectors promoting positive social and environmental impacts , such as renewable energy, healthcare, and education for investments. 	Guided investment decision-making with ESG criteria, ensuring a commitment to sustainability. 
Product Innovation for Social Impact	Developed Takaful products addressing social and environmental challenges. 	Offered tailored products for underserved communities, promoting financial inclusion. 	Integrated social impact indicators and ESG factors into product development and underwriting for responsible coverage. 

Stakeholder
Engagement and
Education

Engaged stakeholders to raise awareness of Takaful and sustainable practices.



Provided financial literacy programmes to enhance customer understanding and empower informed financial decisions.



FINANCIAL HIGHLIGHTS

In FY2024, AmMetLife Takaful achieved steady financial results driven by strategic initiatives and steadfast commitment to ethical investments and sustainable practices.

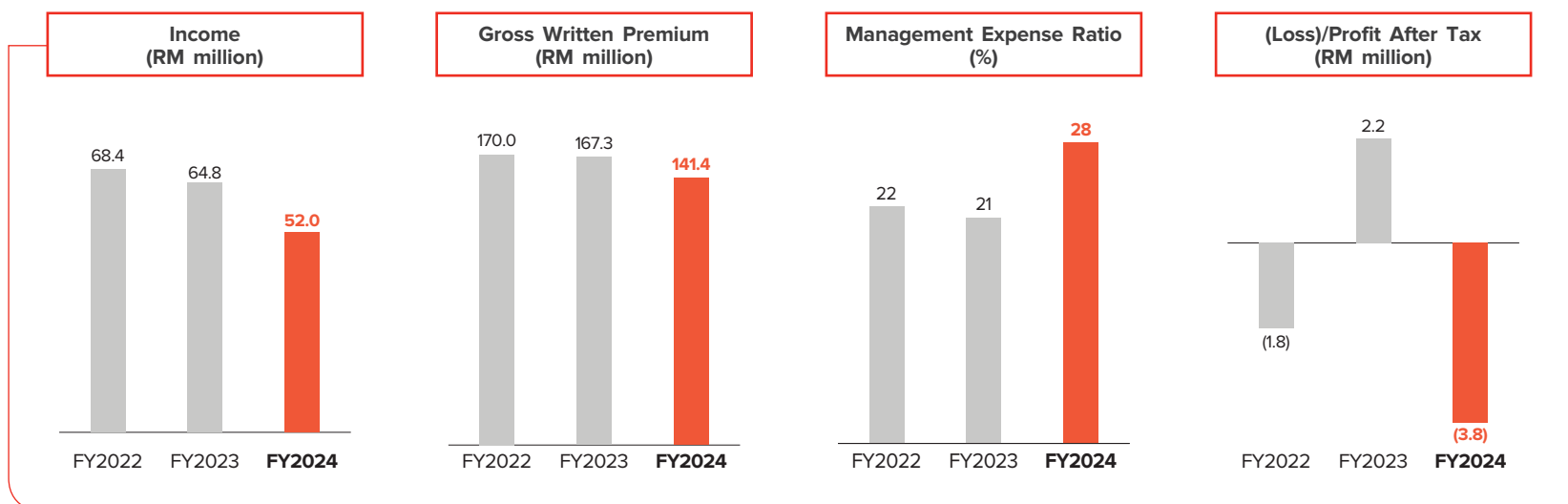
Achieved RM141.4 million in total gross written contribution and RM42.7 million in Wakalah income.

Sustained consistent investment income ensuring financial stability and bolstering overall performance.

Maintained a positive surplus sharing for FY2024, showcasing profitability in managing Participant Risk Funds.

Experienced a 20% decline in the company's income for FY2024 with a total income of RM52.0 million, compared to RM64.8 million in FY2023. This was primarily due to a decline in the retail credit business, driven by the impact on mortgage and ASB financing at AmBank. This directly affected the business volume for AmMetLife Takaful.

Total expenses decreased 10% YoY to RM55.5 million, due to effective cost-saving initiatives.



All reported FY2024 numbers are unaudited and based on MFRS 4 format.

Business Review

BUSINESS PERFORMANCE REVIEW

Strategic Focus	KEY INITIATIVES	ACHIEVEMENTS
Agility and Flexibility	<ul style="list-style-type: none"> Developed a customer portal that revolutionises Takaful management with digital eCerts, offering secure, real-time access with Multi-Factor Authentication (MFA) for enhanced efficiency, reduced admin tasks, and environmental benefits. 	<ul style="list-style-type: none"> Maintained adaptability to market changes, responsiveness to feedback and trends, and ongoing evaluation of the business environment for opportunity and challenge identification.
Collaboration and Partnerships	<ul style="list-style-type: none"> Broadened reach, accessed new markets, and boosted market penetration by partnering with government-linked companies (GLCs), corporate agents, brokers, and digital Takaful providers. 	<ul style="list-style-type: none"> Forged strategic partnerships with GLCs, like <i>Majlis Amanah Rakyat (MARA)</i>, <i>Perbadanan Usahawan Nasional Berhad (PUNB)</i>, and <i>Pelaburan MARA Berhad (PMB)</i>, enhancing market reach and developing integrated solutions. Bolstered market penetration and growth through collaborations with BIMA Malaysia and Telcos.
Leveraging Digital Transformation	<ul style="list-style-type: none"> Technology Platforms and Digital Ecosystem to improve operational efficiency, enhance customer experiences, and expedite certificate issuance, benefiting both partners and customers. 	<ul style="list-style-type: none"> AmMetLife Takaful has successfully streamlined sales and servicing processes in both the bancatakaful and agency distribution channels through initiatives like BancaPOS (AmBank Bancatakaful point of sale) and i-EASY (agency point of sale). These technology-driven platforms enhance operational efficiency, improve customer experiences, and expedite certificate issuance, benefiting both partners and customers alike.

CHALLENGES AND MITIGATION

CHALLENGES

Fluctuations in Business Landscape

Economic downturns, market shifts, changing consumer behaviour, and industry challenges led to decreased spending, demand, and increased competition, resulting in lower revenue, reduced profits, and financial struggles.

Decline in Retail Credit Business

The 35% decline in the overall credit business, notably in Mortgage Reducing Term Takaful (MRTT), directly led to a 45% revenue drop from FY2024 targets.

Impact on Wakalah Income

A decline in retail credit directly affected AmMetLife Takaful's Wakalah income, exacerbating deviations from planned targets.

MITIGATION

- Diversify revenue streams and innovate product offerings for sustained income growth.
- Revamp marketing and sales tactics to boost customer acquisition and loyalty.

- Optimise operations for increased efficiency and cost reduction.

- Strengthen risk management and devise robust contingency plans to mitigate risks effectively.

OUTLOOK

In the coming year, we will leverage our robust market presence and esteemed brand reputation to solidify our position as the preferred choice for customers seeking Takaful services. We plan to expand our diverse portfolio, which includes family, investment-linked, and group Takaful products, to provide tailored solutions that meet the evolving financial needs of individuals, families, and businesses.

We will continue prioritising customer satisfaction and loyalty through personalised services and efficient claims processing, reinforcing our customer-centric approach. Our commitment to innovation and excellence will drive our efforts to enhance service delivery and product offerings, ensuring we remain at the forefront of the industry.

Profile and Achievements of Chairman Emeritus/ Honorary Adviser of AMMB Holdings Berhad



TAN SRI AZMAN HASHIM

Date of Appointment:
30 April 2022

Age : 85 Nationality : Malaysian

Qualifications

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

Chairman

- Asian Institute of Chartered Bankers
- Asian Banking School Sdn Bhd
- Financial Industry Collective Outreach (FINCO)
- Malaysia South-South Corporation Berhad
- Malaysia-Japan Economic Association
- Perdana Leadership Foundation
- Malaysia South-South Association
- Universiti Teknologi Malaysia – Azman Hashim International Business School Advisory Council

Chancellor

- University College MAIWP International

Pro-Chancellor:

- Open University Malaysia
- University Malaysia Sabah

Experience

Tan Sri Azman Hashim has left an indelible mark not only within the AmBank Group but across Malaysia's banking sector. With a distinguished career in institutions like Maybank and Asian Institute of Chartered Bankers, his influence extends far beyond corporate success. Taking leadership roles in various industry associations, he championed the development of talent, professionalism, and governance standards. Beyond domestic borders, his efforts have entrenched Malaysia's standing regionally and internationally. He spearheaded trade missions and fostered crucial bilateral relationships, amplifying Malaysia's presence on the global stage. His contributions have been acknowledged with prestigious accolades, including the 'Order of the Rising Sun, Gold Rays with Neck Ribbon' and the 'Order of the Rising Sun, Gold and Silver Star' in 1987 and 2021 respectively by His Imperial Majesty the Emperor of Japan, as well as the Medal of the Order of Australia (A.O.) by the Governor-General of the Commonwealth of Australia. Tan Sri Azman's legacy is not just a professional achievement but also a profound impact and recognition on a global scale.

Key Achievements

Tan Sri Azman has been a key driver of AmBank Group's growth since 1982, transforming it into the financial conglomerate it is today. After retiring as Chairman in 2022, he was appointed Chairman Emeritus/Honorary Adviser in recognition of his immense contribution and invaluable insights.

This year, Tan Sri Azman continues to make significant strides, reinforcing his enduring legacy and inspiring our people at AmBank Group. His dedication to education, the arts, and personal achievement embodies the values of resilience, leadership, and excellence that AmBank Group upholds.

▶ Championing Higher Education Excellence

Tan Sri Azman was appointed the first Chancellor of University College MAIWP International (UCMI) during its 14th convocation ceremony on 13 January 2024. This prestigious appointment, decreed by the Yang di-Pertuan Agong Al-Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah, honours Tan Sri Azman's dedication to the Malaysian banking sector and his substantial contributions over the past five decades.

Beyond his professional achievements, Tan Sri Azman is known for his support of higher education, improving the quality and accessibility of tertiary education for countless students and educators. As Chancellor of UCMI, he continues to influence education, shaping the future of young Malaysians and fostering a new generation of leaders and innovators.

▶ Recognition in the Arts

Tan Sri Azman's passion for the arts was celebrated when he received the prestigious "*Penghargaan Utama Penaung Seni Visual Negara*" (National Patron of the Visual Arts) grand award by the National Art Gallery of Malaysia. This honour, part of the Gallery's 65th anniversary celebration, highlights his significant impact on Malaysia's arts and culture landscape.

Tan Sri Azman has long supported the arts, contributing to numerous art initiatives nationwide. Notably, he established the Azman Hashim Universiti Malaysia Sabah (UMS) Art Gallery in 2021. This award underscores his strong commitment to fostering the visual arts community in Malaysia.

▶ Reaching New Heights

In a testament to his enduring spirit and determination, Tan Sri Azman reached the summit of Mount Kinabalu on 31 October 2023, marking his second ascent of Malaysia's highest peak. His first climb was at the age of 71 in 2010. This achievement, at the age of 84, symbolises his leadership and ambition, qualities that have defined his career and contributions to AmBank Group.

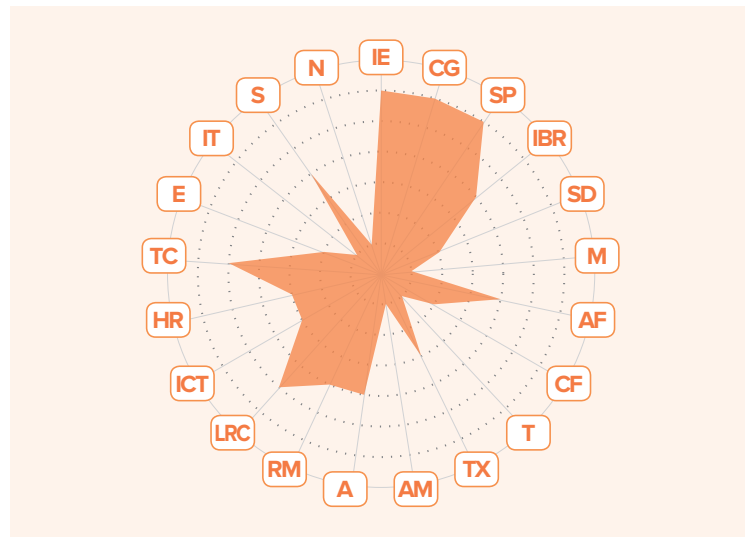
Tan Sri Azman embarked on this extraordinary journey with a team of experienced climbers, braving extreme conditions and pushing the limits of human endurance. "I am gratified with my achievement at 84. For me, age is not a barrier and I believe with high spirit and determination, everything can be achieved," said Tan Sri Azman.

Board at a Glance

BOARD BALANCE AND COMPOSITION

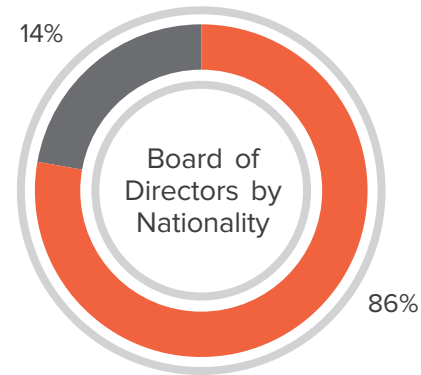


BOARD SKILLS MATRIX



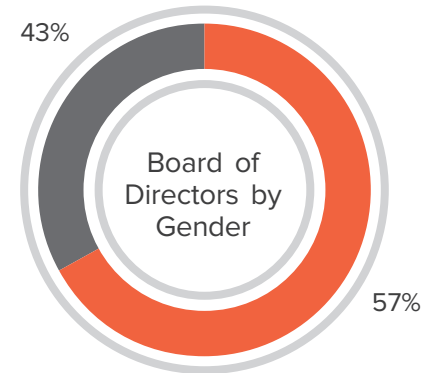
- | | |
|--|---|
| IE Industry Experience | RM Risk Management |
| CG Corporate Governance | LRC Legal/Regulatory Compliance |
| SP Strategic Planning and Business Strategy | ICT Information and Communication Technology (ICT) |
| IBR International Business/Relations | HR Human Resource Management |
| SD Securities and Derivatives | TC Transformation and Change Management |
| M Marketing/Branding | E Entrepreneurship |
| AF Accounting and Finance | IT Innovation and Technology/Digital |
| CF Corporate Finance | S Sustainability |
| T Treasury | N Networking |
| TX Taxation | |
| AM Asset Management | |
| A Audit | |

NATIONALITY



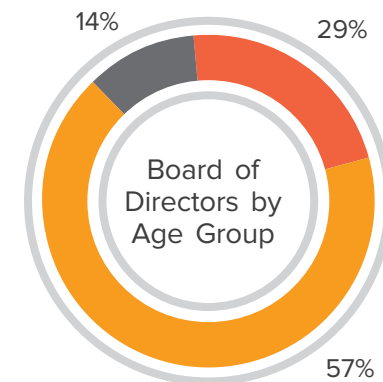
- | | |
|---|------------|
| 6 | Malaysian |
| 1 | Australian |

GENDER DIVERSITY



- | | |
|---|--------|
| 4 | Male |
| 3 | Female |

AGE



- | | |
|---|------------------------|
| 2 | 50-59 Years Old |
| 4 | 60-69 Years Old |
| 1 | 70 Years Old and Above |

Profile of the Board of Directors

TAN SRI MD NOR BIN MD YUSOF

Chairman
Independent Non-Executive Director

 Nationality: Malaysian

 Age: 77

 Gender: Male

 Date of Appointment: 30 April 2022

Membership of Board Committee(s)

—



Qualification(s)

- Alumnus of the Advance Management Programme, Wharton School, University of Pennsylvania
- Development Banking, Harvard University, United States of America
- Chartered Accountancy, New Zealand Society of Accountants, New Zealand
- Bachelor Degree in Commerce, University of Otago, New Zealand

Directorship(s) in Listed Issuers in Malaysia

- None

Experience

- Tan Sri Md Nor bin Md Yusof has had an illustrious career with over 40 years of senior management and board level experience including extensive expertise in the financial services sector.
- He helmed Bank of Commerce Group as President and Chief Executive Officer from 1985 to 2000.
- He has held the role of Executive Chairman of Securities Commission Malaysia, Chairman of CIMB Group, and Chairman of Malaysia Airlines Berhad.

- He was also Director and Chairman of Khazanah Nasional Board Executive Committee, Chairman of Lembaga Tabung Haji, Pelaburan Hartanah Berhad, and CIMB Foundation.
- He was also the Director of Labuan Offshore Financial Services Authority (LOFSA).
- He continues to hold the role of Chairman of Yayasan Hasanah.
- He enjoys wildlife photography and is committed to community service and nature conservation.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders 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 2024.

Profile of the Board of Directors

SOO KIM WAI

Non-Independent Non-Executive Director

 Nationality: Malaysian

 Age: 63

 Gender: Male

 Date of Appointment: 4 October 2002

Membership of Board Committee(s)

GN GIT



Qualification(s)

- 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 in Malaysia

- Non-Independent Non-Executive Director, RCE Capital 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.

- He 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.
- He is a Non-Independent Non-Executive Director of AmBank (M) Berhad, a wholly-owned subsidiary of AMMB.
- He also sits on the Board of Amcorp Properties Berhad.
- He is also a Non-Independent Non-Executive Chairman of Amcorp Global 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 AMMB 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 2024.



SEOW YOO LIN

Senior Independent Non-Executive Director

Nationality: Malaysian

Age: 68

Gender: Male

Date of Appointment: 30 June 2016

Membership of Board Committee(s)



Qualification(s)

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

Directorship(s) in Listed Issuers in Malaysia

- None

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 1991.
- 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 was 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 2010 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.
- He is an Independent Non-Executive Director of AmInvestment Bank Berhad, a wholly-owned subsidiary of AMMB.
- On 18 June 2024, he was appointed the Independent Non-Executive Chairman of AmBank (M) Berhad, a wholly-owned subsidiary of AMMB, and at the same time, taking over the role of Senior Independent Director of AMMB.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders 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 2024.

Profile of the Board of Directors

FARINA BINTI FARIKHULLAH KHAN

Independent Non-Executive Director

 Nationality: Malaysian

 Age: 52

 Gender: Female

 Date of Appointment: 8 August 2017

Membership of Board Committee(s)



Qualification(s)

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

Directorship(s) in Listed Issuers in Malaysia

- Senior Independent Non-Executive Director, Petronas Gas Berhad
- Independent Non-Executive Director, KLCC Property Holdings Berhad
- Independent Non-Executive Director, Icon Offshore Berhad

Experience

- Farina binti Farikhullah Khan has over 30 years of working experience, predominantly in the 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, she 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, she was the Chief Financial Officer of PETRONAS Chemical Group Berhad, the largest listed entity of PETRONAS, for two years.
- She 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 an Independent Non-Executive Director of AmBank Islamic Berhad, a wholly-owned subsidiary of AMMB.
- She is an Independent Non-Executive Director of KLCC REIT Management Sdn Bhd, the Manager of KLCC Real Estate Investment Trust and also a Senior Independent Non-Executive Director of EnQuest PLC, a company listed on London Stock Exchange.

Declaration

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

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 2024.



HONG KEAN YONG

Independent Non-Executive Director

Nationality: Malaysian

Age: 61

Gender: Male

Date of Appointment: 10 October 2019

Membership of Board Committee(s)



Qualification(s)

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

Directorship(s) in Listed Issuers in Malaysia

- None

Experience

- Hong Kean Yong 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, he 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 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 2024.

Profile of the Board of Directors

DATO' KONG SOOI LIN

Independent Non-Executive Director

 Nationality: Malaysian

 Age: 63

 Gender: Female

 Date of Appointment: 30 October 2019

Membership of Board Committee(s)



Qualification(s)

- 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 in Malaysia

- Independent Non-Executive Director, Eco World International Berhad
- Independent Non-Executive Director, IOI Corporation Berhad
- Independent Non-Executive Director, PMB Technology Berhad

Experience

- Dato' Kong Sooi Lin has over 30 years of investment banking experience and has extensive equity and debt transaction expertise, having advised on numerous high profiled and industry-shaping corporate exercises in Malaysia and Asia Pacific.
- She began her career with Ernst & Whinney (now known as Ernst & Young PLT) 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.
- She 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.
- She is an Independent Non-Executive Director of AmlInvestment Bank Berhad, a wholly-owned subsidiary of AMMB.
- She keeps herself fit and healthy by practising pilates, yoga and hiking. She continues to harness her passion in business by regularly following business and financial news. She enjoys socialising with friends and family and being involved in church activities as a way to give back to the community.

Declaration

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

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 2024.



FELICITY ANN YOUL
Independent Non-Executive Director

- Nationality: Australian
- Age: 59
- Gender: Female
- Date of Appointment: 15 April 2022

Membership of Board Committee(s)



Qualification(s)

- Bachelor of Economics, University of Sydney, Australia
- Bachelor of Laws, University of Sydney, Australia
- Graduate Diploma in Legal Practice, University of Technology, Australia
- Graduate Diploma in Applied Finance and Investment, Securities Institute of Australia
- Graduate of INSEAD International Directors Programme – Certificate in Corporate Governance
- Graduate of the Australian Institute of Company Directors Course
- Graduate of the Leading Sustainable Corporations Programme, Said Business School, Oxford University
- Admitted as a Solicitor to the Supreme Court of England & Wales, the Supreme Court of New South Wales and Federal Court of Australia, and the High Court of Hong Kong Special Administrative Region

Directorship(s) in Listed Issuers in Malaysia

- None

Experience

- Felicity Ann Youl is a leading expert in compliance, operational risk, corporate social responsibility (CSR) and legal matters impacting financial services in the Asia Pacific region.
- She has 30 years’ experience in compliance, operational risk, CSR, legal and board and leadership roles, working in diverse cultural environments of Asia Pacific and Europe, based in Hong Kong, London and Sydney.
- She established Citigroup and BNP Paribas’ Regional Compliance, Financial Security (Anti-Money Laundering and Sanctions) and regulatory Compliance infrastructures for Asia Pacific.
- She also established BNP Paribas’ Operational Risk framework for Asia Pacific (2009-2015), and CSR governance and related operations (2013-2016).
- She enjoys studying regenerative agriculture in connection with a permaculture farm which she has been developing with her husband and three children in Australia. She also enjoys breeding various breeds of poultry, including chickens, geese, ducks, peacocks, quail and guineafowl.

Declaration

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

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 2024.

Profile of the Board of Directors

We would like to extend our gratitude to Robert William Goudswaard and Voon Seng Chuan for their dedicated service to AmBank Group.

We deeply appreciate their commitments and invaluable contributions, which have been integral to our success. We wish them both all the best in their future endeavours.



ROBERT WILLIAM GOUDSWAARD

Non-Independent Non-Executive Director

 Nationality: Australian

 Age: 64  Gender: Male

 Tenure of Directorship: 25 March 2021 – 5 June 2024


Membership of Board Committee(s)

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



VOON SENG CHUAN

Senior Independent Non-Executive Director

 Nationality: Malaysian

 Age: 65  Gender: Male

 Tenure of Directorship: 18 June 2015 – 17 June 2024

Membership of Board Committee(s)

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

Profile of Company Secretary

KOID PHAIK GUNN

Group Company Secretary

 Nationality: Malaysian

 Age: 59

 Gender: Female

 Date of Appointment: 9 March 2010



Qualification(s)

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

Directorship(s) in Listed Issuers in Malaysia

- None

Experience

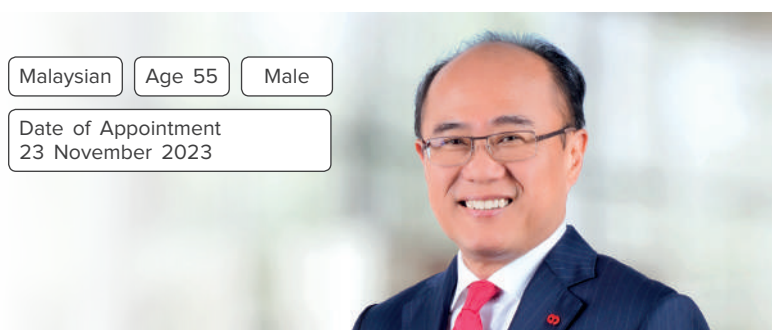
- Koid Phaik Gunn has more than three decades of experience in corporate secretarial practice. She joined the Group in 1993 as Company Secretary of AmSecurities Sdn Bhd, then the stockbroking arm of the Group.
- In 2004, she moved to the Group Legal and Company Secretarial Department as Deputy Group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

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 2024.

Profile of Group Senior Management



JAMIE LING
Group Chief Executive Officer
AmBank Group

Qualification(s)

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

Responsibilities

- Appointed as the new Group Chief Executive Officer (Group CEO) of AmBank Group on 23 November 2023
- Leads the Management Team
- Oversees all lines of businesses and operations
- Orchestrates alignment with the Group's strategic direction
- Drives long-term value creation activities
- Ensures all endeavours are consistent with the Group's purpose and core values

Experience

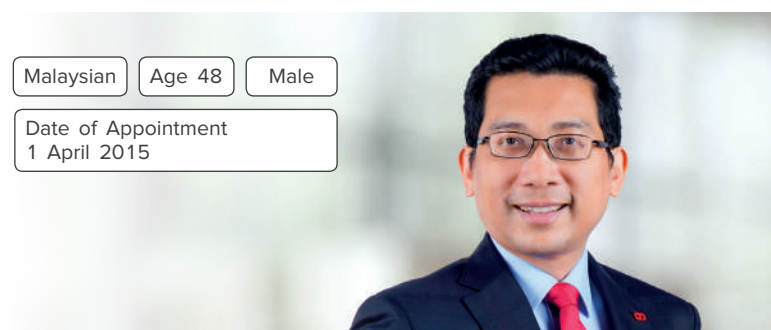
- Joined the Bank in 2017 as the Group Chief Financial Officer
- Named 'Best CFO for Investor Relations' mid-cap category for 2021 by Malaysian Investor Relations Association Berhad (MIRA)
- Over two decades of regional and international banking experience across Asia and Europe
- Extensive commercial and financial experience in treasury, finance, risk management and sales
- Held leadership positions in Malaysia, the United Kingdom and Northeast Asia
- Was the Regional Chief Financial Officer of Standard Chartered bank for Greater China and Northeast Asia covering Hong Kong, Taiwan, China, South Korea and Japan
- Board member of Standard Chartered (Hong Kong) Limited and Hong Kong Note Printing Limited

Directorship(s) in Listed Issuers in Malaysia

Jamie sits on the boards of several other subsidiaries, associate and joint ventures of AMMB. These include AMAB Holdings Sdn Bhd, AmGeneral Holdings Berhad, Liberty General Insurance Berhad, AmMetLife Insurance Berhad and AmMetLife Takaful Berhad.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



EQHWAN MOKHZANEE BIN MUHAMMAD
Chief Executive Officer
AmBank Islamic Berhad

Qualification(s)

- Bachelor's Degree in Economics, University of Cambridge, United Kingdom (1997)
- Master's Degree in Economics, University of Cambridge, United Kingdom (2000)
- Harvard Senior Management Development Programme (2010)
- Associate/Fellow, Institute of Chartered Accountants in England and Wales (ICAEW) (2001/2017)
- Chartered Accountant, Malaysian Institute of Accountants (MIA) (2002)
- Chartered Banker, Asian Institute of Chartered Bankers (AICB) (2015)
- Chartered Professional in Islamic Finance, Chartered Institute of Islamic Finance Professionals (CIIF) (2018)
- Certificate in Sustainability and Climate Risk, Global Association of Risk Professionals (GARP) (2024)

Responsibilities

- Plays a leading role in shaping and implementing the strategic and business trajectory of AmBank Islamic Berhad
- Chairman of the Steering Committee of the Financial Industry Collective Outreach (FINCO)
- Co-Chairman of the Risk Management Sub-Committee of the BNM and SC-led Joint Committee on Climate Change (JC3)

Experience

- Approximately 25 years of diverse financial services and corporate experience
- Career journey commenced at PricewaterhouseCoopers in London and thereafter joined the corporate advisory practice of PricewaterhouseCoopers in Kuala Lumpur
- Subsequently assumed various roles within local and foreign banks, gaining exposure to corporate banking, debt capital markets, corporate finance, financial advisory and real estate investment
- Corporate experience entailed corporate management, mergers and acquisitions (M&A), strategy development, and operational start-ups both domestically and internationally
- Invited as a speaker at conferences in Malaysia and abroad
- Developed award-winning and innovative Islamic financial structures
- Authored research papers on Islamic finance
- First Chairman of the industry-level working group responsible for developing sectoral guides for value-based intermediation (VBI) for the palm oil, renewable energy, and energy efficiency sectors, to facilitate financial institutions in assigning ESG ratings for investment and financing decisions
- Led AmBank Group's sustainability/ESG agenda as AmBank Group Sustainability Champion from 2019 to May 2023

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.

Malaysian Age 59 Female
Date of Appointment
28 October 2020



TRACY CHEN WEE KENG
Chief Executive Officer
AmInvestment Bank Berhad

Qualification(s)

- Bachelor of Management (First Class Hons), University Sains Malaysia
- Capital Market Services Representative's Licence (CMSRL)
- Chartered Banker, AICB/(CB)

Responsibilities

- Leads AmInvestment Bank and its subsidiaries as Chief Executive Officer in providing a comprehensive suite of integrated solutions and services, including corporate finance, equity capital markets, debt and sukuk origination, private banking, fund management and stockbroking services
- Serves as a Council Member of the Asian Institute of Chartered Bankers and the Malaysian Investment Banking Association

Experience

- Over three decades of experience in the investment banking and financial services sector
- Spent nearly twenty years at CIMB Investment Bank where she held various senior positions focused on investment banking coverage and origination including that of Senior Managing Director and Co-Head of Senior Bankers Group
- Played a pivotal advisory role in numerous high-profile and innovative debt and equity transactions
- Banking journey commenced at Ban Hin Lee Bank and Standard Chartered Bank where she honed her skills in corporate banking and cash management
- Transitioned into investment banking at Affin Merchant Bank

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. She has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on her by any relevant regulatory body during the financial year ended 31 March 2024.

Malaysian Age 49 Male
Date of Appointment
1 January 2023



JAMZIDI KHALID (JK)
Managing Director
Wholesale Banking

Qualification(s)

- Executive Education, University of Cambridge, Judge Business School, UK
- Chartered Banker, Asian Institute of Chartered Bankers
- Bachelor of Science in Business Administration, Northeastern University, Boston, Massachusetts, USA

Responsibilities

- Leads the Group's Wholesale Banking division, which includes Group Treasury and Markets, Group Transaction Banking, Wholesale Banking Client Coverage, Corporate Banking and Credit Portfolio Management
- Serves as a member of Bank Negara Malaysia's Financial Markets Committee (FMC)

Experience

- Over 22 years of experience in financial markets
- Expertise spans fund management, debt capital market and treasury management
- Began career at Petroliaam Nasional Berhad
- Transitioned to banking profession with roles at Standard Chartered Bank, ABN Amro Bank and Deutsche Bank AG (local & regional)
- Served as the Head of FICC & Treasury at BNP Paribas Malaysia
- Served as AmBank Group's Deputy Managing Director of Wholesale Banking and Head of Group Treasury and Markets prior to current role

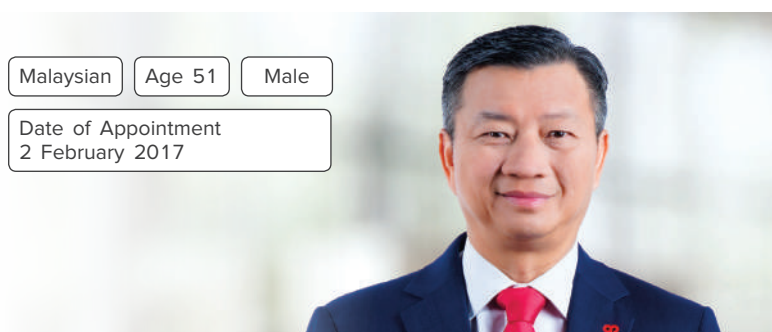
Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.

Profile of Group Senior Management



CHRISTOPHER YAP HUEY WEN
Managing Director
Business Banking

Qualification(s)

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

Responsibilities

- Heads AmBank Group's Business Banking division.
- Focuses on nurturing growth within the Small, Medium and Large Enterprises, Mid-Corporation and Commercial Banking segments
- Key responsibilities include expanding the Group's footprint and market share in these sectors, overseeing operational functions, providing strategic direction through market-responsive solutions, implementing entrepreneurial development programs and committing to service excellence
- Achievements under his leadership include acquiring over 16,300 business customers, achieving a compound annual growth rate of 28.4% in income, introducing innovative initiatives supporting business growth, launching the AmBank BizCLUB, engaging with over 12,000 business owners and providing valuable insights and support on topics such as IR 4.0, digitalisation, and ESG practices
- In recognition of these efforts, AmBank Group received 18 awards for the Best SME Bank in Malaysia from various esteemed organisations since 2018

Experience

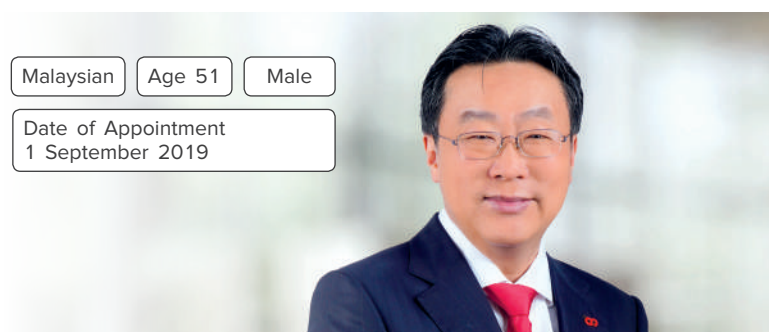
- Over twenty years of expertise in the financial services realm
- Specialises in the commercial and SME sectors
- Career journey commenced in trade services at Citibank Malaysia
- Gained in-depth understanding of banking operations
- Played a pivotal role at Alliance Bank where he was instrumental in spearheading the SME portfolio
- His strategic initiatives and keen insights contributed significantly to the Group's growth
- Business Banking division now represents a 25% share of the bank's total revenue

Directorship(s) in Listed Issuers in Malaysia

Non-Independent Non-Executive Director of AmREIT Holdings Sdn Bhd and AmREIT Managers Sdn Bhd.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



AARON LOO BOON SENG
Managing Director
Retail Banking

Qualification(s)

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

Responsibilities

- Leads the Retail Banking division at AmBank Group
- Spearheads the formulation and execution of the bank's retail banking strategy
- Responsibilities include business and strategic planning, channel management, product development, customer experience and care as well as operations and credit management
- Dedicated to fortifying AmBank Group's presence in affluent, mass affluent, and SME segments
- Crafts integrated value propositions delivered through physical channels (branches and relationship managers) and virtual avenues (digital banking and call centres)
- Actively fosters innovative solutions for customers through strategic partnerships and alliances

Experience

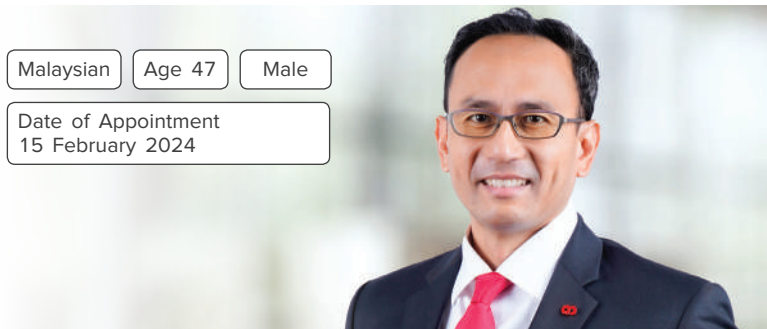
- Over two decades of extensive experience in the financial services sector
- Career journey started at McKinsey & Company
- Held senior positions at CIMB, Alliance Bank, Standard Chartered, and OCBC Bank
- Most recently served as the Digital Transformation Officer at OCBC's headquarters in Singapore where he spearheaded digital transformation initiatives for OCBC's Malaysian operations
- Previously served as the Country Head of Retail Banking for Standard Chartered Bank Malaysia where he drove growth in Priority Banking and Retail SME segments and led the bank's digital transformation endeavours
- His diverse expertise and leadership have been instrumental in shaping the trajectory of banking operations across multiple renowned institutions

Directorship(s) in Listed Issuers in Malaysia

Non-Independent Non-Executive Director of BonusKad Loyalty Sdn Bhd

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



SHAFIQ ABDUL JABBAR
Group Chief Financial Officer
AmBank Group

Qualification(s)

- Bachelor of Commerce (Accounting and Finance), University of Melbourne
- Fellow, Chartered Accountants Australia and New Zealand (CAANZ)
- Member, Malaysian Institute of Accountants (MIA)

Responsibilities

- Group Chief Financial Officer (Group CFO) at AmBank Group
- Oversees the entire spectrum of the Group's finance function
- Responsibilities include supervising and managing the Group's financial strategy, performance management, capital management, balance sheet management and stakeholder management
- Leads resource allocation to achieve the Group's overall business strategy

Experience

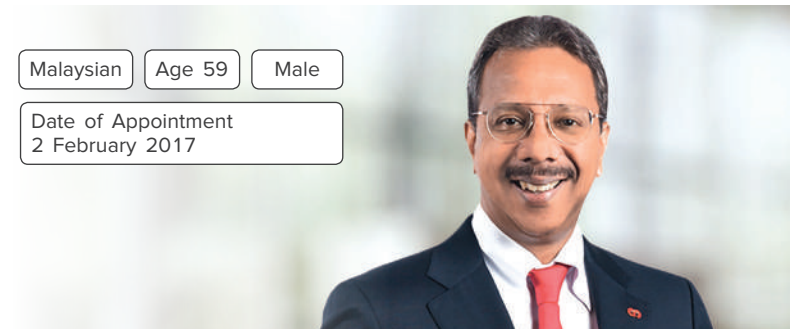
- Over 25 years of experience in finance across banking, media, and professional services industries
- Started career with KPMG in Melbourne, qualifying as a Chartered Accountant, servicing banking clients on the ASX100
- Joined PricewaterhouseCoopers in Kuala Lumpur and London where he gained experience in capital market transactions, mergers and acquisitions (M&A), and structured products; servicing assurance clients on both FTSE100 and Bursa Malaysia
- Prior to joining AmBank Group, served as Group CFO at Astro Malaysia Holdings Berhad and supervised Group Data improving data science and data analytics, leading to audience segmentation across all media assets
- Previously served as Group Financial Controller and CFO (Malaysia) at CIMB Bank Berhad (CIMB) where he was part of the management team that oversaw change of the core banking system in 2014 and part of the deal team in M&A evaluation and execution

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



DATUK ISWARAAN SUPPIAH
Group Chief Operations Officer
AmBank Group

Qualification(s)

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

Responsibilities

- Holds the reins of both the Group Information Technology and Operation (GIOD) and Digital Banking divisions
- Tasked with ingraining digitalisation and information technology across the Group's operations
- Responsibilities encompass overseeing the seamless implementation of the Group's digital blueprint, AmDigital, ensuring its efficacy and alignment with organisational objectives

Experience

- Held the role of Group Chief Information and Operations Officer at CIMB Group before transitioning to AmBank Group
- At CIMB, he orchestrated the bank's digital transformation, overseeing information systems and banking operations across all business units and geographical locations
- Primary focus was on leveraging technology and innovation to propel CIMB's digital agenda forward
- Career commenced in audit at Arthur Andersen before joining Bank of Commerce in 1991
- Moved to CIMB Securities in 1994, where he held roles encompassing operations, equity risk, strategy risk, and compliance
- His tenure saw him ascend to the position of Executive Director of Operations before moving to CIMB Merchant Bank in 2000
- Since joining AmBank Group in 2017, he has been instrumental in developing two award-winning online channels in-house, implementing cutting-edge analytics, driving process automation, and embracing open-source technology
- Actively collaborates with lines of business to co-create the bank's digital strategy, leading to significant growth in digital adoption and revenue across all customer segments
- Leads the governance and adoption of Artificial Intelligence across the bank, aiming to foster sustainable growth and gain competitive advantage through enhanced productivity, superior customer experience, and robust risk management practices

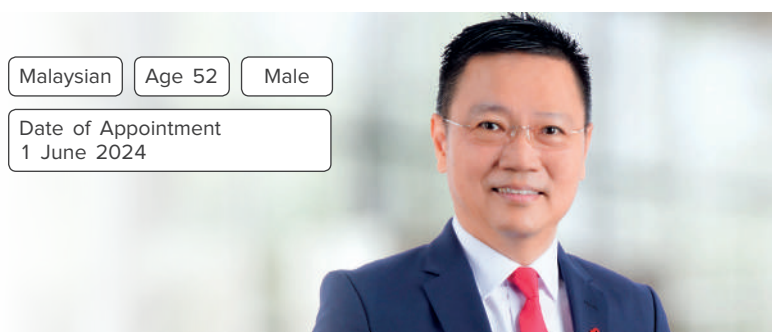
Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.

Profile of Group Senior Management



WONG ENG TENG
Group Chief Digital Officer
AmBank Group

Qualification(s)

- Bachelor of Electrical and Electronics Engineering (Hons), University of Manchester Institute of Science and Technology

Responsibilities

- Appointed as the Group Chief Digital Officer of AmBank Group effective 1 June 2024
- Drives the Group's digitalisation strategy and execution
- Evaluate and establish new digital and commercial partnerships
- Grow existing partnerships as part of the financial services and fintech ecosystem build-out
- Leverage data analytics to further enhance customer-centricity and accelerate business growth

Experience

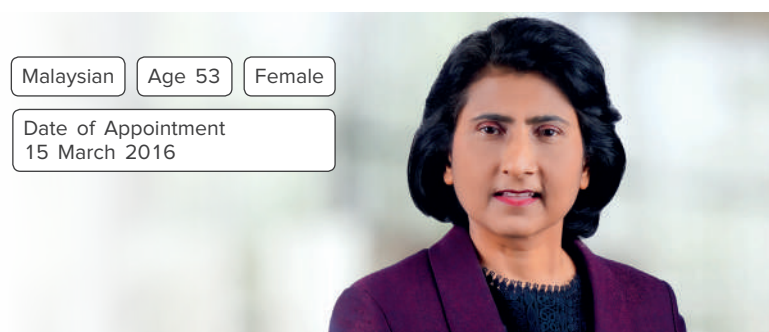
- Over 28 years of career experience
- Served in 8 large organisations including Accenture, OCBC, SAP, IBM, CIMB, Prudential Assurance Malaysia Berhad, Prudential Services Asia and PRU Life UK
- Core business expertise and industry experience in Life & Health Insurance, HealthTech, Banking, Oil & Gas, Utility, Telco and Manufacturing
- Prior role as President & CEO of PRU Life UK, a leading insurance company in the Philippines
- Head, Regional Applications Management, CIMB Group (May 2010 – August 2012)
- Head, Regional Solutioning & Delivery, CIMB Group (September 2012 – June 2013)

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



FARADINA BINTI MOHAMMAD GHOUSE
Group Chief Compliance Officer
AmBank Group

Qualification(s)

- Chartered Banker
- Bachelor of Management (Hons), Universiti Sains Malaysia

Responsibilities

- Responsible for supervising the Group's compliance function
- Role encompasses management of compliance risk and the continuous reinforcement of efforts to maintain high standards of integrity across the Group's various business ventures
- Management of the Group's compliance risk and continuous reinforcement of efforts to maintain high standards of integrity across the Group's various business ventures
- Ensures comprehensive adherence to internal and external policies, legal framework, and regulations throughout the organisation

Experience

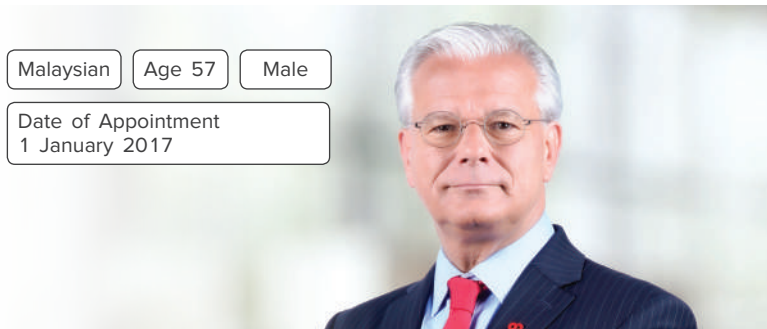
- 30 years of experience in the Malaysian, regional and global financial industry covering Anti Money Laundering (AML) operations, Transactions Banking Operations; Payments, Trade and Securities and Funds Services Operations, and Regional Audit
- Prior to joining AmBank Group, she was Citigroup's Global Head of Transactions Monitoring, Standards and Training for Citigroup's AML Operations
- Began her career as a Dealer Representative with a stockbroking firm, before joining Citibank Malaysia as Management Associate
- In Citigroup, she held various roles which included Account Manager and Head of Operations for Citigroup Securities & Fund Services Malaysia, Trade Operations and Audit Manager with Citigroup's APAC Audit & Risk Review division based in Singapore
- Returned to Malaysia as the Head of Operations for Citigroup's Regional (APAC) AML Transaction Monitoring Operations Hub, based in Kuala Lumpur
- Upon joining AmBank Group in 2016, she led the enterprise-wide Culture and Compliance transformation programme for the Group

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. She has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on her by any relevant regulatory body during the financial year ended 31 March 2024.



Malaysian Age 57 Male
Date of Appointment
1 January 2017

JEROEN THIJS
Group Chief Risk Officer
AmBank Group

Qualification(s)

- Master of Business and Finance, Erasmus University, Rotterdam, the Netherlands
- Chartered Banker Asian Institute of Chartered Bankers (AICB) (2019)

Responsibilities

- Tasked with strategising, monitoring, identifying, and enforcing the Group’s risk management framework to safeguard its financial, operational, market, and reputational integrity
- Plays a crucial role in supporting the Group’s growth strategy by ensuring adherence to sound risk practices and facilitating the achievement of business outcomes

Experience

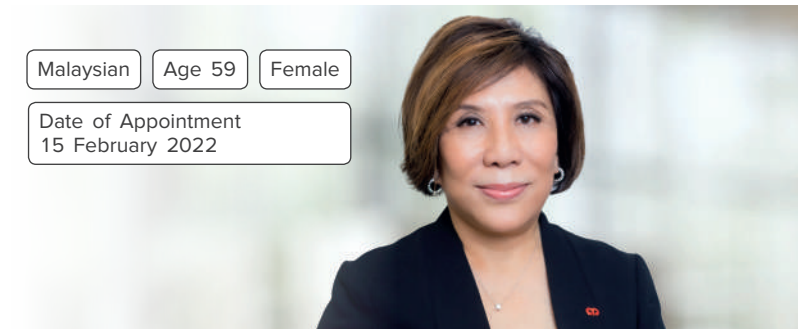
- Has over 33 years of experience in risk management, corporate banking, structured finance, and treasury functions
- Worked extensively across Asia and Europe
- Since 2009, he has been based in Malaysia, gaining significant exposure to and insights into both conventional and Islamic banking models, as well as the risk landscape in Malaysia
- Began his career as a credit analyst with Rabobank International in Singapore before assuming senior roles at ABN AMRO Bank in Japan, Singapore, the Netherlands, and the United Kingdom
- Prior to joining AmBank Group, he held key positions in reputable banking institutions, including Country Chief Risk Officer at OCBC Bank Malaysia and Chief Risk Officer at Bank Islam Malaysia

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



Malaysian Age 59 Female
Date of Appointment
15 February 2022

ROHANI BINTI MUSTAFFA
Group Chief Human Resource Officer
AmBank Group

Qualification(s)

- Degree in Jurisprudence, University Malaya

Responsibilities

- Responsible for strategising, developing, and implementing AmBank Group’s people agenda
- Recognises the pivotal role of human capital in driving business objectives within our organisation
- At the forefront of her vision lies the imperative of building a new generation into AmBank Group
- Aims to create a workforce that not only carries the torch forward but also illuminates new pathways of growth and innovation
- Her portfolio encompasses various key aspects, including manpower planning, organisational and performance management, talent development, succession management, engagement, change management, and compensation
- Offers strategic guidance and leadership on human capital matters and devises plans to enhance the Bank’s human capital performance, presenting these strategies to the executive management team, shareholders, and the Board of Directors
- A staunch advocate of employee engagement, recognising its significance as a cornerstone linking to the organisation’s reputation and stakeholder values
- Under her leadership, a culture of appreciation and recognition is fostered, creating an inclusive environment where every individual feels valued and engaged
- Champions a new way of work – one that prioritises work-life balance and flexibility
- Believes that people are the organisation’s greatest asset and a lever for its success.
- Champions initiatives that promote collaboration, open communication, and professional development, solidifying a positive and high-performing work culture

Experience

- Has over two decades of experience spanning the full spectrum of banking
- Experience encompasses both business and human resource functions
- An excellent track record in spearheading organisational transformation initiatives and driving people development efforts

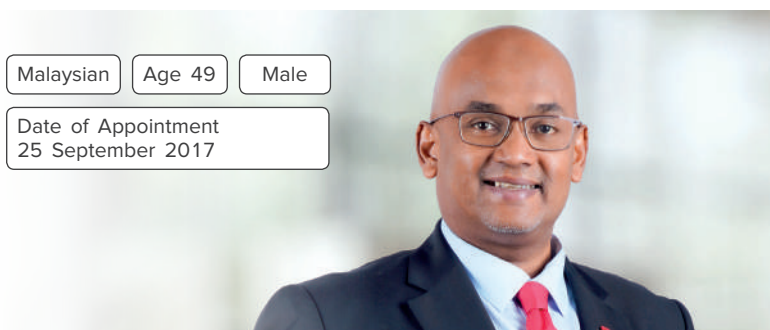
Directorship(s) in Listed Issuers in Malaysia

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholder of the Company. She has not been convicted of any offence within the past five years nor has any public sanction or penalty been imposed on her by any relevant regulatory body during the financial year ended 31 March 2024.

Profile of Group Senior Management



SHAMSUL BAHROM BIN MOHAMED IBRAHIM
Group Chief Internal Auditor
AmBank Group

Qualification(s)

- Master of Business Administration (MBA) – University of Strathclyde, Glasgow, Scotland, United Kingdom
- Bachelor of Science (Hons) in Finance and Accounting – University of Salford, Manchester, United Kingdom
- Chartered Banker (CB) – Chartered Banker Institute (CBI), United Kingdom and Asian Institute of Chartered Bankers (AICB)
- Certification for Bank Auditors (CBA) – Asian Institute of Chartered Bankers (AICB)
- Certified Professional in Financial Crime Compliance [Prof. PgDip (FCC)] – International Compliance Association (ICA) and Asian Institute of Chartered Bankers (AICB)
- Certified Fraud Examiner (CFE) – Association of Certified Fraud Examiners (ACFE)
- Chartered Professional in Islamic Finance (CPIF) – Chartered Institute of Islamic Finance Professionals (CIIF)
- Cybersecurity Fundamentals Certificate (CSX-f) – Information Systems Audit and Control Association (ISACA)
- Qualified Risk Auditor (QRA) – Institute of Enterprise Risk Practitioners (IERP)

Responsibilities

- Provide independent assurance to the Board of Directors and Senior Management on the quality and effectiveness of AmBank Group's governance systems and processes, effectiveness of internal control systems and risk management
- Safeguard the assets, reputation, and sustainability of AmBank Group
- Foster compliance culture across AmBank Group's business operations

Experience

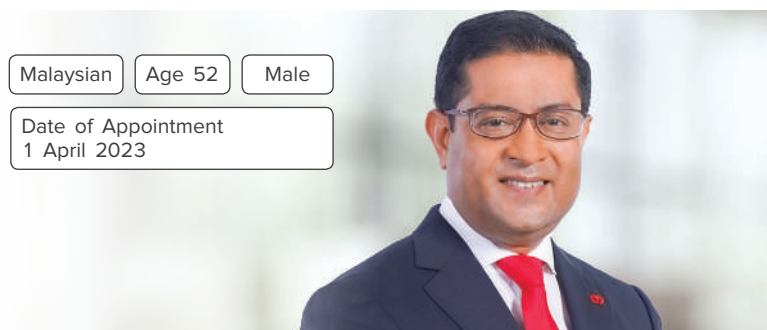
- Over 25 years of internal auditing experience
- Embarked on his journey with Am Bank Group in 1999, starting as an executive and gradually advancing to lead the Group Internal Audit division
- Over the years, he has led audits of various business units within the Group
- Prior to his current role, he served as the Deputy Group Chief Internal Auditor and Portfolio Audit Head for the Wholesale Banking, Markets, and Fund Management division
- Chairman of Chief Internal Auditors Networking Group, now in his third term. As the Chairman, he aims to elevate the professionalism, efficacy, and significance of the internal audit function in the financial services industry
- He was the driving force behind AICB's inaugural Bank Audit Conference (BAC 2024) which was held in March 2024

Directorship(s) in Listed Issuers in Malaysia

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



RANGAM BIR
Chief Executive Officer
AmMetLife Insurance Berhad (AmMetLife)

Qualification(s)

- Master of Management Studies in Finance, University of Mumbai, India
- Bachelor of Engineering, University of Mumbai, India
- Fellow of the Malaysian Insurance Institute (FMII), The Malaysian Insurance Institute, Malaysia

Responsibilities

- Has propelled the company to the forefront of delivering customer centric solutions and digital initiatives
- Through his strategic vision and unwavering commitment to excellence, he has solidified AmMetLife's position as one of the leading insurers in Malaysia, driving growth and value for both the company and its stakeholders

Experience

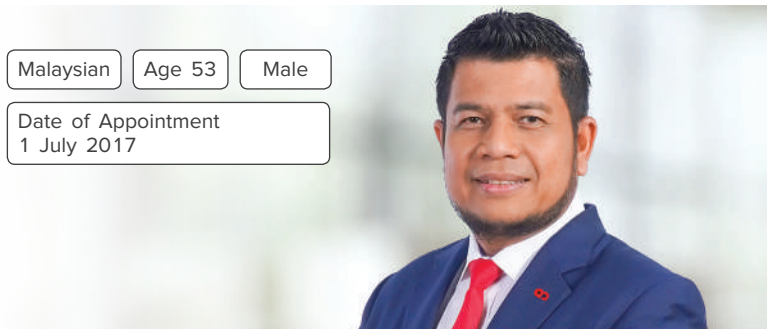
- A visionary business leader with a career spanning over 27 years across Europe, Asia, Middle East and Africa
- Has led several international financial services firms
- Highly passionate about Culture, Communication, Community and Collaboration to drive innovation and change
- Has a successful track record of building winning businesses in fast growing emerging markets by leading large teams in multicultural and international business environments
- Before joining AmMetLife, he held various chief executive roles in Malaysia including Chief Executive Officer for Allianz, and President and Chief Executive Officer for Gibraltar
- Through his transformational leadership, he has led his companies to recognition in digital advancements and employer branding
- Beyond his professional roles, he has been active in the development of the Life Insurance industry in Malaysia as Vice President of the Life Insurance Association of Malaysia
- He is a Fellow of the Malaysian Insurance Institute, a Member of the Institute of Corporate Directors Malaysia, and a Global Associate Member of the Singapore Institute of Directors
- Currently serves as an independent director for the Malaysian Insurance Institute

Directorship(s) in Listed Issuers in Malaysia

Independent director of the Malaysian Insurance Institute.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.



NOOR AZAM BIN MOHD YUSOF
Chief Executive Officer
AmMetLife Takaful Berhad

Qualification(s)

- Masters in Business Administration, Universiti Teknologi 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

- Focuses on Operational Efficiency and Business Growth to enhance the penetration and distribution of AmMetLife Takaful products in key Shariah-driven markets across Malaysia

Experience

- Over 25 years of accomplishments in driving the sales and distribution of Bancassurance, Takaful and Conventional products towards delivering phenomenal revenue and market share growth
- Experienced in managing the agency force and developing new products to tap uncharted markets
- Recognised as a charismatic and decisive organisational leader
- Ability to develop high-performance teams from scratch
- Demonstrated outstanding acumen in transforming unprofitable and inefficient business channels to star performers

Directorship(s) in Listed Issuers in Malaysia

- Board Member of Malaysia Takaful Association (MTA)

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholder 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 on him by any relevant regulatory body during the financial year ended 31 March 2024.

Profile of Shariah Committee and Shariah Oversight Committee



ASSOC. PROF. DR. AHMAD ZAKI SALLEH
Chairman (Effective 1 May 2022)

Nationality: Malaysian

Gender: Male

Qualification(s)

- Bachelor in *Shariah* from al-Albayt University, Jordan
- Master in Fiqh and Usul Fiqh from the International Islamic University Malaysia (IIUM)
- Ph.D. in Fiqh and Usul Fiqh, IIUM

Responsibilities

- Specialises in Fiqh Muamalat, Islamic Banking and Takaful, and Islamic Capital Market
- Actively engages in academic research and has numerous publications including books, articles, and chapters in books
- Presents papers at various events and conferences
- He is an Ordinary member of the Association of *Shariah* Advisors in Islamic Finance Malaysia (ASAS)
- Contributes to the advancement of Islamic finance practices

Experience

- Dr. Ahmad Zaki Salleh is currently an Associate Professor and Deputy Dean (Research and Innovation) at the Faculty of Syariah and Law, Universiti Sains Islam Malaysia (USIM)
- Throughout his career, he has held various significant roles, including Deputy Dean (Academic and International), Faculty of Syariah and Law, USIM, from 2016 – 2018 & 2020
- Deputy Dean (Academic and Research), Faculty of Syariah and Law, USIM, 2014 – 2016
- Head of Programme, Bachelor of Fiqh and Fatwa, Faculty of Syariah and Law, USIM, 2013 – 2014
- Beyond academia, he has served in various roles such as Chairman and Member of the *Shariah* Committee for Bank Simpanan Nasional (BSN), Member from 2011 – 2016, Chairman from 2016 – 2020 and Member from 2020 – 2021
- *Shariah* Committee member for PruBSN Takaful from 2015 – 2023
- Muamalat Expert Panel Member at Jabatan Kemajuan Islam Malaysia (JAKIM) from 2016 – 2018
- Currently, Dr. Ahmad Zaki Salleh continues to contribute significantly as *Shariah* Committee Member for Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank) since 2022, *Shariah* Consultant at International Islamic Finance & Insurance (IIFIN) since 2011 and Member of the International Halal Foundation Academic Council since 2016



PROF. DR. ZULKIFLI HASAN
Member

Nationality: Malaysian

Gender: Male

Qualification(s)

- LL.B (Hons) and LL.B (*Shariah*)(Hons), IIUM
- Master of Comparative Laws (MCL), IIUM
- Ph.D. in Islamic Finance, Durham University, UK

Responsibilities

- Served in various leadership capacities including Deputy Rector (Student Development and Community Engagement) at the International Islamic University Malaysia (IIUM) and Dean of the Faculty of Syariah and Law, Universiti Sains Islam Malaysia (USIM)
- Has contributed significantly as a *Shariah* Committee member for Affin Islamic Bank Berhad, EXIM Bank Berhad, and Zurich Takaful
- Currently, he holds multiple roles as a *Shariah* Committee Member for Koperasi Belia Islam, Lembaga Pertubuhan Peladang, ISRA Council of Scholars, and Panel of Experts on Muamalat at JAKIM
- He is actively involved as an editor and reviewer for various esteemed journals and participates in projects such as the Malaysian Syariah Index, where he serves as one of the panel of experts
- His extensive publications, presentations, and contributions to conferences both locally and internationally underscore his dedication to advancing knowledge in Islamic finance and law

Experience

- Prof. Dr. Zulkifli Hasan is currently a Professor and lecturer at the Faculty of Syariah and Law, Universiti Sains Islam Malaysia (USIM)
- His academic experience includes positions such as Associate Editor for the Journal of Islamic Accounting and Business Research and legislation editor for the Malaysian Journal of *Shari'ah* and Law
- His industry experience encompasses roles such as advocate and solicitor and in-house legal counsel for Bank Muamalat Malaysia Berhad
- He has served on various committees, including the Rules and Regulations Working Committee for the Association of Islamic Banking Institutions Malaysia and the Corporate Governance Working Committee for Awqaf South Africa
- His international exposure includes an internship at Hawkamah, the Institute for Corporate Governance, Dubai International Financial Centre
- Contributed to the development of corporate governance guidelines for Islamic Financial Institutions in the Middle East and North Africa (MENA)
- He was selected as a recipient of a 2014 grant to conduct scholarly research on Islamic Finance at Fordham University, New York, United States of America, through the J. William Fulbright Foreign Scholarship Board's Fulbright US-ASEAN Visiting Scholars Initiative
- He played a role in the Task Force on Environmental, Social and Governance (ESG), leading towards the development of the S&P/Hawkamah Pan Arab ESG Index

* Note: Resigned as *Shariah* Committee member of AmBank Islamic effective 12 December 2023 upon his appointment as a Senator of Dewan Negara and Deputy Minister at the Prime Minister's Department (Religious Affairs).

3



ASSOC. PROF. DR. MOHD ZAKHIRI MD. NOR, CPIF, IFP
Member

Nationality: Malaysian

Gender: Male

Qualification(s)

- LL.B (Hons) and LL.B (*Shariah*)(Hons), IIUM
- Master of Comparative Laws (MCL), IIUM
- Chartered Islamic Finance Professional, INCEIF University
- Ph.D. in Islamic Finance, INCEIF University

Responsibilities

- His expertise spans Islamic banking law and finance, Takaful, Islamic Capital Market, Islamic Fintech & Regulations, and *Shariah* studies
- His extensive publication record includes books, articles, and chapters in books
- Has presented numerous papers at various events and conferences, both locally and internationally
- Through his multifaceted roles and responsibilities, he remains dedicated to advancing knowledge and practice in the field of Islamic finance and law

Experience

- Assoc. Prof. Dr. Mohd Zakhiri Md. Nor currently holds the position as Associate Professor and Senior Research Fellow at Institute of Shariah Governance and Islamic Finance (ISGalF), Universiti Utara Malaysia (UUM)
- His previous engagements include serving as a *Shariah* Committee Member for Co-op bank Pertama (2019 – January 2022), Chairman of the *Shariah* Committee of Mizuho Bank (2015 – 2021) and as a *Shariah* Committee Member of Agrobank (2011 – 2013) and the Malaysian Islamic Economic Development Foundation (YaPEIM) (2019 – 2020)
- Member of the Rules Review Committee for i-Arbitration Rules in 2021
- Currently, he continues to serve as a *Shariah* Committee member for AmMetLife Takaful (June 2022 – present)
- Actively involved as an Associate Member of the Association of *Shariah* Advisors in Islamic Finance Malaysia (ASAS), Member of Chartered Institute of Islamic Finance Professional (CIIF), Islamic Financial Planner (IFP), and International Member of Islamic Finance Educators (ICIFE)
- In addition to his industry roles, he acts as an Islamic finance consultant to several legal firms
- Serves as a trainer in Islamic finance
- Editorial Board Member in Islamic finance for an international journal
- He holds the esteemed position of Syarie Counsel of the Federal Territory of Kuala Lumpur and was admitted to the Bar Malaysia in 2005

* Note: Term of appointment as *Shariah* Committee member ended on 30 April 2023.

4



ENCIK MOHD FADHLY MD YUSOFF
Member

Nationality: Malaysian

Gender: Male

Qualification(s)

- Bachelor (First Class Honours) in *Shariah*, Universiti Malaya (UM)
- Postgraduate Diploma in Administration of Judiciary & Islamic Legal Practice, Universiti Kebangsaan Malaysia (UKM)

Responsibilities

- Serves as a *Shariah* Committee member for several prominent organisations, including Bank Pembangunan Malaysia Berhad (2017 – present), Great Eastern Takaful Berhad (2023 – present), Opus Asset Management Sdn Bhd (2005 – present), Astute Fund Management Berhad (formerly known as Apex Investment Services Berhad) (2016 – present), Maybank Asset Management Sdn. Bhd. – Dana Amanah Hartanah Bumiputera (2022 – present), and Perbadanan Nasional Berhad (Pernas) (2023 – present)
- In addition to his roles as a business owner and *Shariah* advisor/consultant, he is a registered *Shariah* Adviser with the Securities Commission Malaysia (SC), a registered Syarie lawyer, an accredited trainer for the Islamic Finance Qualification (IFQ) by the Chartered Institute for Securities and Investment and a Certified trainer by the Human Resource Development Fund (HRDF) – Train the trainer
- He is also an Associate Member of the Association of *Shariah* Advisor in Islamic Finance Malaysia (ASAS), remaining committed to advancing Islamic finance practices and education

Experience

- Encik Mohd Fadhly Md Yusoff brings a wealth of experience to his current roles as a business owner and *Shariah* advisor/consultant
- He has a solid foundation in *Shariah*, Islamic banking and finance, Takaful, Islamic Capital Market and Islamic judiciary and legal practice
- Prior to his entrepreneurial venture, he served for approximately 14 years (1995 – 2009) in the Islamic Capital Market Department at the Securities Commission Malaysia (SC), progressing from an officer to a managerial position
- He also held consultant positions for the Islamic Capital Market Department of the Securities Commission Malaysia
- Throughout his career, he has contributed significantly as a *Shariah* Committee Member for various esteemed institutions, including RHB Islamic Bank Berhad (2013 – 2022) and Sun Life Malaysia Takaful Berhad (2011 – 2023)

Profile of Shariah Committee and Shariah Oversight Committee

5



PROF. DR. SALINA KASSIM
Member

Nationality: Malaysian

Gender: Female

Qualification(s)

- Bachelor in Economics, University of Arizona-Tucson, USA
- Master in Economics, University of Missouri-St. Louis, USA
- Ph.D. in Economics, International Islamic University Malaysia (IIUM)
- Post-graduate Diploma in Islamic Studies, IIUM

Responsibilities

- Prof. Dr. Salina Kassim serves as a *Shariah* Committee member for Bank Pembangunan Malaysia Berhad (2022 – present)
- She contributes as a trainer for the Association of *Shariah* Advisors in Islamic Finance (ASAS) training programmes
- She holds editorial board positions in several reputable international and local academic journals, furthering academic discourse and research dissemination
- Her commitment to advancing knowledge is evident in her role as a national panel member for the Ministry of Higher Education Fundamental Research Grant Scheme (FRGS)
- She is an invited speaker in various seminars and conferences
- Her prolific academic output includes research papers, books, chapters in books and journal articles
- Her work is widely recognised, particularly through publications in high-indexed peer-reviewed academic journals, predominantly SCOPUS-indexed
- As an Affiliate Member of the Association of *Shariah* Advisors in Islamic Finance Malaysia (ASAS), she continues to actively engage in shaping the discourse and practice of Islamic finance

Experience

- Prof. Dr. Salina Kassim is currently a Professor at the IIUM Institute of Islamic Banking and Finance (IIBF), International Islamic University Malaysia (IIUM)
- She has a solid foundation in economics, Islamic banking and finance, sustainable finance and Islamic social finance
- Prior to her academic career, she garnered several years of experience as a Senior Executive at the Economics and Corporate Planning Division of a commercial bank in Malaysia
- This hands-on experience enriches her academic insights and research endeavours

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ENCIK ISMAIL NIK
Member

Nationality: Malaysian

Gender: Male

Qualification(s)

- Bachelor (Honours) in Economics, majoring in Planning and Development, Universiti Kebangsaan Malaysia (UKM)
- Higher Certificate in Islamic Studies, Islamic College of Kelang (*Jayyid Jiddan*)

Responsibilities

- Encik Ismail Nik currently serves as a *Shariah* Committee member for FWD Takaful Berhad (2023 – present), dedicating himself to upholding *Shariah* principles in the financial sector
- He is an Associate Member of the Association of *Shariah* Advisors in Islamic Finance Malaysia (ASAS) and a member of the Chartered Institute of Islamic Finance Professionals (CIIF)
- He remains actively engaged in advancing Islamic finance practices
- His extensive experience and expertise make him a valuable asset in shaping the regulatory landscape and ensuring compliance with *Shariah* principles in Islamic finance institutions
- His contributions have left a lasting impact on the industry, reflecting his commitment to excellence and integrity

Experience

- Encik Ismail Nik has amassed a wealth of experience in Islamic banking, finance, economics, and *Shariah* over his distinguished career
- His tenure at Bank Negara Malaysia (BNM) spanned approximately 30 years (1991 – 2021), during which he served in various capacities, culminating in his role as a manager at the *Shariah* Section of the Islamic Banking and Takaful Department
- He served as Senior Executive in the Economics Department (1991 – 1997), Secretariat to the *Shariah* Advisory Council of Bank Negara Malaysia (July 1997) in Islamic Banking Section of the Bank Regulation Department and Member of the pioneering team at the newly formed Islamic Banking and Takaful Department in 2000
- Has demonstrated a keen interest in *Shariah* matters and leveraged his academic background in Economics to contribute significantly to the field of Islamic finance
- He has more than twenty years of experience handling *Shariah* matters in banking and Takaful, including administering the *Shariah* Advisory Council of Bank Negara Malaysia and *Shariah* Committees at the industry level

Corporate Governance Overview Statement

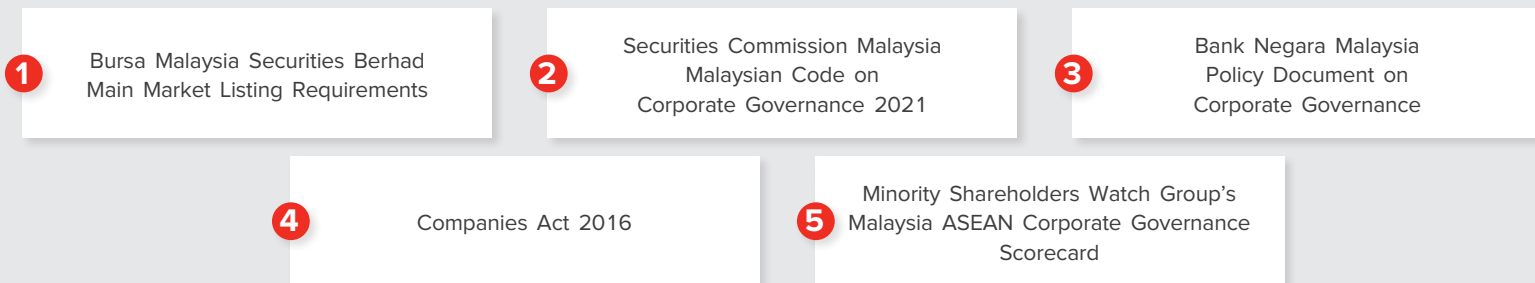
As a company driven by its commitment to shareholders and a broader spectrum of stakeholders, the Group steadfastly adheres to elevated standards of integrity, accountability, and ethics in every facet of its operations. For the Group, the pursuit of good governance is imperative, ensuring sustained long-term performance, while fostering the enduring creation of economic value and growth for the Group.

The Board's unwavering dedication to ethical and effective leadership serves as the bedrock for the realisation of the Group's overarching vision. Embracing and

championing value-driven governance, the Board employs a meticulous and structured approach, embedding exemplary business practices, as well as robust institutional governance, risk management, and compliance frameworks.

Our Board, through astute leadership and strategic guidance, assumes responsibility for safeguarding stakeholder value creation, employing a framework fortified by rigorous and effective controls. Collaborating seamlessly with Management, the Board spearheads the development of robust strategies, bolstered by resolute governance and unwavering financial practices.

FRAMEWORKS APPLIED:



The Corporate Governance Overview Statement is to be read in conjunction with the Corporate Governance Report 2024 (CG Report), which is available on the Group's corporate website at ambankgroup.com.

This Corporate Governance Overview Statement sets out a summary of AMMB's corporate governance practices during the financial year under review with reference to the following three key Principles of good corporate governance, in accordance with Paragraph 15.25 (1) and Paragraph 3.1A of Practice Note 9 of the MMLR of Bursa Malaysia:

- a) Board leadership and effectiveness
- b) Effective audit and risk management
- c) Integrity in corporate reporting and meaningful relationship with stakeholders

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

The Board of AMMB oversees and appraises the overall strategic objectives, direction and performance of the Group with some strategic oversight delegated to Board Committees. The Board ensures that the strategic plan supports long-term value creation and includes strategies on economic, environmental, social and governance considerations thereby strengthening the integration of sustainability in the Group's operations. Through sustainable practices, the Group becomes more resilient, is able to create durable and sustainable value and maintains simultaneously, the confidence of its stakeholders.

The Board ensures that it is well-positioned to satisfy its oversight responsibility through setting its priorities in the Board agenda to ensure that it is well-informed on a timely basis of matters requiring attention.

The Board assumes the responsibility for the Company's leadership and is collectively responsible for meeting the objectives and goals of the Company. This section gives an overview of how the Board and its Committees work and the interlink between them. The Board's role, key activities and core responsibilities are also explained.

ITS IMPORTANCE

An effective Board does not place itself in a comfortable setting and it does not remain static. A dynamic Board should constantly evolve in response to the environment in which it operates. Challenges as well as teamwork are essential features of the Board. Diversity in Board composition is an important driver of a Board's effectiveness, creating a breadth of perspective among Directors.

Corporate Governance Overview Statement

PRINCIPLE B EFFECTIVE AUDIT & RISK MANAGEMENT

This section describes the work of the Audit and Examination Committee and Risk Management Committee and offers explanation on the number of new auditing and governance requirements.

It provides a narrative on how the Risk Management Committee helps the Group drives the implementation of risk frameworks, processes and the Group's risk appetite and internal control.

ITS IMPORTANCE

From a risk perspective, diligent measured risk management structures and framework help to address risks and strategy. This includes overall management of all risks covering market risk management, credit operational risk management and technology risk.

PRINCIPLE C INTEGRITY IN CORPORATE REPORTING & MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

This section provides an overview of how the Company communicates with stakeholders, their concerns and expectations.

ITS IMPORTANCE

An understanding of the importance of maintaining and fostering good meaningful relationship with our stakeholders plays a key role within our ecosystem. We recognise that stakeholders are affected in one way or another by our actions. In this regard, as stewards of the Company, we take responsibility to improve our communication and relationship with our stakeholders.

The Group has benchmarked its practices against the relevant promulgations as well as other best practices. AMMB has applied the Practices encapsulated in the MCCG for the financial year under review, with the exception of Practice 8.2 (The Board is to disclose on a named basis the top five Senior Management's remuneration component including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000).

Details of how the Company has applied the MCCG 2021 Principles and complied with its Practices are set out in the CG Report. The explanation for departure is explained in the CG Report.

OUR GOVERNANCE STRUCTURE

The Group prioritises good governance as essential to our long-term success, driven by our responsibility to shareholders and a broad group of stakeholders. The Board champions transparency and accountability in the boardroom, fostering these vital components of governance throughout the Group.

AMMB's governance structure and practices create value for all its stakeholders by:

- promoting the Group's future through sound sustainable practices
- securing the integrity and quality of financial reporting
- ensuring good reputation with accountable behaviour

The Board views corporate governance as a fundamental process contributing towards achieving long-term shareholder value, taking into account the interest of all other stakeholders.

Amidst an increasingly challenging global business environment where an organisation's sustainability practices are typically analysed to reduce adverse environmental and social impacts, the Board strives to strengthen the Group's corporate governance practices and processes to meet demanding operating challenges. An important role of corporate governance is to ensure sustainable long-term performance, maximise returns for our stakeholders and create long-term economic value and growth.

AMMB's Board remains committed to preserving a suitable governance structure that reflects both the market and the communities in which the Group operates. The Board believes that a healthy corporate culture and robust governance framework ensures that the organisation continues to run smoothly and efficiently. As part of the ongoing commitment, the Board conducts periodic reviews of the Group's governance framework to ensure its continued relevance.

The Board exercises collective oversight of the Board Committees and Management while delegating responsibilities, without abdicating its governance duties. This approach allows the Board to maintain robust governance practices and effective management oversight, furthering AMMB's ongoing commitment to excellence.

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

The Board collectively assumes the responsibility for the overall leadership of the Group and promoting its long-term sustainability and success within a framework of effective controls. The Board plays a crucial role in safeguarding stakeholder value-creation and creating and maintaining the right tone at the top, which is the bedrock of a robust ethics and compliance culture that binds the organisation together.

The Board continuously assesses and manages emerging risks and opportunities through prudent and effective controls to ensure long-term sustainable development and growth. With a balanced composition that includes Non-Executive Directors (NED), the Board ensures that no individual or small group of Directors dominates the decision-making process and that the interests of shareholders are protected. The Board considers each NED to be independent in character and judgment in the discharge of their fiduciary duties, and all Directors exercise unfettered and independent judgment at all times, irrespective of status, to act in the best interest of the Company.

The Board is satisfied that each Director has effectively discharged their responsibilities and is aware of their collective and individual responsibilities to all shareholders for the manner in which the Company's affairs are managed and operated. The Board's primary role is to create, promote, and deliver the Group's long-term sustainability while protecting and enhancing long-term shareholder value, taking into consideration the interests of all stakeholders, including employees, customers, regulators, local communities, and the general public.

At the forefront of the Board's oversight role and responsibility is its commitment to the Group's long-term strategy and agenda for integrating sustainability into the Group's corporate strategy, governance, and decision-making. Together with Management, the Board takes responsibility for the governance of sustainability in the Group, acknowledging that the Group's long-term success and continued relevance hinges on the prosperity and trust of the communities it serves and the well-being of the environment it operates in.

In setting the strategic direction of the Group, determining its objectives and policies for the delivery of sustainable long-term value, the Board ensures effective leadership through oversight on Management and robust monitoring of performance, control, activities, and conformance capabilities in the organisation. The Board remains committed to improving the Group's sustainability practices beyond the minimum regulatory requirements to maintain the confidence of its stakeholders and play its role as a responsible corporate citizen.

BOARD CONDUCT

The Board members exercise their powers with a proper purpose and in good faith, always prioritising the best interest of the Company. They act with integrity, set an example, and stay informed about their responsibilities as Directors while exercising reasonable care, skill, and diligence by applying their knowledge, skill, and experience.

Together with Management, the Board promotes good corporate governance culture within the Group ensuring ethical leadership, prudent and professional behaviour in the conduct of its business and in all aspects of its operations.

The Board is guided by the Code of Conduct and Code of Ethics of the Group established by the Board which outlines the conduct required of Board members to discharge their duties in a professional, honest and ethical manner. Additionally, a policy on the Management of Conflict of Interest was established to identify and prevent any conflicts of interest situations.

Accurate minutes of meetings are kept, reflecting the Board's discussions and decisions, including any dissenting views and instances where a Director has abstained from voting or deliberating on a particular matter.

The Board and its Directors are committed to ethical business and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. As such, all Directors must abide by the Code of Conduct and Code of Ethics of the Group and other applicable governance documentation, which outlines ethical standards of behaviour, as approved by the Board.

Directors must declare any conflict of interest they have in material transactions or arrangements with the Company and/or the Group or in any business or other relationships that could materially interfere with their independent judgment or ability to act in the best interests of the Company and/or the Group. They must not be present when the matter is being deliberated at the Board and/or Board Committee meeting. To ensure an appropriate level of prudence while conducting credit transactions with connected parties, the Directors are also required to disclose a list of persons connected to them on a semi-annual basis.

The Board is satisfied that each Director has devoted sufficient time to effectively discharge his/her responsibilities. The current composition of Directors has a blend of skills, experience and knowledge enabling them to provide effective oversight, strategic guidance and constructive challenge, examine, review and decide on Management's proposals and empower the Group CEO to implement strategies approved by the Board. Additionally, Directors are required to devote sufficient commitment to continuously participate in training and development programs, workshops, and conferences to enhance their skills and knowledge.


Corporate Governance Overview Statement

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

The Directors must ensure that their appointment(s) in other companies do not conflict with the Company's business or affect the discharge of their duties as Directors of the Company before accepting such appointments. The Chairman of the Board and the Company Secretary must be notified within 14 days of any new appointment(s) in other companies.

Directors are required to declare their external directorships semi-annually to ensure that they comply with the MMLR of Bursa Malaysia, which prohibits holding more than five directorships in listed issuers. This is to ensure that the Directors do not have competing time commitments that may hinder their ability to effectively discharge their responsibilities.

As at the date of this Statement, none of the Directors hold more than five directorships in any other listed companies in line with Paragraph 15.06 of the MMLR of Bursa Malaysia.

 Details of the Directors' external directorships are set out in their respective profiles on pages 117 to 136 of this Integrated Annual Report 2024.

ROLES AND COMPOSITION



Tan Sri Md Nor bin Md Yusof
Chairman

The Chairman is primarily responsible for the leadership of the Board and ensuring its effectiveness. He leads the Board in its collective oversight of the Management. He ensures the Board upholds and promotes the highest standards of corporate governance, setting the Board's agenda and encouraging open, constructive debate of all agenda items for effective decision-making. He also ensures that shareholders' views are communicated to the Board and manages the interface between the Board and the Management.



Seow Yoo Lin
Senior Independent Director

The Senior Independent Director has the same legal responsibilities as any other member of the Board. His role includes meeting regularly with the Chairman and the Group Chief Executive Officer to discuss specific issues, as well as an alternative communication channel for shareholders and other stakeholders. He also acts as a sounding board for the Chairman as well as an intermediary for other Directors.

Chairperson of Board Committees



Farina binti Farikhullah Khan
Group Nomination and Remuneration Committee



Dato' Kong Sooi Lin
Risk Management Committee



Seow Yoo Lin
Audit and Examination Committee



Hong Kean Yong
Group Information Technology Committee

The Chairman of the Board does not sit on any of the Board Committees. The Board Committees are chaired by different members of the Board who are Independent NEDs. The Chairperson of each Board Committee is responsible for leading the members of their respective Board Committee and ensuring their effectiveness. They set the Board Committees' agendas, in consultation with the Group Company Secretary and Management and report to the Board on key matters discussed at their respective Committee meetings.

ROLES AND COMPOSITION (CONT'D.)



Jamie Ling
Group Chief Executive Officer

The Group CEO is responsible for spearheading the development and execution of the Group’s strategy while overseeing the operational management of the Group’s businesses. The Group CEO also connects the Board and the Management to ensure governance and management functions operate well together.

The Group CEO fosters a corporate culture that promotes ethical practices, encourages individual integrity as well as sustainable growth and long-term value creation for the benefit of all stakeholders.

The Group CEO maintains an inclusive and ethical working environment that is conducive to attracting, retaining and motivating a diverse workforce.



Koid Phaik Gunn
Group Company Secretary

The Group Company Secretary acts as secretary to the Board and Board Committees, ensuring compliance with Board procedures and advising the Board and Board Committees on regulatory and governance matters. She is responsible, under the direction of the Chairmen of the Board and Board Committees, for ensuring that the Board and Board Committees receive accurate, timely and clear information. She supports the Chairman of the Board in delivery of the corporate governance agenda and facilitates Director induction programmes and on-going professional development training together with the Group Learning and Development Unit.

The Group Company Secretary is qualified and competent to act as company secretary under Section 235 of the Companies Act 2016. The Board members have full access to the Group Company Secretary.

The Group Company Secretary ensures that discussions and deliberations at Board and Board Committee meetings are well documented and subsequently communicated to the relevant Management for appropriate action. She updates the Board on the follow-up of its decisions and recommendations by the Management.

BOARD AND BOARD COMMITTEES’ STRUCTURE

The Board Charter provides the Board with the power to delegate its authority to Board Committees to enable them to oversee responsibilities as stipulated in their respective Terms of Reference (TOR). However, in doing so, the Board does not relinquish its responsibility and maintains collective oversight at all times. The Board ensures that such delegation does not hinder or impede its ability to carry out its functions effectively. To this end, the Board outlines the allocation of responsibilities in the TOR of each respective Board Committee. The Directors are cognisant that they cannot abdicate their duty by leaving the management of the Company’s affairs solely to these Committees, and that they remain accountable for the exercise of such powers.

All our Board Committees consist only of NEDs. Any changes to the TOR of any Board Committee requires approval of the Board.



The members, objectives, main areas of oversight and key matters discussed at the above Board Committees during the financial year under review are set out in their respective reports contained in this Integrated Annual Report and in the Sustainability Report for the financial year under review.

A description of the roles and responsibilities of the Board, Board Committees, individual Directors and Management as well as decisions reserved for the Board can be found in our Board Charter which is available on the Group’s corporate website at ambankgroup.com.

The Board Charter was last reviewed on 7 December 2023.

Corporate Governance Overview Statement

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

MATTERS RESERVED FOR THE DECISION OF THE BOARD

The Board performs a vital function of ensuring independent oversight and stewardship by discharging some of its responsibilities directly and delegating certain responsibilities to the Board Committees. The operational management of the Group’s business is delegated to the Group CEO, who may further delegate tasks necessary for the effective day-to-day running of the business. The Board maintains a high level of accountability by holding the Group CEO responsible for discharging his delegated duties.

A clear Schedule of Matters Reserved for the Board, the Board Charter and the Term of Reference of the Board Committees are reviewed periodically against industry best practices and corporate governance provisions and guidance. The following are covered under the Schedule of Matters Reserved for the Board:

1	 Corporate Matters	2	 Strategy and Budget	3	 Governance and Policy	4	 Compliance and Assurance
5	 Credit and Products	6	 Accounting and Finance	7	 Information Technology and Projects	8	 Board Membership and Other Appointments
9	 Remuneration	10	 Litigation and Arbitration	11	 All Other Matters as Deemed Necessary by the Board		

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE

Board Composition

The Board comprises individuals of high integrity and calibre, possessing a thorough understanding of the Group’s business and diverse skills, knowledge, and experience. These Directors bring their expertise and experience to bear on policy formulation and decision-making, facilitating effective oversight, strategic guidance, and constructive challenge.

The Board’s current composition reflects a balanced blend of skills, experience, and knowledge that enables the Directors to examine proposals on strategy, empower the Group CEO to implement approved strategies, and take into account the interests of shareholders and stakeholders. This composition is a testament to the view that the Board’s make-up should facilitate objective and independent deliberation, review, and decision-making.

When appointing or re-appointing a Board member, the Board considers the current composition and tenure of each Director. The Board periodically reviews its composition and evaluates the need to introduce new skills and perspectives to the boardroom. The CG Report discloses how candidates for Board positions are sourced, including whether candidates were sourced by executive search firms or recommended by existing Directors, the directors’ registry, or major shareholders. The Board believes that a truly diverse Board that leverages on these differences will ensure effective stewardship of Management and will steer the Group to retain its competitive advantage.

The Directors are selected based on their individual merits and experience. The current Board composition comprises individuals of diverse backgrounds with the relevant and right blend of knowledge, experience, skills and expertise.

The Board’s size strikes the right balance between purpose, involvement, participation, harmony, and sense of responsibility among the Directors, ensuring that the Company achieves its objectives.

After the end of FY2024, the Board bade farewell to Robert William Goudswaard who had stepped down as a Director of the Company with effect from 5 June 2024 following the cessation of Australia and New Zealand Banking Group Limited (ANZ) as a shareholder of the Company and Voon Seng Chuan who had retired as a Director of AMMB with effect from 18 June 2024 after he had reached his 9-year tenure. Mr Voon’s retirement was in line with the 9-year tenure rule practice adopted by the Group whereby the tenure of an Independent Director shall not exceed a cumulative term of nine years.

The Board is currently chaired by an Independent NED and comprises seven Directors, six of whom are Independent NEDs representing 86% of the Board composition. A Board comprising a majority of Independent NEDs allows for more effective collective oversight of Management. The composition of the Board therefore exceeds the minimum one-third requirement of independent directors as stipulated in the MMLR of Bursa Malaysia and meets the requirement of having a majority of independent directors as set out in the BNM Policy Document on Corporate Governance.

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE (CONT'D.)

Board Independence

The Independent NEDs are pivotal to the Board's deliberations and decision-making by bringing a fresh perspective and impartiality. Their role is particularly critical for related party transactions, where independence of judgement and objective impartiality are essential to safeguard the interests of minority shareholders.

The Board holds ultimate responsibility for decision-making on key issues regarding the Company and its subsidiaries. The Independent NEDs' views carry substantial weight in the Board's decision-making process, which helps to ensure that Management's proposed strategies are thoroughly examined and discussed. The Independent NEDs also ensure that the interests of both shareholders and stakeholders are protected, thereby fulfilling their roles as guardians of good corporate governance.

Premised on BNM's Policy Document on Fit and Proper Criteria and MMLR of Bursa Malaysia, the Group has an internal policy known as Fit and Proper Criteria Policy that is applicable to key responsible persons which include amongst others, the Board of Directors of the Company and its subsidiaries. In line with the Group's Fit and Proper Criteria Policy which is available at the corporate website at ambankgroup.com, an assessment on the Directors of the Company is conducted annually.

In addition to the fit and proper assessment, an independence assessment will also be conducted on each Independent NEDs based on the independent criteria set out in BNM's Policy Document on Corporate Governance, MCGG 2021 and MMLR of Bursa Malaysia. The outcome of the Fit and Proper and independence assessments will be tabled to the GNRC during the annual evaluation of the Board, Board Committees and each individual Director.

Diversity in Composition

In order to remain relevant, resilient, and sustainable in a rapidly transforming business environment, the Company recognises the importance of diversity. The GNRC is therefore empowered to annually review and evaluate the composition and performance of the Board, as well as assess qualified candidates for Board positions.

The Board acknowledges that diversity, including gender, ethnicity, age, and business experience, is crucial to its effective functioning. While promoting diversity is important, the Board will prioritise the selection of Directors based on their effective blend of competencies, skills, extensive experience, and knowledge in areas identified by the Board to ensure it carries out its functions and duties effectively. Therefore, the Board is committed to achieving the recommended diversity as per the MCGG 2021, as best as it can, and have the right mix of skills and balance to contribute to the Group's goals.

For FY2024, all NEDs of the Company fulfilled the fit and proper criteria set out in the Group's Fit and Proper Criteria Policy. Based on the declaration made by the Independent NEDs, all of them had satisfied the following criteria and no conflicts or potential conflicts of interest were detected that could impede their independent judgement:

- They are independent from Management and free from any business or other relationship which could interfere with independent judgement or the ability to act in the best interest of the Company.
- They are not involved in the day-to-day operations of the Company.
- They declared their interests or any possible conflict of interest in any matter prior to the commencement of Board meetings.

In a situation where there is a conflict of interest, Directors are required to recuse themselves and abstain from deliberation and decision-making. This also applies to Non-Independent NEDs.

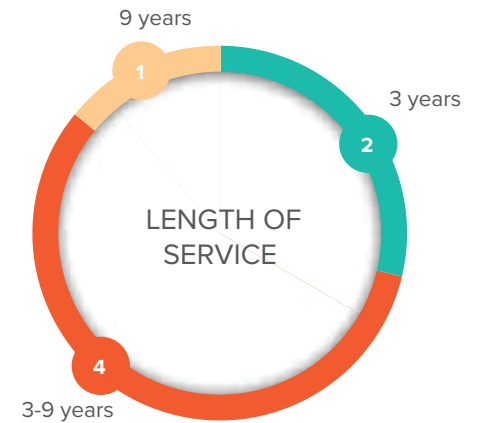
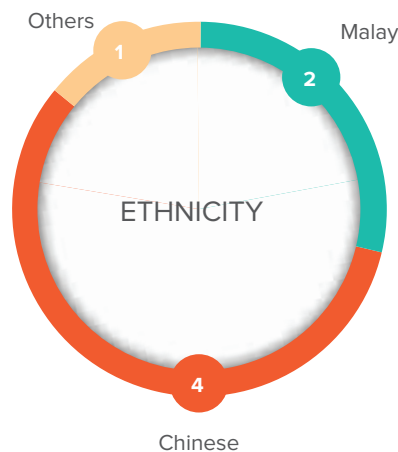
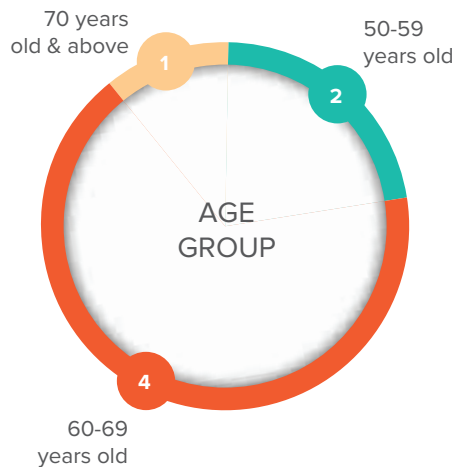
The Board takes the view that each Independent NED has maintained their independence throughout their tenure and had not in any circumstances formed any association with Management that may compromise their ability to exercise independent judgement, and ultimately affect the interests of stakeholders.

As of the date of this statement, none of the Independent NEDs has served more than nine years on the Board. This aligns with Practice 5.3 of the MCGG 2021, BNM Policy Document on Corporate Governance and the Company's Board Charter which stipulate that an Independent NED should not serve more than a cumulative term of nine years, except under exceptional circumstances or as part of a transitional arrangement towards full implementation of the succession plans of the Company.

The Group maintains a rigorous and transparent process for the appointment of Senior Management based on merit. The appropriate pre-requisite qualifications, experience, technical and leadership competencies are considered. A diverse team of Senior Management with the right balance of skills, experience, age, cultural background and gender provides the Group with a competitive edge. Therefore, diversity will remain an integral part of the Group's progressive strategy as it continues to build and promote a balanced talent pool.

Corporate Governance Overview Statement

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

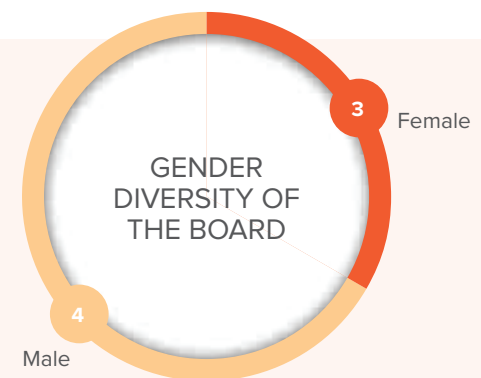


Gender Diversity

The Company's Board Charter states that the Board shall endeavour to have at least 30% women Directors.

The Board currently comprises three women Directors, reflecting a 43% female representation on the Board.

The Board also ensures that women are well represented at Management level. As of the date of this report, 23% of Top Management and 42% of Senior Management's positions were held by women.



In connection with its effort to create and maintain a diverse Board. The GNRC will:

- adhere to the recruitment and sourcing process that seeks to include diverse candidates, including women in any director search.
- assess the appropriate mix of diversity including gender, age, skills, experience and expertise required on the Board and address gaps, if any.
- make recommendations to the Board in relation to the appointments and maintain an appropriate mix of diversity, skills, expertise and experience on the Board.
- periodically review and report to the Board on requirements in relation to diversity on the Board, if any.

There were no changes to the composition of the Board during the financial year under review.

Selection of Directors

The Group's NED Nomination and Remuneration Policy (Policy) stipulates that the GNRC may identify Director candidate(s) through executive search firms and/ or recommendations from existing Directors. The Board adheres to a formal, transparent, and rigorous process when appointing Directors. Our Policy provides clear guidance to the Board on the criteria and evaluation process for the recruitment of Directors.

In the selection of new Directors, the Board takes into account the current composition of the Board, as well as the tenure of each Director, to assess if new skills and perspectives are required in the boardroom. Our focus is not only on a Director's background and current activities, but also their ability to act independently of Management, ensuring the highest standards of corporate governance are maintained.

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE (CONT'D.)

Board Meetings, Attendance and Access of Information

The Board conducts active and inclusive discussions at Board meetings to ensure that all Directors have the opportunity to participate and contribute to the decision-making process. Vigorous deliberations and robust discussions at Board and Board Committee meetings promote constructive and healthy dialogue.

Directors can access Board papers through a collaborative software platform that enables them to review and read the Board papers electronically and discuss with each other and the Company Secretary. This software simplifies the distribution of Board papers, circular resolutions and minimises information leakage.

Presentations to the Board are prepared and delivered in a manner that ensures clear and adequate understanding of the subject matter. Management provides the Board with detailed explanations of Board papers, if needed.

The Directors may seek independent professional advice at the Group's expense to assist them in carrying out their duties. They have unrestricted access to any information relating to the Group that is necessary to discharge their duties.

The Board agenda and papers, including minutes, are circulated to the Board at least seven calendar days prior to each Board meeting, providing Directors with sufficient time to review, consider, and deliberate knowledgeably on the issues to facilitate informed decision-making.

A total of 13 meetings were held during FY2024, and details of the meeting attendance are set out below:

Name of Directors	Number of Meetings		
	Held During Tenure in Office	Attended	%
Tan Sri Md Nor bin Md Yusof <i>(Chairman)</i> <i>(Independent Non-Executive Director)</i>	13	13	100
Soo Kim Wai <i>(Non-Independent Non-Executive Director)</i>	13	13	100
Seow Yoo Lin <i>(Senior Independent Non-Executive Director)</i>	13	13	100
Farina binti Farikhullah Khan <i>(Independent Non-Executive Director)</i>	13	13	100
Hong Kean Yong <i>(Independent Non-Executive Director)</i>	13	13	100
Dato' Kong Sooi Lin <i>(Independent Non-Executive Director)</i>	13	13	100

The calendar of meetings for the Board and Board Committees for the following year are drawn up and tabled to respective meeting in the last quarter of the calendar year to enable members to meet the time commitment for the meetings. The Board meets at least ten times per year, and additional meetings are held when necessary to facilitate the discharge of their responsibilities. The Group CEO and Chief Executive Officers of the subsidiaries are invited to attend on matters related to their areas of responsibility. Additionally, Senior Management may also be invited to attend Board meetings to provide presentations and detailed explanations on matters to be tabled.

Directors are expected to attend at least 75% of the total Board meetings in any applicable financial year and must not appoint another person to attend/participate in a Board meeting on their behalf. The quorum for Board meetings is a minimum of 50% of total Board members.

Meetings may be conducted in person or via alternative means of attendance, such as tele-conferencing or video conferencing, as determined by the Board.

The Board may consider and approve and/or recommend routine and administrative matters via circular resolutions in writing if deemed appropriate. All Directors' written circular resolutions passed by the Board are tabled at the next Board meeting for notation.

Corporate Governance Overview Statement

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE (CONT'D.)

Name of Directors	Number of Meetings		
	Held During Tenure in Office	Attended	%
Felicity Ann Youl <i>(Independent Non-Executive Director)</i>	13	13	100
Voon Seng Chuan <i>(Senior Independent Non-Executive Director)</i> <i>(Retired with effect from 18 June 2024)</i>	13	13	100
Robert William Goudswaard <i>(Non-Independent Non-Executive Director)</i> <i>(Resigned with effect from 5 June 2024)</i>	13	13	100

ON-GOING PROFESSIONAL DEVELOPMENT

The Board acknowledges the pivotal role they play in maintaining the Group's success and upholding their fiduciary duties. The continuous development of Directors is vital to ensure that the Directors stay abreast of industry trends and best practices and have the necessary knowledge and skills to discharge their duties effectively. Therefore, the Board is committed to providing Directors with opportunities for ongoing professional development.

The Board's induction programme for new Directors covers several areas, including their disclosure obligations as Directors, the Company's Board Charter, Code of Conduct, Code of Ethics, Constitution of the Company, the Group's corporate structure and Schedule of Matters Reserved for the Board. This comprehensive programme ensures that new Directors understand the Group's governance framework and their roles and responsibilities.

Furthermore, all Directors have participated in other relevant training programmes, talks, seminars, dialogue sessions and focus group sessions in addition to the Mandatory Accreditation Programme (MAP) accredited by the Institute of Corporate Directors Malaysia (ICDM) and the Financial Institutions Directors' Education (FIDE) Programme accredited by the ICLIF Leadership and Governance Centre (ICLIF). These activities, organised by regulatory authorities, the FIDE Forum (an alumni association for Financial Institutions Directors) and professional bodies, further enhance Directors' business acumen and professionalism in discharging their duties to the Group.

The Board, along with the Board members of the subsidiaries of AMMB, also attend Budget and Strategy meetings to have an in-depth understanding and continuous engagement with Management regarding the Group's strategic direction. Additionally, the Directors are continually updated on information relating to the Group's development and industry development through discussions at Board meetings with the Senior Management team.

The Board ensures that a structured Director Learning and Education programme is in place for its members. Through this programme, members are provided with appropriate continuing education and kept up to date with current business, industry, regulatory and legislative developments and trends that will affect the Group's business operations. The GNRC will review the training and development needs of the Directors annually, taking into consideration the Group's strategy for the next several years and the current combined skills on the Board. The Directors may also suggest training programs they believe are necessary for the Board.

The Group Learning and Development Unit undertakes the role of coordinating, organising and managing Directors' learning and development requirements together with the Group Company Secretarial Department.

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE (CONT'D.)

In FY2024, the Directors of the Company attended the following training programmes, talks, seminars, dialogues and focus group sessions:

TAN SRI MD NOR BIN MD YUSOF	
Month/Year	Course Title
April 2023	AmBank Group's Gap Analysis and Implementation Plan for the BNM Climate Risk Management and Scenario Analysis Policy Document Asian Economy Impact – Climate Change Risk
May 2023	Board Communication Session – CRR 2022 AmBank and AmBank Islamic
June 2023	Islamic Finance for Board of Directors Programme The Hasanah Forum
August 2023	AmBank International ESG Conference 2023 2 nd Asian Economy Impact – Climate Change Risk
September 2023	Advocacy Sessions for Directors and CEOs of Main Market Listed Issuers
October 2023	FIDE Core Programme (Module A) FIDE Core Programme (Module B)
November 2023	Breakfast Talk on Artificial Intelligence (AI) with Prof. Sanjay Sarma (CEO, President & Dean of Asia School of Business (ASB))
February 2024	Anti-Money Laundering (AML) Awareness Session Board Technology Day – Impact of AI in Banking
March 2024	BNM Engagement Session on The Release of Its Flagship Publications
SOO KIM WAI	
Month/Year	Course Title
April 2023	C-Suite Forum 2023 by Messrs Ernst & Young
August 2023	Mandatory Accreditation Programme (MAP) Part II: Leading For Impact
November 2023	National Budget 2024 Review and Update Cybersecurity Awareness Programme
January 2024	A New World – Year Ahead 2024
February 2024	AML Awareness Session Board Technology Day – Impact of AI in Banking
SEOW YOO LIN	
Month/Year	Course Title
April 2023	Moody's Analysis and Implementation for BNM Climate Risk Management and Scenario Analysis
August 2023	Asian Economy Impact – Climate Change Risk AML Awareness Session
February 2024	2 nd Asian Economy Impact – Climate Change Risk
March 2024	Board Technology Day – Impact of AI in Banking

Corporate Governance Overview Statement

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE (CONT'D.)

FARINA BINTI FARIKHULLAH KHAN	
Month/Year	Course Title
April 2023	Bursa Malaysia's Requirement: Roles and Responsibilities of Board in Financial Reporting Icon Offshore Berhad Directors' Training 2023
May 2023	Petronas Board Conversation Series #Q1 2023: A Session with Martijn Wilder Am, Founder and CEO of Pollination
June 2023	Energy Asia – Charting Pathways for A Sustainable Asia
August 2023	Refresher on 5 Critical Legal Areas 2 nd Asian Economy Impact – Climate Change Risk
September 2023	PGB BAC & BRC Sustainability Training KLCCRM & KLCCP Board Strategic Away Day
October 2023	Dialog with Bursa on FTSE4GOOD ESG Ratings and ESG Development Conflict of Interest (COI) and Governance of COI
November 2023	Cybersecurity Awareness Programme
March 2024	AML Awareness Session
HONG KEAN YONG	
Month/Year	Course Title
April 2023	Asian Economy Impact – Climate Change Risk
August 2023	2 nd Asian Economy Impact – Climate Change Risk
November 2023	Cybersecurity Awareness Programme
February 2024	AML Awareness Session Board Technology Day – Impact of AI in Banking
DATO' KONG SOOI LIN	
Month/Year	Course Title
April 2023	Asian Economy Impact – Climate Change Risk
June 2023	Leading The Future Directors' and Officers' Liability Insurance Enterprise Risk Management – Actualising Its Effectiveness Amendment to the Listing Requirements on Conflict of Interest and Other Areas of Bursa Malaysia
July 2023	Driving Sustainability Success: Strategic Sustainability Sustainability Consultation Forum by Robertsbridge Stonehaven
August 2023	Bursa Academy – Bursa 2023 Market Intermediaries and Advocacy Programmes: Governance & Risk Management 2 nd Asian Economy Impact – Climate Change Risk
October 2023	UK Property Market Briefing Asian Institute of Chartered Bankers (AICB)'s Empowering Bankers CPD Programme – Risk, Resilience, and Recovery: Lessons From The Global Banking Crisis
November 2023	Climate Risk Management & Scenario Analysis Implementation Cybersecurity Awareness Programme Audit Oversight Board Conversation with Audit Committees – How the Audit Committees and Auditors Can Work Together Towards Reliable Audited Financial Statements SC Audit Oversight Board Conversation with Audit Committees Sustainability Reporting: Current Developments in Malaysia Impact of Climate Change & ESG Related Risks on the Financial Statements of Public Listed Companies

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE (CONT'D.)

DATO' KONG SOOI LIN (CONT'D.)	
Month/Year	Course Title
December 2023	Prevention Against Corruption and Money Laundering
February 2024	Board Technology Day – Impact of AI in Banking
March 2024	Mandatory Accreditation Programme Part II: Leading for Impact AML Awareness Session
FELICITY ANN YOUL	
Month/Year	Course Title
April 2023	Asian Economy Impact – Climate Change Risk
May 2023	Risk Management Committee – Banking Sector National Reconciliation Week: How Organisations Can Create Lasting Social Impacts. Remaking Corporate Governance for an ESG World
June 2023	Chat GPT: The Hype & Reality
July 2023	Oxford Bank Governance Course
August 2023	Beyond Box-Ticking: Essentials for Effective Remuneration Committees Climate Governance Forum 2 nd Asian Economy Impact – Climate Change Risk
November 2023	Islamic Finance for Board of Directors Programme Cybersecurity Awareness Programme ESG and Islamic Finance: Implications for Boards and Corporate Governance BNM FIDE Forum Virtual Dialogue Session
February 2024	AML Awareness Session Board Technology Day – Impact of AI in Banking
March 2024	What Amounts to a Conflict of Interest by Directors? Mandatory Accreditation Programme (MAP) Part II: Leading for Impact Australian Governance Summit 2024

Corporate Governance Overview Statement

PRINCIPLE A BOARD LEADERSHIP & EFFECTIVENESS

BOARD ACTIVITIES

Among the key matters reviewed, deliberated and approved by the Board during FY2024 were as follows:

Principal Mandates

- Climate Change
- Digitalisation
- Operational Efficiency

Strategy and Budget

- Budget for FY2025
- Strategy session with Senior Management on Winning Together Strategy and the Group's future direction

Risk, Compliance and Assurance

- Compliance report on control policies and processes of the Group and compliance issues
- Risk report on risk exposures and risk portfolio composition of the Group
- Outsourcing Plan of the Group and Affiliates for FY2024
- Group Compliance's Monitoring & Testing Plan for FY2024 & FY2025

Information Technology and Projects

- Annual Compromise Assessment
- Adequacy and effectiveness of systems and controls of the Group in its move towards digitalisation
- Readiness of the Group in detecting or preventing cyberattack

Board Composition & Succession Planning

- Results of Board Effectiveness Evaluation exercise for FY2023 and action plans to address the gaps
- 2024 Employee Engagement Survey Results
- Group Talent and Succession Management Programme

Performance Appraisal, Scorecard and Remuneration

- Setting of key performance indicators scorecards for Senior Management for FY2024
- Performance assessment of Senior Management for FY2023
- Annual review on salary increment and performance bonus for the Group's employees

Sustainability

- Regulatory requirements on climate change and the impact towards the Group's business

As part of the Group's continuous improvement in its governance control, revisions were made to these policies and frameworks: Talent and Succession Management Policy, Technology Risk Management Framework, Market Conduct Policy, Management of Conflict of Interest Policy, Connected Party Policy, Policy on Audit Tendering and Rotation of External Auditor, Trading in AmBank Shares Policy, Information Security Policy, Technology Risk Management Framework, Anti-Money Laundering/Counter Financing of Terrorism Policy, No Gift Policy, Sustainability Framework, and Whistleblower Protection Policy, amongst others.

INTEGRITY AND ETHICS

The Board acknowledges its role in establishing a healthy corporate culture that embeds ethical conduct within the Group. The Board is committed to promoting ethical business conduct, maintaining a robust corporate culture that propagates integrity, transparency and fairness as well as being responsible for setting the tone and standards of the Group through the various policies that have been established and are in place.

As a financial institution we are driven by our responsibility to ensure high standards of ethics and corporate governance. Our business strategies and policies are formulated to steer us into demonstrating responsible, transparent, inclusive and ethical conduct in all dealings.

We have shared our commitment to responsible banking through a strong governance system within the Group as disclosed on page 28 of our Sustainability Report 2024. The Report sets out our stringent policies that encourage openness and accountability in the way we work, while protecting the Group against illegal and unethical practices.

OUR SUSTAINABILITY COMMITMENT

AMMB's robust sustainability governance is fundamental to institutionalising our commitment to Environmental (including Climate Change), Social and Governance (ESG) principles across all levels of the organisation. By embedding strong governance systems, we ensure that sustainability is seamlessly integrated as a core component of our strategic decision-making process. This approach not only drives our sustainability agenda forward but also aligns our business practices with our goals to positively impact society and the environment, reinforcing our role as a responsible leader in the financial sector.

Sustainability at AMMB is about committing to conduct our business and engage customers in a responsible manner. It is therefore about investing for the long-term growth and future of our organisation and stakeholders. Our purpose is to support society's financial needs in a responsible and ethical manner, and this is done through recognition of ESG aspects when designing products and conducting our operations and initiatives.

The Group's Sustainability Framework which defines the Group's commitments aligns with the United Nations Sustainability Development Goals, BNM's Value-Based Intermediation (VBI) principles, MMLR of Bursa Malaysia, as well as the Group's core values. It ensures that our business practices not only foster economic prosperity but also uphold and advance environmental stewardship and social responsibility.

Therefore, the Board together with Management takes responsibility for the Group's sustainability priorities and targets. The performance evaluation of the Board and Senior Management is also carried out annually to measure how they have performed their respective roles and to promote accountability. Our Senior Management team has ESG performance indicators while each business line also has ESG-focused KPIs.

Our Sustainability Report for the financial year under review sets out in detail the scope of our sustainability reporting and sustainability framework that addresses stakeholder expectations across various sustainability material matters.

Group Nomination and Remuneration Committee Report



The GNRC plays a lead role in the succession planning and appointment of Board members, Group CEO and Senior Management, the annual review of Board effectiveness as well as ensuring that the performance of each Director and/or Senior Management is assessed. The GNRC also reviews and assists the Board in establishing the framework/methodology for the remuneration of the Directors, Group CEO and Senior Management.

The Group Nomination and Remuneration Committee (GNRC or the Committee) comprises four members, a majority of whom are Independent Directors and is chaired by an Independent Non-Executive Director.

Farina binti Farikhullah Khan
Chairperson

COMPOSITION AND MEETING ATTENDANCE

A total of ten meetings were held during FY2024, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Farina binti Farikhullah Khan (Chairperson) (Independent Non-Executive Director)	10	10	100
Soo Kim Wai (Non-Independent Non-Executive Director)	10	10	100
Seow Yoo Lin (Senior Independent Non-Executive Director)	10	10	100
Dato' Kong Sooi Lin (Independent Non-Executive Director)	N/A	N/A	N/A
Robert William Goudswaard (Non-Independent Non-Executive Director) (Ceased as a member with effect from 5 June 2024)	10	10	100
Voon Seng Chuan (Senior Independent Non-Executive Director) (Ceased as a member with effect from 18 June 2024)	10	10	100

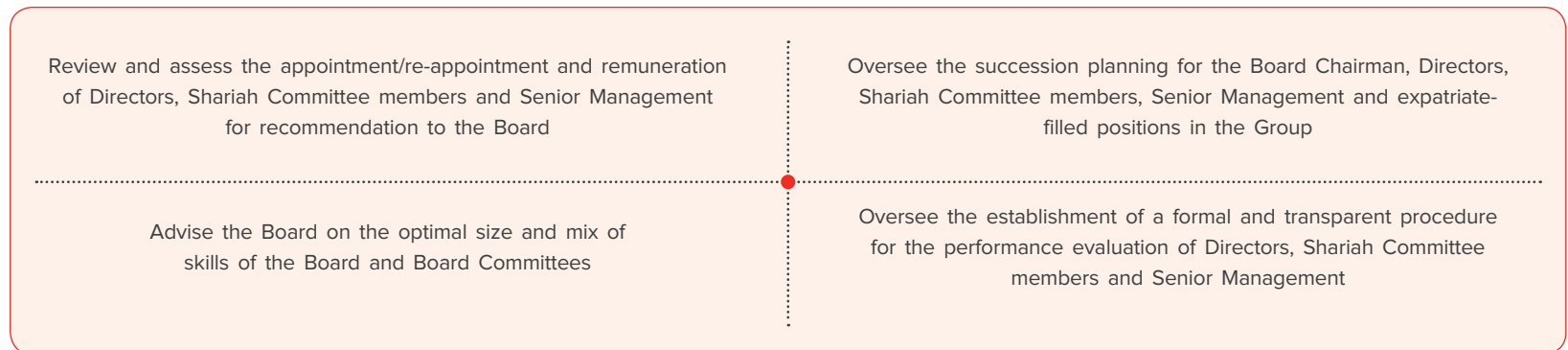
Following the resignation of Robert William Goudswaard and the retirement of Voon Seng Chuan as Directors of the Company in June 2024, they had then ceased as members of the GNRC.

On 18 June 2024, Dato' Kong Sooi Lin was appointed as a member of the GNRC.

The profiles of Farina binti Farikhullah Khan, Soo Kim Wai, Seow Yoo Lin and Dato' Kong Sooi Lin are disclosed respectively on pages 120, 118, 119, and 122 of this Integrated Annual Report 2024.

ROLES AND RESPONSIBILITIES OF GNRC

The key responsibilities of the Committee include, amongst others, the following:



Details of the roles and responsibilities of the GNRC are set out in its Terms of Reference, which is available on the Group’s corporate website at ambankgroup.com. The Terms of Reference of the GNRC was last reviewed on 27 July 2023 and was further amended on 6 June 2024.

SUMMARY OF KEY ACTIVITIES OF GNRC DURING FY2024

During the financial year under review, the GNRC carried out the following activities in the discharge of its duties and functions:

BOARD MATTERS

- ▶ Assessed the performance of individual Directors, the Board and its performance and effectiveness as a whole, and also reviewed the composition of the Board based on the required mix of skills, experience and other qualities of the Board.
- ▶ Assessed the suitability of potential Director candidates to fill vacancy(ies) in the Board of the Company and subsidiaries without its own Nomination and Remuneration Committee, based on their professional qualifications, experience, integrity and the skill set as well as diversity, with the focus on gender, age and ethnicity required by the respective Boards.
- ▶ Reviewed and assessed the performance of Directors who sought re-appointment prior to the expiry of their tenures approved by BNM and re-election at the Annual General Meeting (AGM).
- ▶ Reviewed and recommended the amendments made to the Non-Executive Director Nomination & Remuneration Policy.
- ▶ Reviewed and assessed the annual self-declaration of “Fit and Proper” criteria for Directors.

MANAGEMENT MATTERS

- ▶ Reviewed and assessed the performance of Group CEO and C-Suites against a set of balanced scorecards with key performance indicators (KPIs) and targets agreed upon at beginning of the financial year.
- ▶ Recommended annual salary review and bonus pool allocation for employees.
- ▶ Reviewed and recommended the proposed change to employee compensation and benefits, i.e. Living Wage Adjustment for junior management, entry level salary for fresh graduates and Collective Agreements for Non-executive employees.
- ▶ Reviewed and recommended the variation to Executives’ Shares Scheme (ESS) medium of vesting settlement.
- ▶ Reviewed the Group’s Culture initiatives.
- ▶ Reviewed the AmBank Fit for Growth Reorganisation structure.
- ▶ Reviewed and recommended the Private Banking incentive scheme.
- ▶ Reviewed and assessed the annual self-declaration of “Fit and Proper” criteria for Senior Management.
- ▶ Reviewed the Group’s Talent Pool and C-Suite Succession.
- ▶ Recommended the renewal of employment contract of Senior Management together with their remuneration.
- ▶ Reviewed KPI performance of Group CEO and C-Suites.

Minutes of all GNRC meetings were tabled to the Board for noting. In addition, the GNRC Chairman apprised the Board on key discussions and matters of significant concern deliberated at the GNRC meetings.

Group Nomination and Remuneration Committee Report

BOARD KNOWLEDGE, SKILLS AND EXPERIENCE

Performance Evaluation

The Group conducts an annual Board Effectiveness Evaluation (BEE) exercise with the objective of assessing the performance of the Board as a whole, Board Committees and individual Directors.

The Board and Board Committees are evaluated based on the expectation that they are expected to perform their duties in a manner which should create and continue to build sustainable value for shareholders and in accordance with duties and obligations imposed upon them under the law and guidelines issued by the regulatory authorities.

In line with the recommendation of BNM Policy Document on Corporate Governance, the BEE for FY2024 was conducted by an independent external consultant to gain insights on the Board’s performance against peer boards and best practices. The exercise was a process involving a questionnaire based self-assessment exercise where Directors assessed the performance of the Board, Board Committees and individual Directors.

The assessment of individual Directors took into consideration their contributions to the Board and their experience, competencies, integrity as well as commitment in meeting the requirements of the Group.

The results of the BEE form part of the basis for evaluation by the GNRC for the appointment, re-appointment and/or re-election of Directors as well as for further development of the Board and Board Committees.

The overall results of the BEE conducted for FY2024 were positive, a testament of the high performing board culture and dynamics. Some of the key positive highlights from the assessment were as follows:

- Strong leadership by the Chair
- Healthy Board dynamics
- Positive Board-Management interactions
- Diverse Board with wide-ranging expertise
- Effective Board oversight over key matters
- Strong support by Board Committees
- Effective Board administration practices

There were also areas highlighted for consideration moving forward, which include the following:

- To continue to assess composition requirements across the Group
- To continue to enhance engagement approach between Board and subsidiary Boards on Group-wide matters

The Board and Senior Management had taken the feedback into consideration in implementing the required action plan.

Board and Board Committee Effectiveness

- 1 Board Leadership and Culture
- 2 Board Composition
- 3 Board Responsibilities
- 4 Board Committees
- 5 Board Administration and Operations

Individual Directors’ Self and Peer Evaluation

- ▶ Independence
- ▶ Contribution and Commitment
- ▶ Competency, Skills and Expertise

SELECTION AND APPOINTMENT OF DIRECTORS

Process on Selection of Directors



Appointment of New Directors

The policies and procedures for new appointments are as follows:

POLICIES

- a. The GNRC will establish the minimum requirements on the skills and core competencies of a Director based on the annual review of the required mix of skills, experience and core competencies within the Board, diversity (including gender and balance between NED and Independent NED) as well as to ascertain the “Fit and Proper” criteria for each Director.
- b. When assessing a person to be nominated for appointment to the Board, the qualifications and criteria to be considered by the GNRC, will include, but are not limited to:
 - i) whether or not the person is qualified under applicable laws and regulations to serve as a Director of the Company;
 - ii) whether or not the person meets the “Fit and Proper” criteria under applicable law and regulations, including BNM Policy Document on Fit and Proper Criteria;
 - iii) where a firm has been appointed as the external auditor of the Company, the person cannot be an officer in the firm who was directly involved in the engagement or any partner of the firm, unless at least three years after the person ceases to be an officer or partner of that firm or at least three years after the firm last served as an auditor of the Company;
 - iv) the person cannot be an active member of any national or state legislative body, or who is an office bearer of, holds any similar office or position in a political party;
 - v) the character and integrity of the person;
 - vi) in considering a person to be appointed as an Independent NED, the person shall be independent in character and judgement, and free from associations or circumstances that may impair the exercise of his independent judgement. The person shall not be considered to be an independent NED if he or any person linked to him:
 - has been an Executive Director/NED/Non-Independent Director of the Company in the last three years,
 - is a substantial shareholder of the Company or any of its affiliates, or
 - has had a significant business or other contractual relationships with the Company or any of its affiliates within the last three years, the total value of which exceeded RM1.0 million;
 - vii) whether or not the person is willing to serve as a Director and to commit the time necessary to perform the duties as a Director;
 - viii) the contribution that the person can make to the Board and to the overall desired Board composition, taking into account the person’s business experience, education and such other factor as the Board may consider relevant; and
 - ix) the person must not hold more than five directorships in listed companies and not more than fifteen external professional commitments on board of trustees, advisory boards and board of directors of non-listed companies. Companies within the same Group are considered as one for this purpose with the exception of financial institutions (include banks, insurance companies and investment banks), which shall be considered as separate entities even if they are part of the same group.
- c. The GNRC may use executive search firms or other Directors for identifying Director candidate(s).

Group Nomination and Remuneration Committee Report

PROCEDURES

- a. The GNRC will perform a preliminary assessment of potential candidates and shortlist candidates for engagement session.
- b. Once shortlisted, three members of the GNRC will engage potential candidates to assess the suitability of candidates in terms of technical expertise, experience and the behavioural and culture fit with the Board, in addition to ascertaining the candidates' interest, availability and terms of appointment. The Chairman of the Company will have an engagement session with the selected candidate as recommended by the GNRC.
- c. Upon completion of the engagement, the engagement results and the GNRC members' assessment of candidates will be included as part of the submission at the GNRC for further discussion and deliberation.
- d. Once potential candidates are shortlisted for recommendation, the Company Secretary will conduct comprehensive reference checks, including checks on financial and character integrity, in line with regulatory requirements on the candidates.
- e. Based on the recommendation of the GNRC, the Board of the hiring Company will deliberate on the recommended candidate, subject to BNM's approval.
- f. Upon approval by the Board, application for the proposed appointment will be submitted to BNM accordingly.
- g. Once approval from BNM is obtained, the candidate will complete the required statutory form.
- h. Upon appointment of the candidate, a letter of appointment will be issued to the candidate.

POLICIES

- a. Retirement of Directors by rotation will follow the requirements as stipulated in the Constitution of the Company.
- b. The tenure of an Independent NED shall not exceed a cumulative term of nine years, except under exceptional circumstances or as part of transitional arrangements towards full implementation of succession plans of the Group. The commencement of the 9-year tenure will commence from the date of the first appointment of the independent director to the Group.

PROCEDURES

- a. The GNRC will assess the performance and contribution of each Director to the Board and Board Committees based on the results of the annual BEE and individual Directors' self and peer assessment.
- b. The GNRC will take into consideration the Director's performance during his or her term, including consideration of the following factors:
 - i) Compliance with governing legislations, regulations or guidelines, particularly conflict of interest, confidentiality, "Fit and Proper" criteria and duty of care provisions; and
 - ii) Whether or not an Independent NED still qualifies as "independent" under applicable laws and regulations.
- c. Based on the assessment results, the GNRC will recommend the Directors seeking re-appointment or re-election to the Board who will then recommend to the shareholders for approval at the Annual General Meeting.
- d. For Directors seeking for re-election pursuant to the Constitution of the Company, the Board will recommend their re-election to the shareholders for approval at the AGM.
- e. For Directors seeking re-appointment pursuant to BNM-approved tenure, an application for the proposed re-appointment will be submitted to BNM for approval, upon approval by the Board.

Re-election and Re-appointment of Directors

The Company's Constitution permits the Board to appoint a person to be a Director of the Company at any time, either to fill a casual vacancy or as an addition to the existing Directors, and in any case, the number of Directors shall not be less than three.

A candidate who was appointed as Director of the Company must seek re-election by shareholders at the next AGM. The Constitution of the Company further provides the rotation of Directors whereby one-third of the Directors are to retire at every AGM of the Company and that all Directors must retire at least once in three years and shall be eligible for re-election.

Directors who are due for re-election/re-appointment are also subject to the following policies and procedures:

Directors who are subject to re-election at the forthcoming AGM pursuant to Clause 94 of the Constitution of AMMB:

- Soo Kim Wai
- Seow Yoo Lin

Succession Planning

The Group has established programmes to identify employees with potential and nurture them through career development opportunities for Senior Management positions. The development programme is closely monitored and managed by the Group Talent Council comprising members of the Senior Management team within the Group. The Group Talent Council administers various programmes in accordance with the Talent and Succession Management Policy and its terms of reference.

During the year, the GNRC was entrusted by the Board to review the succession planning and the talent pipeline for Senior Management positions. The GNRC guides Management in refining the accelerated development approach to create a robust pool of qualified banking experts and supporting professionals as well as to improve their readiness to assume their identified roles. This includes pairing identified individuals with mentors and executive coaches, creating cross-functional training and exposure, and formal learning and assignments.

In the event that there is no suitable internal candidate within the accelerated development time frame, the Group will search and identify external candidates.

The GNRC closely monitors management positions and succession pipelines, including top management positions at the Group level and heads of subsidiaries, in particular the Chief Executive Officer, whose appointment is subject to the approval of BNM.

In addition to appointments, the GNRC reviews several areas including the reasons behind management-level and senior executive resignations, expatriate employee transfer of knowledge, talent demography and development requirements. All these factors are considered towards ensuring that the Group continues to be able to attract, motivate and retain the right talent pool.

The potential successor will be managed and his/her individual development plan will be tracked with structured interventions to build leadership and functional capability.

The Board has also entrusted the GNRC with the responsibility of reviewing the succession plans for Directors.

Governance of Talent and Succession Management (TSM)



REMUNERATION

Director

The Directors are paid Directors' fees, Board Committee allowances, meeting allowances, Chairman allowance, benefit-in-kind and Directors' and Officers' Insurance coverage.

The remuneration structure of the **Non-Executive Directors** of AMMB is laid out as follows:

Director's Fees (per annum)	
Chairman	RM210,000
Deputy Chairman	RM210,000
Member	RM200,000

Note: Director's fee is payable after shareholders' approval at the AGM.

Board Committee Allowance (per annum)	Chairman	Member
Audit and Examination Committee	RM40,000	RM20,000
Risk Management Committee	RM30,000	RM20,000
Group Nomination & Remuneration Committee	RM30,000	RM20,000
Group Information Technology Committee	RM30,000	RM20,000

Meeting Allowance	
Board	} RM2,500 per meeting
Board Committee	
Other Meeting	

Allowance to the Chairman (per annum)	
Board	RM300,000

Benefit-in-kind	
Medical (on claim basis) and any expenses incurred by the Directors in performing their duties.	

Directors' and Officers' Liability Insurance	
A combined and shared policy limit of RM200 million (or any other amount as approved by the Board at the Company from time-to-time) in aggregate during the policy period covers the Group's Directors in respect of any liabilities arising from any act committed in their capacity as Directors and Officers of the Group. The Directors and Officers are required to contribute jointly towards a portion of the premiums of the said policy.	

Group Nomination and Remuneration Committee Report

Details on the aggregate remuneration of the Directors of the Company (comprising remuneration received and/or receivable from the Company and its subsidiaries during FY2024) are as follows:

Name of Directors	Salary and Bonus	Fee (RM'000)		Emoluments ^[1] (RM'000)		Benefit in kind ² (RM'000)	Total
		AMMB (RM'000)	Subsidiary Level	AMMB (RM'000)	Subsidiary Level		
Tan Sri Md Nor bin Md Yusof	–	210	–	333	–	135	678
Soo Kim Wai	–	200	160	75	113	20	568
Seow Yoo Lin	–	200	150	125	75	2	552
Farina binti Farikhullah Khan	–	200	150	115	95	4	564
Hong Kean Yong	–	200	–	115	–	3	318
Dato' Kong Sooi Lin	–	200	150	113	60	1	524
Felicity Ann Youl	–	200	–	70	–	1	271
Robert William Goudswaard <i>(Resigned with effect from 5 June 2024)</i>	–	200	–	148	–	1	349
Voon Seng Chuan <i>(Retired with effect from 18 June 2024)</i>	–	200	170	110	273	2	755

Notes:

¹ Comprised Board Committee allowance, meeting allowance and allowance to the Chairman of the Board.

² Comprised provision of medical claims and any expenses incurred by non-executive directors in performing their duties.

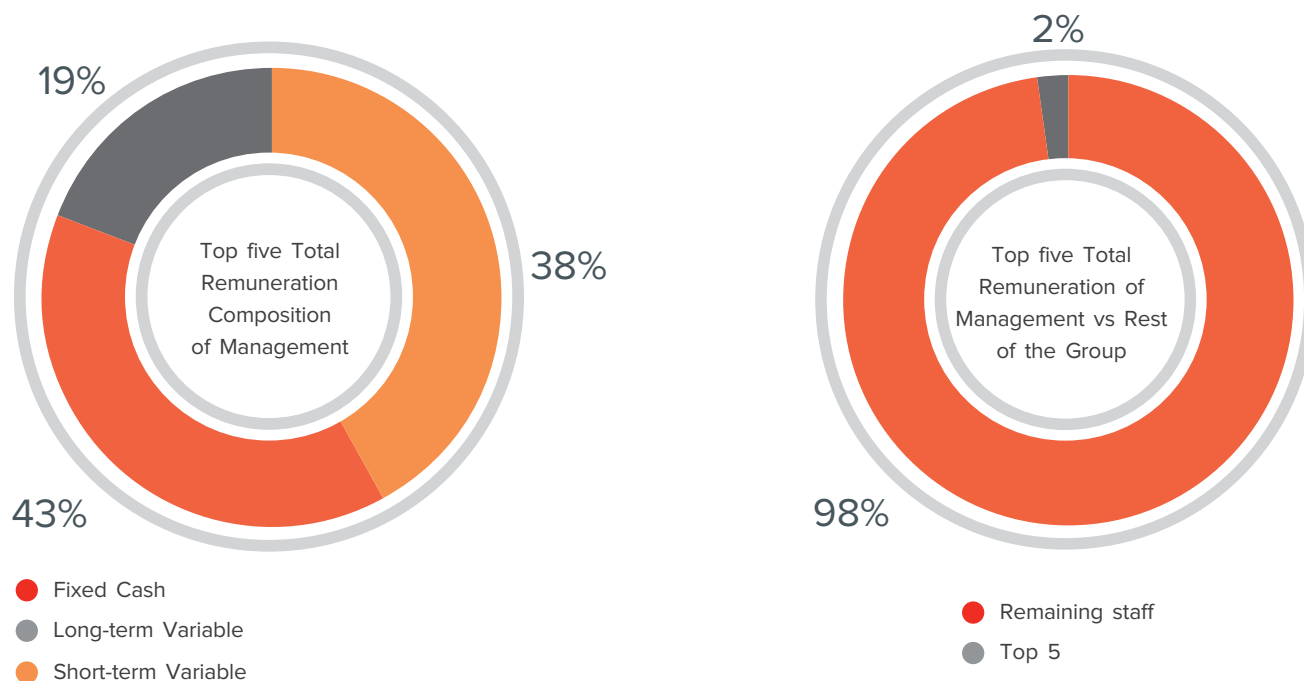
The remuneration of the following Directors of the Company who sit on the Boards of other subsidiaries of the Group during FY2024 is disclosed under the subsidiary level of the above table:

Voon Seng Chuan	Director of AMMB and Chairman of AmBank (M) Berhad
Soo Kim Wai	Director of AMMB and AmBank (M) Berhad
Seow Yoo Lin	Director of AMMB and AmInvestment Bank Berhad
Farina binti Farikhullah Khan	Director of AMMB and AmBank Islamic Berhad
Dato' Kong Sooi Lin	Director of AMMB and AmInvestment Bank Berhad

Post the end of the financial year under review, Voon Seng Chuan had retired as a Director of AMMB and the Chairman of AmBank (M) Berhad with effect from 18 June 2024. Following Mr Voon's retirement, Seow Yoo Lin had been appointed as the Chairman of AmBank (M) Berhad on the same date.

Senior Management

The Board is of the view that the disclosure of the remuneration of the top five Senior Management on named basis in bands of RM50,000 as required under Practice 8.2 of the MCCG 2021 is not to the Group's advantage or in its best business interest, considering the highly competitive market for talent in the industry where poaching of executives is a common practice. The number of Senior Managements of the Company and its subsidiaries whose total remuneration during FY2024 fall within the following bands are as follows:



Range of remuneration	Number of Senior Management
Up to RM150,000	5
RM150,001 – RM200,000	1
RM200,001 – RM250,000	2
RM250,001 – RM300,000	4
RM300,001 – RM350,000	8
RM350,001 – RM400,000	12
RM400,001 – RM450,000	13
RM450,001 – RM500,000	19
RM500,001 – RM550,000	20
RM550,001 – RM600,000	20
RM600,001 – RM1,000,000	143
RM1,000,001 and above	50
Grand Total	297

* Total Remuneration comprises of base salary, fixed allowances, Short Term Incentive bonus (including deferred bonus paid in the financial year) and Long Term Incentive grant.

Group Nomination and Remuneration Committee Report

THE GROUP REMUNERATION OBJECTIVES

The Group’s remuneration structure is governed by the GNRC and the Total Rewards Policy of the Group, where inputs from control functions are solicited. This policy which is applicable to all divisions and subsidiaries within the Group, seeks to ensure that we are able to attract, motivate and retain employees to deliver long-term shareholder returns, taking into consideration risk management principles and standards set out by BNM Policy Document on Corporate Governance.

An independent review is conducted periodically to ensure that the Total Reward Policy and practice are in line with the industry practice and continue to support the Group’s Total Reward strategy. When formulating and refining the remuneration strategy, consideration is also given to align our remuneration approach with the Group’s medium to long term strategic objective, culture and values in order to drive desired behaviours and achieve objectives set out in the balanced scorecard.

The following are the main thrusts of the Group’s remuneration strategy:



THE GROUP’S APPROACH TO REMUNERATION

The Group’s remuneration is made up of two components; fixed pay and variable pay.

	What	Why	How
Why and Linkages to Strategy			
Fixed Pay	<ul style="list-style-type: none"> Base Salary Fixed Allowances 	<ul style="list-style-type: none"> Pay for Position to attract and retain by ensuring the fixed pay is competitive vis-à-vis comparable organisations and internal equity. 	<ul style="list-style-type: none"> Adhering to the market value of the job at the individual’s competency level, skills, experience and responsibilities. Fixed amount paid monthly. Typically reviewed and revised annually.
Variable Pay	<ul style="list-style-type: none"> Short Term Incentive (Performance Bonus) Long Term Incentive (AMMB ESS) 	<ul style="list-style-type: none"> Pay for Performance <ul style="list-style-type: none"> Focus on the objectives’ achievement which are aligned to value creation for the shareholders. Align payout to time horizon of risk to avoid excessive risk taking and provide for deferral, malus and forfeiture arrangements. 	<ul style="list-style-type: none"> Based on the performance of the Group, line of business or division and the employee’s individual performance. Measured against a balanced scorecard with KPIs and targets agreed at the beginning of each financial year. Awards for individuals in Senior Management positions (Senior Officers) and/or positions with significant organisational responsibilities that have material impact on the Group’s performance and risk profile (Material Risk Takers) is subject to deferral. Deferred remunerations are paid in cash.

DETERMINATION OF SHORT TERM INCENTIVE (PERFORMANCE BONUS) POOL AND INDIVIDUAL AWARD

The following mechanisms are used to derive the Group’s short term incentive pool and incentive pools for business units and/or subsidiaries:

Group’s Short Term Incentive Pool

- ✔ A function of profits calibrated against:
 - Risk adjustments
 - Distribution of earning between shareholders and employees
- ✔ Guided by the Group Short Term Incentive/Performance Bonus Framework, based on:
 - the financial and non-financial metrics covering employees, customers, shareholders, risks and compliance objectives; and
 - the review and evaluation by the GNRC and subsequently approval by the Board. The GNRC has the discretion to adjust the pool where required, based on Group’s performance, capital requirements, economic conditions, competitive landscape and retention needs.

Business Unit/Subsidiaries Short Term Incentive Pool Allocation

- ✔ The Group pool is reallocated to the business units/subsidiaries taking into account:
 - each unit’s actual performance achievement against target, growth year-on-year; and
 - the relative performance of each unit,

Measured through each unit’s balanced scorecard and evaluated by the Group CEO, the GNRC and the Board.
- ✔ Inputs from control functions (Audit, Compliance and Risk) are sought.
 - The Chief Internal Auditor is measured independently with the performance outcome being recommended by the AEC while the Chief Risk Officer and the Chief Compliance Officer are measured independently with the performance outcome being recommended by the RMC.

Individual awards are based on the employee’s performance, measured through a balanced scorecard that takes into account qualitative and quantitative objectives as set out in the individual’s KPIs. The performance of control functions (Audit, Compliance and Risk) are assessed independently from the business units they support to prevent any conflicts of interests.

Retention Award (deferred component of the Short Term Incentives received) for Senior Officers and Material Risk Takers are paid in cash in two equal instalments over a period of two years. No further performance condition applies.

Sales employees are incentivised via respective sales incentive plans to promote the development of mutually beneficial long term relationships with their customers, rather than short term gains. As such, non-financial metrics such as customer satisfaction and fair dealing principles are incorporated into their KPIs and with compliance as payout triggers.

LONG TERM INCENTIVE (AMMB ESS)

The AMMB ESS forms the Group’s long term compensation component that is forward looking with rewards based on the Group’s future performance. The ESS allows for the following objectives to be met:

- Align long term interest of Senior Management with those of shareholders;
- Retain key employees of the Group whose contributions are essential to the long term growth and profitability of the Group;
- Attract potential employees with the relevant skills to contribute to the Group and to create value for shareholders; and
- Deliver compensation in a manner that drives the long term performance of the Group.

The ESS is delivered in the form of performance shares, namely Long Term Incentive, that vests over a period of three years, contingent on the Group meeting its long term performance targets.

VARIABLE PAY DEFERRALS

Variable pay for individuals in Senior Management positions (Senior Officers) and/or positions with significant organisational responsibilities that have material impact on the Group’s performance and risk profile (Material Risk Takers) is subject to deferral.

The deferral award consists of two components with the objective of:

- Promoting stability and accountability within the Bank by incentivising prudent risk-taking and discouraging excessive risk-taking for short-term gains (Deferred Short Term Incentive), and
- Driving the Group’s long term performance and sustainability (Long Term Incentive Award).

Malus of unvested/unpaid awards will be triggered by material violation, negligence, willful misconduct and fraud and breach of compliance as well as Anti-Money Laundering and Counter Financing of Terrorism as outlined in the ESS By-Laws and scheme rules.

Risk Management Committee Report



The Committee oversees the governance of risks and compliance within the Company and ensures that there is effective infrastructure in place (policies, frameworks, processes, resources, systems) to manage risks and compliance. The Committee also oversees Senior Management activities in identifying, assessing, controlling and monitoring risks and compliance.

The Risk Management Committee (RMC or the Committee) comprises three members, all of whom are Independent Non-Executive Directors.

Dato' Kong Sooi Lin
Chairperson

COMPOSITION AND MEETING ATTENDANCE

A total of seven meetings were held during FY2024, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Dato' Kong Sooi Lin (Chairperson) (Independent Non-Executive Director)	7	7	100
Hong Kean Yong (Independent Non-Executive Director)	7	7	100
Felicity Ann Youl (Independent Non-Executive Director)	7	7	100
Robert William Goudswaard (Non-Independent Non-Executive Director) (Ceased as a member with effect from 5 June 2024)	7	7	100

Following Robert William Goudswaard's resignation as a Director of the Company, he had ceased as a member of RMC with effect from 5 June 2024.

The profiles of Dato' Kong Sooi Lin, Hong Kean Yong and Felicity Ann Youl are disclosed respectively on pages 122, 121, and 123 of this Integrated Annual Report 2024.

ROLES AND RESPONSIBILITIES OF RMC

The key responsibilities of the Committee include the review and evaluation of:



The Terms of Reference of RMC was last reviewed on 29 September 2023.

SUMMARY OF KEY ACTIVITIES OF RMC DURING FY2024

During the financial year under review, the RMC carried out the following activities in the discharge of its duties and functions:

- 1 Quarterly provision analysis report
- 2 Movement in macro provision on quarterly basis
- 3 Group's risk and compliance policies
- 4 Semi-annual stress test
- 5 On-going risk management activities to identify, evaluate, monitor, manage and mitigate critical risks to an acceptable level
- 6 Risk direction and appetite
- 7 Emerging risks and mitigation actions
- 8 Key performance indicators scorecard of the Group Chief Risk Officer and Group Chief Compliance Officer
- 9 Progress and timeline of the Group's migration to the Foundation Internal-ratings Based (FIRB)
- 10 Compromise Assessment, Cyber Resilience Maturity Assessment, Annual Cyber Crisis Simulation Exercise to assess cyber security risk.
- 11 Status update on scope and action for discussion on Anti-Bribery and Corruption Practices
- 12 Sustainability Statement, RMC Report and Statement on Risk Management and Internal Control
- 13 The anticipatory forward looking expected credit loss overlay for FY2024
- 14 Compliance Second Line of Defence Monitoring and Testing Review Plan and Results Assessment
- 15 Risk maturity assessment
- 16 Technology Solutions enhancing Compliance detective and risk mitigation measures and controls
- 17 Review initiatives and progress of sustainability (including climate-related risks and opportunities)
- 18 A joint discussion between the AECs and the RMCs to discuss on areas of concern

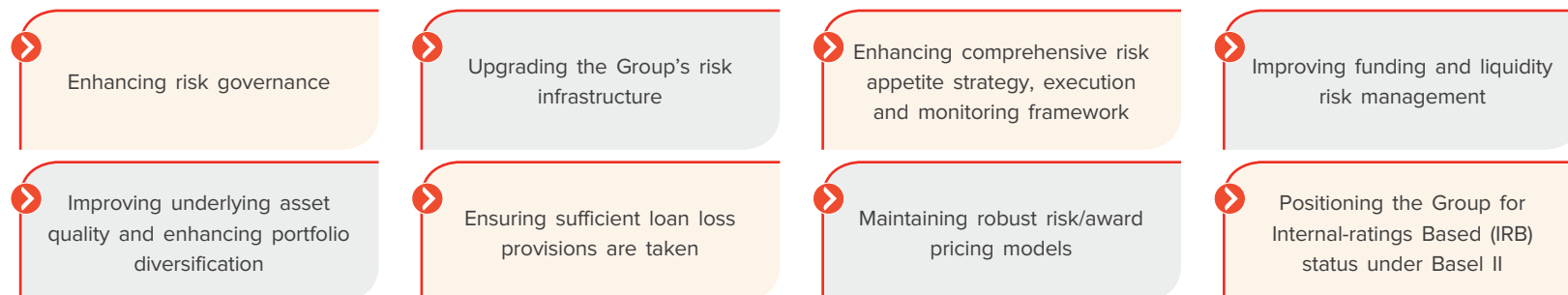
Minutes of all RMC meetings were tabled to the Board for noting. In addition, the RMC Chairman apprised the Board on key discussions and matters of significant concern deliberated at the RMC meetings.

Risk Management Committee Report

GROUP RISK MANAGEMENT

The Group’s risk governance and culture follows the “Three Lines of Defence” framework, with the motto “Risk is Everyone’s Responsibility”. Sound corporate governance is applied to the assessment and management of risk to uphold the principles of accountability, integrity and transparency within risk-taking activities and robust policy and guideline framework support the Group’s overall risk management infrastructure.

Risk strategy centers around the following pillars and initiatives:



SUMMARY OF GROUP RISK MANAGEMENT'S KEY ACTIVITIES DURING FY2024

1 Wholesale Credit Risk

- Various portfolio reviews to assess potential impact to the portfolio arising from emerging risks including geopolitical conflicts, foreign exchange volatility, overnight policy rate hike, and US banking crisis at one point during FY2024.
- Credit certification – Two additional credit officers in Wholesale Credit Risk completed accreditation during FY2024 with overall 72% of all credit officers requiring to be certified having attained full AICB accreditation. The remaining 28% are pursuing certification.
- Review, validate and approve the appropriateness of the integrated climate change and ESG risk assessment for all required customers.

2 Business Credit Risk

- Differentiated credit risk assessment and limit offerings to high-risk segments within the SME portfolio.
- Enhancements to risk reporting for improved insights into the portfolio.
- Multiple portfolio reviews to assess potential adverse impact to the portfolio arising from international/domestic market events e.g. geopolitical conflicts, inflation, etc.
- Review, validate and approve the appropriateness of the integrated climate change and ESG risk assessment for all required customers.

3 Retail Credit Risk

- Comprehensive risk assessment and control on higher risk and vulnerable income groups.
- Enhanced risk underwriting strategy and control over risk grade cut-off segmented by employment and CCRIS profile.
- On-going review of the credit parameters with regards to credit underwriting criteria, target market, credit checks, account management etc for Retail Banking.
- Continuous close monitoring of remaining customers under URUS, Flood Relief and Restructured & Rescheduled programmes).
- Separate monitoring was also done for population expired from repayment assistance programme.
- Regular assessment on management overlay requirement inclusive of potential impact arising from emerging risk.

4 Portfolio Risk Management

- Basel II IRB programme – Continue to focus on IRB lending assessment and management metrics.
- Continue to progress on the Group’s move from the Standardised Approach for Basel capital management to the FIRB approach.
- Enterprise Risk Management – Established a consistent/holistic approach to risk management functions in line with business targets and strategies. As a first step towards embedding climate-related risks into the risk appetite framework, we established a qualitative ESG Risk Appetite Statement (RAS), which was approved by the Board in FY2024. This statement outlines the approach to managing business operations and credit exposures with significant environmental risks, particularly focusing on sectors with high ESG risks and high GHG emissions.
- Climate Risk Management – Managed risk arising from the exposure of the Group and its clients to the physical effects of climate change, and/or result of transition to a low-carbon economy, impacting the Group or its clients. To strengthen our internal capabilities, we enlisted the expertise of external consultants to guide our adoption of Climate Risk Management and Scenario Analysis (CRMSA), providing us with proprietary tools for assessing climate-related risks and helped establish streamlined processes for data gathering, essential for quantifying potential impact on our portfolio and operations.

5 Investment Banking and Markets Risk

- Enhanced liquidity risk management practices including early warning indicators for digital channels to address the speed of online/mobile banking withdrawals.
- Reviewed Contingency Funding Plan for more holistic liquidity crisis early warning signals which considers idiosyncratic, industry and macro economic indicators.
- Ongoing monitoring and improvements in liquidity risk controls and analytics (including liquidity stress test) to ensure diversified and stable sources of funding to effectively fund asset growth.

6 Group Operational Risk

- Providing continuous support through the Group-level frameworks, policies and guidelines established to guide the first and second line of defence functions.
- Increasing the use of data analytics and exception management to proactively manage operational risks across the Group.
- Better adoption of advanced technology and automation through robotics (Robotics Process Automation solutions) including risk assessment to mitigate operational risks that are inherent to manual processes.
- Continuous collaboration and participation with stakeholders to review operational processes under process risk and control assessment (PRCA), to identify risk exposures and implement controls and risk mitigation solutions.

7 Group Technology Risk

- The Group continues to enhance its cyber security controls framework, execute internal assessment reviews, build defence mechanisms and uplift governance processes alongside the Group's Cyber Risk Strategy which was established to identify threats in a timely manner, build and enhance the right defences to mitigate risks.
- Strengthened the Group's cyber security posture and its ability to protect the Group's information assets. The objective of the IT Security and Cyber Risk Strategy is to combat cyber security, reducing risk and promoting resilience in real time and online services to ensure compliance with BNM's Risk Management in Technology (RMiT) requirements.
- A cyber-resilience framework was put in place to facilitate the Group's ability to anticipate, withstand, contain and/or promptly recover from cyber-attacks and events that disrupt usual business operations and/or services.
- Executed multiple assessments on specific security domains to analyse current maturity state as the Group progressively tracked, measured and provided advice to execute an effective security programme towards the target future state of proactive cyber security via improved management and mitigation on potential cyber risk exposure.
- In keeping up with the constantly evolving nature and sophistication of cyber threats and attack vectors, the Group continues to emphasise on increased vigilance, process uplift exercises, incident response robustness, security awareness and security controls enhancement.

PRIORITIES FOR FY2025

Group Risk Management will continue to support the Group's business strategies while managing the inherent risk. Priorities for FY2025 include:

- Enhance and expand monitoring and early warning tools for more effective credit management and portfolio asset quality monitoring;
- Strengthen approval limits to commensurate with the nature of products;
- Continuous enhancement of liquidity risk management practices including intraday liquidity risk management analytics in line with BNM's Liquidity Risk Exposure Draft;
- Further enhance cyber security controls environment with a focus on domains such as Cyber Incident Response and Crisis Management, e-Banking Control Measures, Third Party Risk Management, Threat Hunting and Intelligence, Data Loss Prevention, Threat and Vulnerability Management and Cyber Resilience;
- Continue to enhance and augment coverage to address emerging risks, enhancing risk management strategies, increase operational efficiency, supporting business resilience, optimising governance process and adapting to regulatory changes;
- Continue the climate scenario analyses across three scenarios outlined by the Network for Greening the Financial System (NGFS), as guided by the Climate Risk Management and Scenario Analysis (CRMSA), to assess potential climate-related risks including the acute physical risk as required by the Climate Risk Stress Test (CRST);
- Establish appropriate risk appetite metrics for sustainability and climate-related risks as we study decarbonisation pathways as part of our Net Zero transition plan;
- Continue to refine our climate change and ESG risk assessment for our customers as more data becomes available;
- Embed Climate-related operational risk into the Business Continuity Management Framework to ensure it is adequately assessed as a business continuity risk component to allow alignment to the risk taxonomy;
- Continue to strengthen the Business Continuity Management (BCM) structure and raise BCM activities to the next level by robustly testing of multiple disruption scenarios, including at third party service providers;
- Streamline and adopt the use of data analytics in Key Control Testing process for higher efficiency and exception management to proactively manage operational risks across the Group;
- Participate in the Business-driven Operational Efficiency Programs to create the alignment, simplification, and automation of operational processes;
- Continue to collaborate with the stakeholders to review operational processes, identify risk exposures and implement controls and risk mitigation solutions;
- Building Operational Resilience into the organisation by creating common awareness and understanding; and
- The growth of artificial intelligence (AI) in cybersecurity has exceeded previous predictions, becoming an essential tool for identifying and preventing cyberthreats and reducing cyber risks. In view of this, the bank is in the midst of deploying threat monitoring and detection systems with AI and Machine Learning (ML) capabilities as we progress towards a "Predictive and Proactive" Cyber Security approach to combat sophisticated cyber threats

Risk Management Committee Report

GROUP COMPLIANCE

Group Compliance continues to strengthen its efforts to embed the culture of doing things right and doing the right things, within the DNA of employees of the Group. Compliance Risk Management is well incorporated into the broader Group business strategy, communicated, and driven through the Talent and Performance Management and Learning and Development Programmes.

The Group's Continuous Improvement and Sustainability Programmes will continue to promote a culture of honesty and integrity, where customers are served applying the highest standards of professionalism, and all applicable laws and regulations are adhered to.

In 2025, Group Compliance will continue to build and enhance pillars of the Compliance Framework, in order to sustain high standards and best practices in customers service and keeping abreast of industry and regulatory expectations to ensure full compliance.

SUMMARY OF GROUP COMPLIANCE'S KEY ACTIVITIES DURING FY2024

These efforts include:

1 Continuing the Group's focus on Regulatory Compliance

ADVISORY

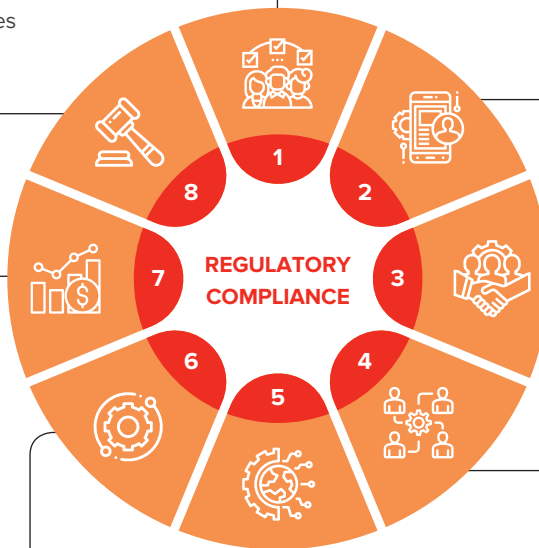
- New products and services review and validation
- New and change in regulatory policies dissemination and education
- Validation of Compliance to Shariah principles
- Define, implement and assess adherence to regulatory policies and requirements.
- Employee awareness relating to regulatory requirements

GOVERNANCE

- Role & Responsibilities of the Boards and Board Committees
- Effectiveness of Organisational Structure
- Robustness of Reporting & Escalation
- Responsibility Mapping

STRENGTH OF SUPPORT FUNCTIONS, 2ND & 3RD LINES OF DEFENCE

- Effective Risk, Compliance and Audit Programmes
- Cyber Security
 - Information Security
 - Anti-Money Laundering (AML) Programme
 - Operational Risk & Control
 - Correction Action & Remediation
 - Root Cause Analysis
 - Fraud & Scam Countermeasures & industry collaboration
 - Risk Assessment on exposure to Bribery and Corruption
 - Enhancements to the Bank Wide AML-Countering Financing of Terrorism (CFT) Risk Assessment



CUSTOMER PROTECTION

- Fair treatment of financial consumer & financial inclusion
- End of Moratorium Measures
- Suitability & Appropriateness
- Personal Data Protection & Secrecy Provisions

PEOPLE DEVELOPMENT

- Training
- Succession Planning
- Certification
- Career Development & Growth Opportunities

EMPLOYEE CONDUCT & INTEGRITY

- Compliance to Code of Conduct, Ethics
- Anti Bribery & Corruption Programme
- Disciplinary Measures & Regime

FINANCIAL STABILITY & SUSTAINABILITY

- Capital Adequacy/Conservation
- Asset Quality
- Impairments & Provisioning
- Stress Testing
- Liquidity Coverage
- Loan Concentration Limits & Exception Approvals
- Climate Change and Principle-based Taxonomy

DIGITAL STRATEGY

- Safety & Soundness of Digital Solutions, Fintech, Cryptos & Payment Platforms
- Regulatory Risk Assessment & Mitigation

2 Group Compliance is engaged in the Group's sustainability objectives in the areas of AML and Anti-Bribery and Corruption driven through continuous education and awareness initiatives, an important component of the Task Force on Climate-Related Financial Disclosures (climate related financial disclosure) pillars of governance and risk management.

AmBank Group continues to engage with our customers, business partners and vendors to ensure awareness of the banking group zero tolerance towards corrupt practice, our no gift policy and whistleblowing channel. For FY2023/2024, we have worked with Business Units and Stakeholder to design and publish the communication to create public awareness on the Group's governance policy. The outreach includes 1.7 million customers and 367 vendors.

3 AmBank Group is expected to be selected to engage in the upcoming Financial Action Task Force (FATF) Mutual Evaluation 2024-2025. AmBank Group is committed to supporting and working closely with BNM in preparation of the FATF Mutual Evaluation 2024-2025.

Group Compliance has been and will continue to be in all engagements with the regulators at the industry level to discuss and prepare the deliverables of the FATF Mutual Evaluation. The initial engagement with BNM commenced in June 2023. Several engagements ensued after the initial meeting with BNM.

Group Compliance will ensure quality of deliverables and that submissions of deliverables are timely.

4 The Group Chief Compliance Officer (CCO) is the Chairperson of the Financial Industry Compliance Officers' Networking Group (CONG) working with the regulators and industry participants to enhance and strengthen the industry's agility to anticipate and manage risks.

On 2 to 4 October 2023 at the Kuala Lumpur Convention Centre, CONG, led by AmBank Group's CCO, and the Asian Institute of Chartered Bankers (AICB), in collaboration with BMM, SC, and Labuan Financial Services Authority, organised the 13th International Conference on Financial Crime and Terrorism Financing 2023.

5 Group CCO, in her capacity as CONG Chairperson, ensures CONG is fully involved in the initiative and efforts with BNM, SC and legal enforcement agencies to develop a mule redressal framework that ensures customer protection and guides the banking industry in addressing customer grievance redressal mechanisms at their end.

6 As part of AmBank Group's sustainability agenda, Group Compliance is continuing its efforts to integrate its investment portfolio (completed for commercial bank and private banking) into its new Know-Your-Customer (KYC) System that conducts sanctions and name screening, AML risk rating and KYC customer profiling and maintenance.

7 AmBank's internet banking platform, AmOnline, allows new-to-bank individuals to open saving or current account electronically. It is an automated process which allows application submission and customer identity and identity card verification to be done digitally through CTOS' electronic KYC (e-KYC) solution. It is an important step toward a more efficient, secure, and digitally-driven future that improves the customer's overall onboarding journey and experience, and allows the Group to tap into the underserved market segments.

e-KYC is an alternative to the traditional process that required physical documents. The onboarding process from application submission, identity verification, document verification, sanctions screening, AML risk rating, account opening, and digital banking profile creation are completed seamlessly as part of the e-KYC onboarding journey.

In order to combat fraudulent account opening via e-KYC more effectively, AmBank Group has continued to engage and collaborate with its e-KYC solution provider to enhance and refine its e-KYC solutions' capabilities and closely monitoring and evaluating the effectiveness of fraud mitigation control measures implemented. The Group has implemented various fraud countermeasures to address potential gaps and potential vulnerabilities in relation to e-KYC processes. Such measures have substantially mitigated the risk of opening fraudulent accounts.

Risk Management Committee Report

8 Group Compliance continues to monitor the respective business lines continuous management, monitoring and ongoing due diligence conducted on the business relationships with its customers. This was done to ensure the Group is able to mitigate account opening and KYC risk and understand its customers and any change in the customer profile.

9 Continue to intensify depth and breadth of Compliance Monitoring and Testing capabilities, through the enhancement of detective measures and testing scope and coverage, allowing for greater assurance to the Board of the Group's compliance to regulatory requirements.

10 Continue to build synergies between Compliance, Operational Risk and Internal Audit, and endeavoured to effectively conduct reviews to identify risk exposures and coordinate with the business to implement risk mitigation solutions.

11 Group Compliance has re-commenced AML Transaction Monitoring threshold optimisation exercise to allow for more effective application of thresholds and enhanced data analytics on transactional data for focused fraud and AML risk identification. This review is in line with the Group's Continuous Improvement Programme for AML/CFT/ countering proliferation financing (CPF).

Threshold optimisation has been completed for the AML Transactions Monitoring System for commercial banking's individual customer segments, stockbroking and futures broking and markets surveillance system for stockbroking, futures broking and derivatives.

12 AmBank Group is a member of the working group participating in the National Scam Response Centre (NSRC), a joint effort between the anti-financial crime centre, police, BNM, Malaysian Communications and Multimedia Commission, financial institutions, and telecommunications companies. The Group has stationed three employees at BNM's NSRC Call Center as of December 2023. The volume of calls received are being tracked to ensure the reported incidents are addressed timely. There has been continuous and increased collaboration with enforcement agencies to act against financial crimes, and faster coordination in response to any fraud, scam, or mule situations by the banking industry, especially in assisting the authorities to recover proceeds.

At industry level, AmBank Group has continued to play a pivotal role in providing feedback on data quality (i.e., missing account number and incomplete name or NRIC) to other financial institution participants through the Industry Fraud Portal (IFP) or designated email distribution list to facilitate more effective detection and responses towards mules and illicit activity. This process has enabled better quality information-sharing and facilitated collaboration at industry level, which has ultimately led to a higher level of detection and prevention.

13 The Compliance Culture Programme is a continuous undertaking, driven through continuous education and awareness initiatives to embed a culture of adherence and conduct across the Group. Embedding Compliance DNA and conduct in the businesses has been done through Tone from the Top and various other initiatives, reminding all, of the Group's stance on zero tolerance for bribery and corruption, in line with the requirements for Adequate Procedures to address Section 17A of the Malaysian Anti-Corruption Commission Act 2009. Areas in relation to market conduct, insider trading and conflicts of interest were also considered in the 2023 Compliance Culture Programme.

14 The skills and capabilities of the in-business control function and Group Compliance's talent pools had been enhanced. Group Compliance had upgraded bench strength through the hiring of talent with AML, Market Surveillance and Regulatory Compliance experience and upskilled staff through certifications in AML and regulatory compliance.

PRIORITIES FOR FY2025

Group Compliance will continue with its efforts to build a stable and positive compliance culture in the Group. Priorities for FY2025 include:

- FATF Mutual Evaluation:
 - (a) Continue to be in all engagements with the regulators at the industry level to discuss and prepare the deliverables of the FATF’s Mutual Evaluation (ME).
 - (b) Ensure quality of deliverables and that submissions of deliverables are timely.
 - (c) Assess own levels of risk, compliance, preparedness and effectiveness in managing financial crime risks which include inter alia fraud, money laundering, terrorism financing and sanctions risks.
 - (d) Collaborate with internal stakeholders, the banking industry and regulators to ensure readiness and successful conclusion of FATF’s ME review.
- Continue to enhance the KYC system to extend to the Investment Bank and to further improve the process of client relationship onboarding, KYC profiling and maintenance, moving toward a straight through onboarding solution with sanctions and name screening, AML risk rating, system data, documentation capture and digital approval functionality.
- Continue to work closely with Digital Business and Group Operations Teams to ensure the Group continues to take proactive measures in monitoring and enhancing the e-KYC solution’s document verification/ID authentication capabilities to minimise onboarding of fraudsters and addressing emerging fraud modus operandi in a timely manner.
- Ensure that the Group continues to engage our e-KYC service provider to enhance the e-KYC security features to minimise the types and number of accounts that are able to pass through the built-in e-KYC solution’s and the Group’s internally established control checkpoints.
- Leverage upon enriched data from the KYC system together with present and historical transaction data for further data analytics and data mining capabilities for refinement of threshold and customer segmentation recalibration, and focused investigations to increase effectiveness of AML risk detection and reporting.
- Augment the assurance function of the Group through collaboration between Group Compliance’s Monitoring & Testing, Operational Risk and Internal Audit, and where possible share resources to leverage on subject matter expertise.
- Continue to enhance the skills and capabilities of the in-business control function and Compliance talent pools. Group Compliance has continued to upgrade bench strength through the hiring of talent with AML, Market Surveillance and Regulatory Compliance experience and upskilling staff through certifications in AML and regulatory compliance.
- Continue to engage with the Group’s sustainability initiatives, contributing towards the United Nations Sustainability Development Goals and Task Force on Climate-Related Financial Disclosure requirements focusing on the areas of AML and Anti-Bribery and Corruption.
- Continuous education and awareness initiatives to embed a culture of adherence and compliance conduct across the Group.
- Continue to collaborate with enforcement agencies to act against financial crime.
- Augment AML investigation processes through Robotic Process Automation solutions and consider areas where Artificial Intelligence solutions can be initiated to address false positive.
- Group Compliance is working with the service provider to update the AML Transaction Monitoring System for commercial banks. This upgrade includes a user interface upgrade, which provides a customised visualiser that would reduce manual data gathering significantly and simplifies the presentation of customer information for alert review. This upgrade allows case investigators to perform entity search, the ability to build/view links, relationships, and risk factors, explain risk and properties in the graph findings, and document and save evidence of complete case and findings. This upgrade would among others, prevent manual collation of information from disparate sources and increase investigator’s productivity by recommending focus areas based on risk and historic decisions.
- Embark on an Operational Efficiency Programme with the aim to align operational processes, related controls and regulations, as well as to minimise manual efforts and risk of errors in manual processes.
- Enhance our regulatory risk and Enterprise-wide Risk Assessment methodology to take into consideration additional risk components and control measures.
- Continue to intensify innovation efforts partnering with the business to spearhead and bring to market, digital solutions and banking as a service. Group Compliance will continue to play a vital role in evaluating the potential money laundering, terrorist financing and proliferation financing risks associated with new product and services arising from AmBank Group’s operational changes, including the introduction of new technology and processes, as well as ensuring compliance with the applicable regulatory requirements.

Audit and Examination Committee Report



The AEC supports the Board in ensuring there is a reliable and transparent financial reporting process, and together with the AECs of the respective entities within the Group, oversee the effectiveness of the internal control systems of the Group.

The Audit and Examination Committee (AEC or the Committee) comprises three members, all of whom are Independent Non-Executive Directors.

Seow Yoo Lin
Chairman

COMPOSITION AND MEETING ATTENDANCE

A total of five meetings were held during FY2024, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Seow Yoo Lin (Chairman) (Senior Independent Non-Executive Director)	5	5	100
Dato' Kong Sooi Lin (Independent Non-Executive Director)	5	5	100
Farina binti Farikhullah Khan (Independent Non-Executive Director)	5	4	80

Following Seow Yoo Lin's appointment as the Chairman of AmBank (M) Berhad on 18 June 2024, he had relinquished his Chairmanship in the AEC and remains as a member of the AEC, while Dato' Kong Sooi Lin was redesignated as the Chairperson of the AEC.

QUALIFICATIONS AND EXPERIENCE OF AEC MEMBERS

Under the Terms of Reference of the AEC, at least one member of the AEC shall have an accounting qualification or experience in the field of finance. The AEC has met this requirement, with all its members being accountants by profession and having wide knowledge and extensive experience in financial management and reporting as well as a broad and diverse spread of commercial experience. Such consideration provides the Board with assurance that the AEC has the appropriate skills, breadth and depth to ensure that it can be fully effective.

The profiles of Dato' Kong Sooi Lin, Seow Yoo Lin and Farina binti Farikhullah Khan are disclosed respectively on pages 122, 119, and 120 of this Integrated Annual Report 2024.

ROLES AND RESPONSIBILITIES OF AEC

The Committee's main functions and duties shall include, but are not limited to the following:

Provide independent oversight of the Company/Group's financial reporting and internal control systems that facilitates appropriate checks and balances within the Company/Group.

Serve as an independent and objective party in the review, where appropriate, of the financial information of the Company/Group that is presented by the Management to the Board and shareholders.

Provide an independent and objective review of related party transactions and conflict of interest situations.

Details of the roles and responsibilities of the AEC are set out in its Terms of Reference, which is available on the Group's corporate website at ambankgroup.com. The Terms of Reference of the AEC was last reviewed on 26 October 2023.

During FY2024, the Group CFO and the Group Chief Internal Auditor (CIA) and/or their representatives attended all the AEC meetings to present their respective financial and audit reports. The Group CEO and respective CEOs of the subsidiaries or their representatives are also permanent invitees at the AEC meetings of respective entities. As and when necessary, the AEC had also requested the attendance of relevant Management personnel at its meetings to brief the AEC on specific issues arising from the financial and audit reports.

The Group CIA held private sessions with the AEC Chairman of the respective subsidiaries prior to their AEC meetings, where required, to highlight key issues of concern that would be raised during the meetings.

The AEC also held two private sessions in April 2023 and October 2023 with the external auditors, without the presence of Management and the Group CIA. In addition, the external auditors also attended AEC meetings to present their audit planning memorandum, memorandum of recommendations, the results of their limited review on half-year and quarter financial performance of the Company and three banking subsidiaries and the results of their review on the annual audited financial statements of the Company and the Group. The AEC ensured that there was coordination between internal and external auditors when both were carrying out their audit activities.

Minutes of all the AEC meetings were tabled to the Board for noting. In addition, the AEC Chairman also apprised to the Board of matters of significant concerns highlighted by the external and internal auditors.

SUMMARY OF KEY ACTIVITIES OF AEC DURING FY2024

The AEC, with the assistance of the AECs of the respective entities within the Group, carried out the following activities throughout FY2024:

1 Integrated Annual Report

- Reviewed and endorsed the Statement on Risk Management and Internal Control for the Board's approval and its inclusion in the Integrated Annual Report.
- Reviewed and endorsed the AEC Report for the Board's approval and its inclusion in the Integrated Annual Report.

2 Financial Reporting

- Ensure compliance with salient regulatory requirements set out under the:
 - Companies Act 2016
 - Financial Services Act 2013
 - Islamic Financial Services Act 2013
 - Capital Markets and Services Act 2007
 - Securities Commission Act 1993
 - MMLR of Bursa Malaysia
 - Malaysian Financial Reporting Standards (MFRS) applicable to the Group
- Reviewed the quarterly unaudited financial results and annual audited financial statements of the Company and the Group to ensure that the financial reporting and disclosure requirements, particularly relating to changes in accounting policies, as well as significant and unusual events or transactions were in compliance with the accounting standards before recommending the financial statements to the Board for approval.
- Reviewed the Group's Basel II Disclosure Requirements (Pillar 3) before recommending to the Board for approval.
- Reviewed and deliberated on the high-level financial impact analysis on the Group arising from new accounting standards that would significantly impact the Group.
- Reviewed and deliberated on dividend payout before presenting to the Board for consideration.
- Approved the quarterly provision amount allocated by the Group.

Audit and Examination Committee Report

3 Tax Matters

- Reviewed tax related matters including indirect tax matters, on-going settlement and appeals with Inland Revenue Board and tax filing approaches undertaken by each of its banking subsidiary.

4 Governance

- A joint discussion between the AECs and the RMCs to discuss on areas of concern.
- Reviewed the list of whistleblowing cases on quarterly basis.

5 Internal Audit

- Reviewed the adequacy and effectiveness of the system of internal controls, reporting and risk management to ensure there was a systematic methodology in identifying, assessing and mitigating risk areas.
- Deliberated on and approved Group Internal Audit's (GIAD) Annual Audit Plan (AAP) for FY2024, including its resource needs, to ensure audit emphasis was placed on critical risk areas based on assessments of the risk levels of all the auditable areas.
- Deliberated on and approved revisions to GIAD's AAP during the course of the year to ensure it remained relevant, taking into account significant developments, as well as requests from regulators and Management.
- Reviewed GIAD's progress in completing its planned assignments on a half-yearly basis.
- Deliberated on GIAD's audit reports and recommendations, and Management's responses, and directed Management to implement necessary timely remedial actions. Where necessary, separate presentations by Management were requested to provide justifications for significant audit issues raised.
- Deliberated on internal investigation reports issued by GIAD and directed Management to take necessary remedial actions and consequence management actions.
- Deliberated on mandatory review reports issued by GIAD for reviews required by regulators, including ad-hoc requests.
- Reviewed GIAD's reports on the results of continuous auditing undertaken using 'Audit Dashboard', which was implemented as part of GIAD's strategic initiatives.
- Deliberated on the status of resolution of previous audit issues and the remedial actions taken by Management, including tracking and monitoring of resolution timelines.
- Deliberated on the results of an independent review carried out by an external consultant on Foundation Internal Ratings Based (FIRB) models development, validation and system implementation and review of factor derivation.
- After each AEC meeting, a summary of significant audit reports and key issues deliberated was tabled to the Board for noting and/or further deliberation.
- Reviewed and assessed the Group CIA's performance, KPIs and recommended his remuneration package to the Board for approval.
- Deliberated on and approved GIAD's strategic priorities and action plans for FY2024 which formed part of GIAD's 3-year strategic initiatives for FY2022 - FY2024 covering 'People', 'Process', and 'Technology', and reviewed the status update on the achievement of the FY2023 approved strategic initiatives.

6 External Audit

- Reviewed and discussed the following with the external auditors:
 - The Audit Planning Memorandum, scope of work for the year which included areas of emphasis and new areas, such as changes in laws and regulations, accounting standards, information technology systems, audit timeline and audit and non-audit fees; and
 - The results of the limited reviews and audits, relevant audit reports and memorandum of recommendations as well as Management's responses to the issues highlighted.

6 External Audit (Cont'd.)

- Reviewed and assessed the suitability and independence of external auditors in accordance with BNM's Guidelines on External Auditor, and recommended their re-appointment and annual audit fees to the Board.
- Reviewed and recommended audit tendering and rotation of external auditors policy.
- The criteria for appointment and annual assessment of the external auditors' independence and performance were based on the following:
 - a) The professional conduct of external auditors;
 - b) The level of knowledge, capabilities and experience of the external auditors;
 - c) The quality of previous audit or work done and level of engagement with the AEC and Management;
 - d) The adequacy of resources, audit coverage, effective planning and conduct of audit, which were assessed to be adequate;
 - e) The timeliness of service deliverables;
 - f) The independence, objectivity and professional scepticism of the external auditors;
 - g) The audit partner must not have served for a continuous period of more than five years; and
 - h) An audit partner who has been rotated off the audit may resume the role of engagement partner only after a lapse of five years from the last audit engagement.
- Reviewed the written assurance provided by the external auditors in respect of their independence.
- Reviewed and approved the appointment of the external auditors for the provision of non-audit services to the Company and the Group. There is a Group policy for the appointment of the statutory auditor for provision of non-audit services where the criteria and threshold for fees are set out, to ensure the auditors' independence is not impeded. The professionalism, expertise, knowledge and relevant experience of external auditors, and any potential conflict of interest are also considered prior to the appointment.
- Reviewed Liquidity Coverage Ratio (LCR) as required by BNM.

7 Related Party Transactions

- Reviewed related party transactions (if any) and the adequacy of the Group's procedures in identifying, monitoring, reporting and reviewing related party transactions.
- Reviewed periodic reports on related party transactions and/or recurrent related party transactions of a revenue and trading nature.

8 Internal Audit Function

- The Group has an in-house internal audit function which is carried out by GIAD and headed by the Group CIA, Encik Shamsul Bahrom Mohamed Ibrahim. Encik Shamsul has more than 25 years' experience in internal auditing in the financial services industry, and holds various qualifications in accounting and finance, internal auditing, fraud investigation, risk, cyber security and Islamic finance, amongst others. For Encik Shamsul's full profile, please refer to page 132 of this Integrated Annual Report 2024.
- GIAD is independent from the activities or operations of other operating units within the Group and the Group CIA reports directly to the Company's AEC and the AECs of the respective entities within the Group.
- GIAD operates under an audit charter mandated by the AEC (which was updated in FY2020), giving it unrestricted access to review all activities within the Group. The internal audit function is conducted on a Group-wide basis to ensure consistency in the control environment and the application of policies and procedures.
- GIAD's activities conform with the Institute of Internal Auditors (IIA)'s International Standards for the Professional Practice of Internal Auditing as well as standards and requirements set out by the relevant regulators on the internal audit function.
- GIAD focuses its efforts in accordance with the AAP approved by the respective AECs, which is prioritised based on a comprehensive risk assessment of all activities undertaken by the Group. This structured risk assessment approach ensures that all risk-rated areas are kept in view to ensure adequate audit coverage at appropriate audit frequency (e.g. higher risk auditable areas in each business unit are audited more frequently). The risk-based audit plan is reviewed periodically, taking into account external as well as internal changes and developments that may impact the business and its operating environment.
- Apart from the above, GIAD also performs investigations and ad-hoc reviews where there are improper, illegal and dishonest acts, or as and when requested by regulators, Management or the Whistleblower ombudsperson. In addition, GIAD participates actively in major system developments and project committees to advise on risk management and internal control matters.

Audit and Examination Committee Report

- The Group CIA is also a permanent invitee to several management committees, which enables GIAD to keep abreast of all the developments within the Group.
- Overall, the main objective of the audit reviews is to assess the adequacy and effectiveness of risk management and systems of internal controls (including IT systems and infrastructure). These audit reviews assess the activities of the following functions:

a) Wholesale Banking	f) Digital Banking
b) Investment Banking	g) Funds and Asset Management
c) Retail Banking	h) Group Support Functions
d) Business Banking	
e) Islamic Banking	
- All GIAD reports are submitted to the AECs of the respective entities for review and deliberation. The AECs review and deliberate on the control lapses and areas for enhancements highlighted by GIAD along with the audit recommendations as well as Management's responses and action plans to rectify these lapses.
- All significant issues deliberated at the AECs of the respective entities are also reported to the AEC of the Company, for information, and full copies of the audit reports are provided to the AEC (where deemed appropriate).
- In addition, there is also an effective process in place to ensure prompt resolution of audit issues by Management. GIAD tables regular updates to the AECs on all significant audit issues until such audit issues are satisfactorily resolved.
- In order to perform its functions effectively, auditors within GIAD are continuously trained to equip themselves with the requisite knowledge and skills, particularly in areas relating to Islamic banking, credit operations, investment banking, digital banking, cyber security, markets, data analytics and regulatory matters.
- There is accelerated use of data analytics for better audit coverage and effectiveness, as well as 'continuous auditing' using 'Audit Dashboards' developed in-house by GIAD on key products and activities to enable 'risk-sensing' capabilities and identification of red-flags in high-risk areas within GIAD's audit universe.
- GIAD had also continued to employ 'agile audits' during the financial year for focused 'deep dive' reviews of selected key activities within an area of audit, to provide better 'insights' into these activities and more efficient utilisation of resources in completing the reviews.
- The total costs incurred to maintain the internal audit function for FY2024 amounted to RM18.6 million (FY2023: RM20.9 million), comprising mainly personnel and rental cost. GIAD has a budgeted headcount of 95.

SUMMARY OF GIAD'S KEY ACTIVITIES DURING FY2024

- 1 Determined and risk assessed all areas of activities within the Group and established the AAP. The AAP sets out the audit roadmap for FY2024 and key areas of audit focus and emphasis;
- 2 Continued to intensify efforts to increase the utilisation of data analytics for purposes of enhancing the efficiency and effectiveness of audits performed;
- 3 Completed various audit assignments as set out in the AAP, which was to provide independent assessment and objective assurance on the adequacy and the effectiveness of risk and management controls over the business operations;
- 4 Reports concluding results of the audits conducted along with detailed audit observations, audit recommendations to improve and enhance the existing system of internal controls and work procedures/processes, and Management's responses were prepared and issued to the auditees concerned, Senior Management and the respective AECs;
- 5 Conducted ad-hoc assignments, post-mortem reviews and post implementation reviews as directed by the AECs, requested by Management or regulators. Results of reviews undertaken were presented to the respective AECs for deliberation;
- 6 Conducted investigations into activities and matters as directed by the AECs or requested by Management including whistleblower cases. The outcomes from the investigations were presented to the AEC concerned for deliberation;
- 7 Conducted compliance reviews mandated by the regulators to assess the level of compliance by the business units. Non-compliances were duly highlighted to Management for prompt rectification;
- 8 As part of GIAD's strategic initiatives, continued to develop more audit dashboards on certain key products/activities to facilitate continuous auditing and build 'risk sensing' capabilities for the purpose of identifying potential areas of concern and review focus;
- 9 Tabled reports to the AEC on a quarterly basis on the results of continuous auditing using 'Audit Dashboard'. Employed 'agile audit' approach for a number of reviews for more focused outcomes and more efficient use of resources;

SUMMARY OF GIAD'S KEY ACTIVITIES DURING FY2024 (CONT'D.)

- 10 Monitored and validated the resolution of previous audit issues and reported on the status of key outstanding audit issues to the Management Committees and to the AEC concerned;
- 11 Provided independent and objective reviews on the adequacy and effectiveness of internal controls established to mitigate the risk exposures in the implementation of new projects undertaken by the business;
- 12 Reviewed various business continuity management exercises to gauge and assess the readiness of businesses/systems to resume operations within agreed timelines in the event of a disruption or disaster; and
- 13 Attended meetings held by Group Information Technology Committee of the Board, Group Management Committee, Group Management Risk Committee and Group Management Governance and Compliance Committee as an invitee to provide independent feedback on the risk management, control and governance aspects.

SUITABILITY AND INDEPENDENCE OF EXTERNAL AUDITORS

Messrs Ernst & Young PLT (EY) is the Company's statutory external auditors. The external auditors perform independent audits in accordance with the approved standards on auditing in Malaysia, and report directly to the AEC. The AEC additionally:

- a) approves all non-audit services;
- b) reviews regularly the independence of the external auditors;
- c) evaluates the effectiveness of the external auditors; and
- d) meets with the statutory external auditors at least twice a year, without the presence of Management and the Group CIA.

The AEC engages in regular discussions with the audit partner from EY and acts as the key representative for overseeing the Group's relationship with the external auditors. In compliance with the Malaysian Institute of Accountants By-Law (On Professional Ethics, Conduct and Practice), audit partners are rotated every five years to ensure objectivity, independence and integrity of the audit opinions. The AEC undertakes an annual independence assessment of the external auditors and the external auditors would also provide a written assurance to the AEC on their independence.

Effective April 2024, Mr Chan Hooi Lam is heading the audit of the Group, replacing Encik Ahmad Qadri bin Jahubar Sathik who had reached his 5-year term as the engagement partner.

The statutory external auditors are re-appointed by the shareholders of the Company annually, based on the recommendation of the Board.

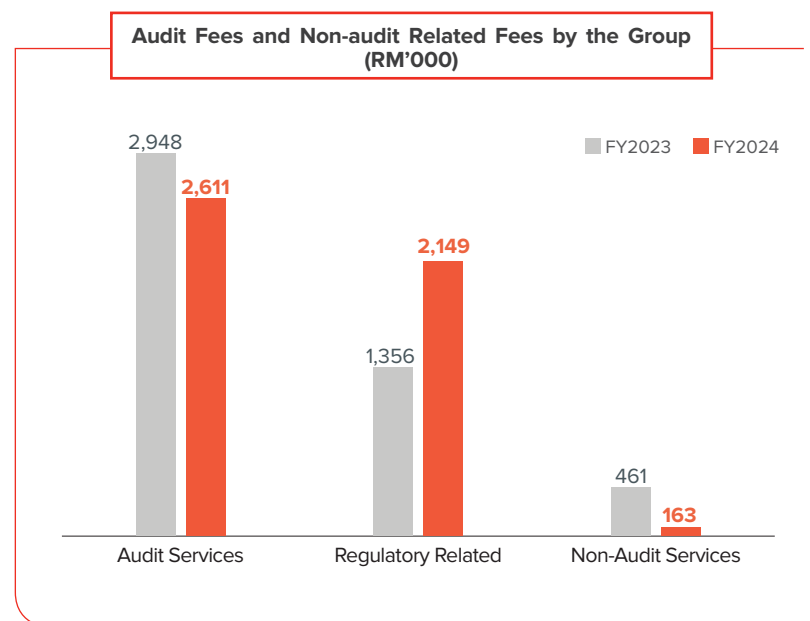
The statutory external auditors may not provide services that are perceived to be in conflict with its role. These include assisting in the preparation of the financial statements and sub-contracting of operational activities normally undertaken by Management, and engagements where the external auditors may ultimately be required to express an opinion on its own work.

Specifically, the Group's policy:

- a) sets a threshold for fees of non-audit services by the external audit firm; and
- b) requires permitted non-audit services to be approved by the AEC.

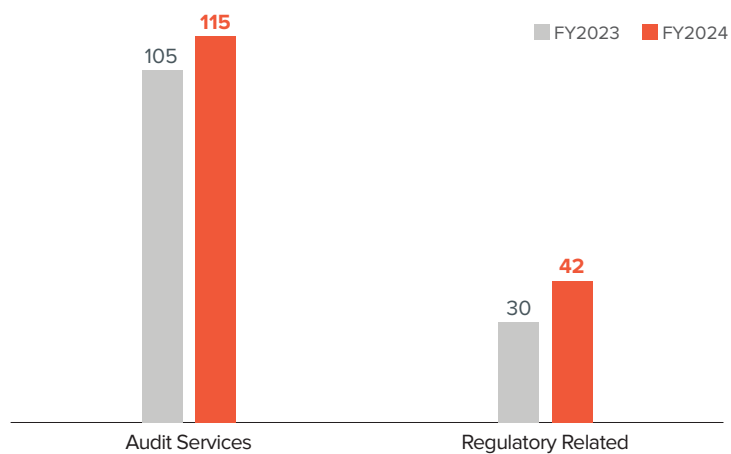
The AEC has reviewed the summary of the non-audit services provided by the external auditors in FY2024 and has confirmed that the provision of services is compatible with the general standard of independence for auditors.

During FY2024, the amount incurred by the Group and by the Company in respect of audit fees and non-audit related fees for services rendered by EY were as follows:



Audit and Examination Committee Report

Audit Fees and Non-audit Related Fees by the Company (RM'000)



The Group's non-audit services for FY2024 comprised the following assignments:

a) Regulatory related fees

Regulatory related	Group (RM'000)
(i) Quarter and half year reviews	1,433
(ii) Review of liquidity coverage ratio	650
(iii) Review of annual submission to BNM	36
(iv) Advice on application of appropriate accounting principles for proposed establishment of subordinated notes programme	25
(v) Review of Statement on Risk Management and Internal Control	5

b) Other fee

Non-Audit Service	Group (RM'000)
Basel Model Validation	163

Overall, the AEC was satisfied with the suitability of EY as external auditors of the Group based on the quality audit services provided and the professional as well as experienced staff assigned to perform the audit for the Group.

Group Information Technology Committee Report



The Committee assists the Boards of respective entities of the Group in discharging its responsibilities relating to the oversight of the Group's information technology (IT) digitalisation and technology-related innovation strategies and ensure that the overall strategic IT direction is aligned with the Group's business objectives and strategy.

The Group Information Technology Committee (GITC or the Committee) comprises three members, a majority of whom are Independent Directors and is chaired by an Independent Non-Executive Director.

Hong Kean Yong
Chairman

COMPOSITION AND MEETING ATTENDANCE

A total of six meetings were held during FY2024, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Hong Kean Yong (Chairman) (Independent Non-Executive Director)	6	6	100
Soo Kim Wai (Non-Independent Non-Executive Director)	N/A	N/A	N/A
Seow Yoo Lin (Senior Independent Non-Executive Director)	N/A	N/A	N/A
Voon Seng Chuan (Senior Independent Non-Executive Director) (Ceased as a member with effect from 18 June 2024)	6	6	100
Robert William Goudswaard (Non-Independent Non-Executive Director) (Ceased as a member with effect from 5 June 2024)	6	6	100

Following the cessation of Robert William Goudswaard and Voon Seng Chuan as members of the GITC in June 2024, Soo Kim Wai and Seow Yoo Lin were appointed as members of the GITC with effect from 6 June 2024 and 18 June 2024 respectively.

The profiles of Hong Kean Yong, Soo Kim Wai and Seow Yoo Lin are disclosed respectively on pages 121, 118, and 119 of this Integrated Annual Report 2024.

Group Information Technology Committee Report

ROLES AND RESPONSIBILITIES OF GITC

The key responsibilities of the Committee include, amongst others, the following functions:

<p>Review and recommend the Group-wide IT policies, procedures and frameworks, including IT security and IT risk management and e-banking services to ensure the effectiveness of internal control systems and the reliability of the management information systems.</p>	<p>Provide strategic oversight for IT, digital and cybersecurity development within the Group and ensuring that IT, cybersecurity and digitisation and technology-related innovation strategic plans are aligned and integrated with the Group's business objectives and strategy.</p>	<p>Review IT, digital and cybersecurity planning and strategy, including the financial, tactical and strategic benefits of proposed significant information on technology-related projects and initiatives.</p>
<p>Review and endorse the long term IT, digital and cybersecurity strategic plans and budgets and monitor the progress of the implementation.</p>	<p>Oversee the adequacy and utilisation of the Group's IT resources, including computer hardware, software, personnel who are involved in the development, modification and maintenance of computer programmes and related standard procedures as well as the recovery controls to mitigate disruption of operations and services.</p>	<p>Ensure the Senior Management regularly provides status updates on both key performance indicators and forward-looking risk indicators together with sufficient information on key technology risks and critical technology operations.</p>
<p>Review and recommend any deviation from BNM technology-related policies and guidelines after having carefully considered a robust assessment of related risks.</p>	<p>Responsible for overall oversight function on IT matters, including ex-ante risk assessments on e-banking services and the usage of cloud services.</p>	<p>Advise the Board on matters within the scope of the GITC, as well as any major IT related issues that merit the attention of the Board.</p>

The Terms of Reference of the GITC was last reviewed on 27 July 2023.

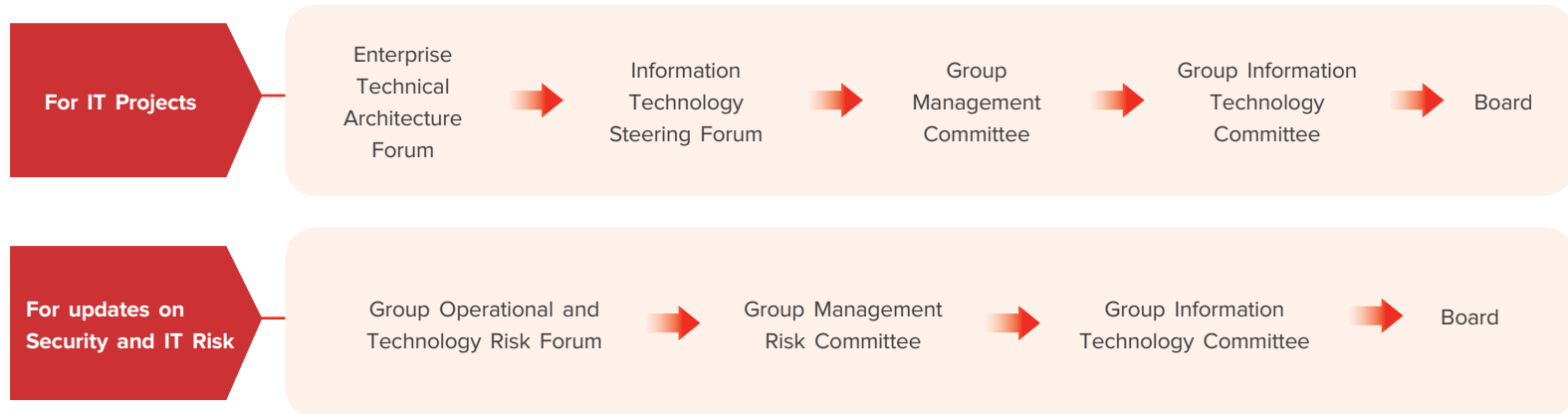
SUMMARY OF KEY ACTIVITIES OF GITC DURING FY2024

During the financial year under review, the GITC carried out the following activities in the discharge of its duties and functions:

- 1 Reviewed quarterly updates on IT risk and cyber security
- 2 Monitored the resolutions of regulatory audit action items in relation to IT
- 3 Monitored the progress of the Group's Digital Strategy, IT Strategy and Cyber Risk Strategy
- 4 Reviewed and assessed large and strategic IT projects. The strategic IT enabled projects include Insights Driven Bank, Payment & Middleware Modernisation, Building Digital Capabilities and Digitalisation initiatives
- 5 Reviewed and assessed the Group's cyber security risk posture
- 6 Reviewed and assessed IT-related policy/guidelines
- 7 Proposed IT related training/briefings to Board members of the Group
- 8 Reviewed and assessed renewal of IT licences and systems/solutions
- 9 Monitored and tracked IT related gaps as per BNM's Policy Document on RMI
- 10 Reviewed post-implementation reviews of completed projects (extra-large projects)

Minutes of all GITC meetings were tabled to the Board for noting. In addition, the GITC Chairman apprised the Board of key discussions and matters of significant concern deliberated at GITC meetings.

GOVERNANCE PROCESS



Legend:

Approval Process Flow

MANAGEMENT’S ROLES IN IT GOVERNANCE

Management Committee	Purpose
Enterprise Technical Architecture Forum (ETAF)	<ul style="list-style-type: none"> a) Provide a forum for the endorsement and recommendation on topics related to enterprise-wide IT solutions and architecture; and to provide alignment for planning, directions and delivery for IT operations and project teams. b) Establish, own and manage the scope of the Enterprise Architecture Framework (i.e. principles, standards, policies, guidelines and reference models) applicable to IT components under the responsibility of the Group. c) Ensure solutions and technology investments are aligned to Enterprise Architecture Principles and feasible to achieve. d) Provide assurance of IT designs and components (including IT infrastructure, systems, applications, data and integration) with the Enterprise Architecture Strategy. e) Decide on possible exceptions to be granted to request for deviations from the Enterprise Architecture Strategy and act as escalation point on matters related to its mandate. f) Set and review Enterprise Architecture Vision. g) Agree and support the Reference Architecture for the Group.
Information Technology Steering Forum (ITSF)	<p>The ITSF acts as a working body of the GMC whose primary objective is to vet all projects over RM100,000 capital expenditure (CAPEX) or RM20,000 per annum operating expenditure (OPEX).</p> <ul style="list-style-type: none"> a) Function as the IT spend evaluation forum of the GMC*. b) Review and recommend approval of the IT Strategy of the Group. c) Prioritise IT Project requests. d) Approve the issuance of “Request for Proposal” for any IT spend proposals with expected CAPEX of more than RM1.0 million. e) Review IT solution, project costing, project risk and business benefits. f) Review alignment to business strategy and Group’s IT strategy. g) Reject/Recommend IT projects for approval. h) Allocate duly approved budgets to business units. i) Review project status summaries of ongoing projects periodically. j) Review post-implementation reviews of completed projects. <p>* Exclude items on computerisation cost</p>

Group Information Technology Committee Report

Management Committee	Purpose
Group Operational and Technology Risk Forum (GOTRF)	<ul style="list-style-type: none"> a) Review and monitor attributes of technology risk, related losses and compliance against the Group's technology risk appetite. b) Review major trends and modus operandi of cyber-attacks and events in the industry, and the readiness of the Group to anticipate, withstand, contain and/or promptly recover from cyber-attacks and events that disrupt usual business operations and/or services. c) Review root causes and actions taken in respect of significant technology incidents, exceptions of key control testing (KCTs) as well as major triggers of KRIs. d) Review and recommend exceptions to relevant Group's guidelines and practice guide in relation to technology risk and security. e) Review and recommend exceptions from adherence to regulatory requirements around technology risk management (which includes information security and cyber resiliency). f) Review and approve security controls on the use of production data in non-production environment(s). g) Recommend any other pertinent matters, issues and action plans to be escalated to Management Committees such as GMRC. h) Ensure Senior Management and members of the Board are kept apprised of technology and cyber risks. i) Ensure technology risk frameworks, policies, guidelines, risk control matrix and risk indicators are communicated, approved and tracked in alignment with the risk appetite statement.
Group Management Risk Committee (GMRC)	<ul style="list-style-type: none"> a) Oversee the formulation of the Group's overall risk management framework and strategies, including policies, processes, systems, capabilities and parameters to identify, assess and manage risks (covering but not limited to credit, market, funding, operational, technology, legal, reputational, regulatory, capital, strategic and Shariah risks) to ensure their relevance and appropriateness to the Group's business. b) Oversee the formulation of the Group's risk related polices and, where appropriate, recommends to the Board for approval. c) Review Group-wide risk and the steps taken to monitor and control the Group's major risk exposures. d) Escalate new, heightened or significant risks to the RMC and the Board. e) Oversee the setting of risk appetite/tolerance level as well as strategic key risk indicators (KRIs). f) Ensure that the Group's business and operational activities are in line with the overall Group's risk appetite, strategy and profile. g) Deliberate and assess the nature and materiality of potential risk exposures and the impact on capital and the Group's sustainability. h) Oversee the management of the Group's risk in accordance with a risk-return performance management framework, including embedment of Internal Capital Adequacy Assessment Process in the Group's strategic planning and budgeting process. i) Ensure the appropriateness of risk measurement methodologies (including assumptions made within the methodologies) under the prevailing business environment and operational activities. j) Review and approve stress test scenarios and recommends stress test results to the RMC and the Board for approval. k) Assess the Group's business continuity and crisis management capability. l) Review and approve exceptions to relevant Group's guidelines and practice guide in relation to technology risk and security.
Group Management Committee (GMC)	The GMC is a management committee of the Group established to oversee the performance and business affairs of the Group.

Additionally, the Group has appointed a Technology Information Security Officer (TISO) who is placed under the Group Information Technology and Operation division (GIOD) and a Chief Information Security Officer (CISO) who is positioned at Group Risk Management. Their respective responsibilities are set out below:



Group Information Technology Committee Report

Two teams, namely the Blue Team and the Red Team have also been set up in the Group, each with specific focus roles and purpose as described below:

Blue Team

- The Blue Team focuses on detecting and responding to potential cyber threats.
- The Blue Team has six roles:
 - a) **Strategic & Planning**
 - Collaborates closely with the Technology Information Security Officer (TISO), Chief Information Security Officer (CISO), Digital Banking unit, and GIOD departments to thoroughly comprehend the security architecture, assess risks, and understand the controls in place at the business unit level. This information is then effectively communicated to the appropriate technology team members.
 - Serves as a pivotal relationship manager for both external and internal stakeholders and provides expert security guidance in crucial forums such as ETAF, as well as in project working groups, to guarantee adherence to cybersecurity standards.
 - b) **Security Advisory**
 - Oversees the distribution of critical security-related threat and vulnerability information to pertinent stakeholders to ensure informed decision-making.
 - Conducts thorough evaluations of security compliance for IT projects, ensuring alignment with established security protocols and standards.
 - Engages in the design and implementation of security systems, contributing expertise to the development and delivery processes to enhance organisational security posture.
 - c) **Security Operations Center (SOC)**
 - Responsible for overseeing the continuous, round-the-clock monitoring of cyber threats, ensuring vigilant surveillance and management of potential security incidents 24/7.
 - d) **Vulnerabilities Management**
 - Orchestrates and implements comprehensive vulnerability and compliance scanning across the Group's IT infrastructure to identify and mitigate potential security risks.
 - Continuously refines and enhances vulnerability scanning processes and procedures to align with evolving internal customer needs and regulatory demands.
 - Collaborates with GIOD to foster an advanced assessment environment, aiming to elevate both the effectiveness and precision of scanning activities.
 - e) **Threat Hunting**
 - Plans and manages “hunt missions” using threat intelligence, analysis of anomalous log data and brainstorming sessions to detect and eradicate threat actors in the Group's IT infrastructure.
 - Works closely with the SOC team to transform attacker ‘Tactics, Techniques and Procedures’ (TTPs) into viable, low false-positive behavioural and signature detections using various techniques.
 - f) **Digital Forensics and Incident Response**
 - Manages the Group's cybersecurity incident response and digital forensics operations, ensuring robust protocols are in place for effective crisis handling and investigative processes.
 - Addresses and resolves escalated security incidents from the Security Operations Center (SOC), ensuring timely and effective response to threats.

Red Team

- The Red Team is part of the GTR function with the following focus areas:
 - a) **Planning and Operations (Red Team Campaign)**
 - Proactively tests and simulates attacks on the Group's security controls.
 - Acts as adversary and strategically assesses and exploits the Group's security controls by launching attacks using various spectrums of adversarial and sophisticated TTPs.
 - Identifies potential vulnerabilities posed by in-scope systems and applications, and whether such vulnerabilities can be exploited and materialise into viable threats that pose a risk to the Group.
 - b) **Critical Review, Analysis and Advisory**
 - Executes independent critical reviews and analysis of plans, operations, controls, process and technology.
 - Provides advisory and works closely with Blue Team to recommend, build and assess response and mitigation strategies in alignment with Cyber Risk Strategy.
 - Performs detailed analysis on cyber threats, provides risk assessments on potential cyber-attacks and ensures timely review and escalation of all high-risk cyber threats to Senior Management and the Board
 - Assesses the Group's prevention, detection and remediation capabilities and maturity.

IT INITIATIVES TO ENHANCE GOVERNANCE OF THE GROUP

a) Security Operations Centre (SOC)

Purpose

- The purpose of the enhancement of SOC is to monitor, prevent, detect, investigate, respond to cyber threats as well as incident response and handling around the clock.

Context

- The rise of ransomware and 0-day threats has led to a need for higher security protection at the entry points of the Group. Subscription to an Endpoint Detection and Response solution is included in the scope of SOC 2.0. The next generation of security operations centre is aimed at revitalising and transforming SOC with integrated incident response, threat intelligence and automated recovery due to increasing cyber security attacks.
- To further improve the Group’s visibility towards cyber security threat, the Group embarked on SOC 2.0X journey from July 2021 to December 2021. These journey covers overall security visibility for the Group’s IT landscape. It includes introduction of new engine for SOC operation known as Security Information and Event Management (SIEM) system, positioning and enhancing cyber threat intelligence use cases and improve security processes and alerts.
- To gain visibility towards insider threat, SOC 2.0X was further strengthen with User Behaviour Analysis (UBA) capability. UBA is essential to identify and respond to insider threats via behaviour-based threat detection. It uses proprietary machine learning and analytics, identifies, and follows the behaviours of threat to detect actions that deviate from user norms.
- To maintain cutting-edge security defenses, the Group successfully transitioned from traditional Endpoint Detection and Response (EDR) solutions to a next-generation EDR system across all endpoints. The upgrade to next-gen EDR represents a pivotal enhancement in our cybersecurity arsenal, positioning us well to tackle the evolving landscape of cyber threats.
- Transition the Security Operations Center (SOC) functions from an external service provider to AmBank’s internal security team to rapidly enhance capabilities, achieve efficient cost management, and incorporate global expertise in threat intelligence and Digital Forensics and Incident Response (DFIR) from July 2022 to July 2023. This strategic insourcing is aimed at optimising our security operations for heightened effectiveness and resilience against evolving cyber threats.
- The Group continuously position for reliable defence system and process in order to protect itself from cyber threats which evolve from day-to-day.

b) Establish Cyber Threat Intelligence Platform

Purpose

- Cyber Threat Intelligence platform services to enhance SOC. This platform will deliver proactive global threat intelligence against near zero-hour threats to ensure bank assets are always protected.

Context

- Advanced persistent threats (APTs) and defenders are constantly trying to outmanoeuvre each other. Data on a threat actor’s next move is crucial to proactively tailoring the Group defences and pre-empt future attacks.
- It is important to establish this platform in order to:
 - shed light on the unknown, enabling security teams to make better decisions.
 - continuous dark web monitoring for any Group asset information leakage.
 - empowers cyber security stakeholders by revealing adversarial motives and their TTPs.
 - helps security professionals better understand the threat actor’s decision-making process.

c) The Group’s continuous journey to assess and achieve BNM’s RMIIT requirements

Purpose

- The purpose of the RMIIT programme of the Group is to continuously assess and accomplish the gaps in IT against BNM’s RMIIT requirements.

Context

- The gap assessment on the existing practice in managing technology risks against BNM’s RMIIT requirements had been completed. Majority of standard requirements had been complied.
- The Group’s ongoing effort is to continuously revisit and identify any new gaps and accomplish based on the changing trends and threats of the current technology risk.

d) Intelligence Driven Bank Roadmap

- The Group has launched an ambitious Intelligence Driven Bank roadmap. The 5-year roadmap, estimated to be RM250 million of investment aims to fully monetise customer relationships, empower staff with insight, and embrace artificial intelligence and machine learning to reduce risk, improve efficiency and create smart customer value propositions.

Group Information Technology Committee Report

TECHNOLOGY VISION FOCUS IN FY2025

- Operation Excellence through Digital Process Innovation (AI in the digitalisation toolkit) starting with Customer Onboarding & Lending.
- Build out 'Intelligence Driven Bank' Roadmap. Data monetisation with analytics workbench with AI capabilities.
- Digital Wealth – strengthen and integrate capabilities to manage and grow money across customer segments.
- Transforming middleware to achieve the digital experience imperative.

TECHNOLOGY ACHIEVEMENTS IN FY2024

- Obtained global Council of Registered Ethical Security Testers (CREST) certification for AmBank's Security Operations Center (SOC).
- Insource SOC from 3rd party service provider to AmBank's internal security team.
- Launched of AI Lab focusing on Customer Acquisition and Lending by transforming customer journey from front to back through business process redesign, straight through processing and Artificial Intelligence (AI)/Machine Learning (ML) embedded journey.
- Embarked on Microsoft 365 Co-Pilot early access for 300 AmBankers to get hands on access to Generative AI for everyday tasks. 60% users reported that they saved up to 3 hours per month besides being able to improve content quality from using generative AI. Established three use cases; AML Transaction Monitoring (False Positive Identification), Loan Default Prediction and Deposit Conservation are currently in incubation stage.
- RPA has been deployed to over 147 processes have been deployed into 132 Smart Bots.
- Delivered augmented RM tablet solution for Retail Banking Relationship Manager to take the branch directly to clients for CASA, FD and Personal Loans.
- Hosted the Board Technology Day for Board members and Senior Management with the theme Impact of AI in Banking. The session was highly interactive as both speakers were practitioners who shared from their personal experience of championing AI adoption.

New Capabilities:

- Instant notification capability on funds being credited for overseas remittance.
- Enhancements to digital channels to combat e-Fraud.
- Delivered first phase of strategic architecture change incorporating event streaming technology as an enabler for digital transformation.
- New debit card management system capability.
- Apple Pay and Google Pay.
- VoiceBot (Conversation AI) for Telesales.

Shariah Committee Report



AmBank Islamic Berhad (the Bank) has established a Shariah Committee for the purpose of advising the Bank and the Bank's Board of Directors (Board) in ensuring that the Bank's businesses, operations, affairs and activities comply with Shariah principles. The establishment of a Shariah Committee was a requirement set by the Islamic Financial Services Act 2013 (IFSA) and BNM's Policy Document on Shariah Governance (BNM SG PD).

Associate Professor Dr. Ahmad Zaki Salleh
Chairman

As an investment bank and part of the AmlInvestment Group Berhad, AmlInvestment Bank Berhad (AmlInvestment Bank), leverages on the Shariah Committee of the Bank for advice and guidance on Shariah in relation to Islamic capital markets and Islamic stockbroking. AmlInvestment Bank may also engage the services of independent external Shariah adviser(s) as approved by the SC when necessary.

SHARIAH COMMITTEE MEMBERS

The Shariah Committee comprises of six distinguished Shariah scholars and industry experts, who have the necessary Shariah qualifications or expertise required by BNM as well as vast knowledge and experience in Islamic banking and finance. They are also members of the Association of Shariah Advisers in Islamic Finance (ASAS).

List of the Shariah Committee members who have served during the FY2024 are as follows:

No.	Name of Shariah Committee Member	Nationality	Status
1.	Assoc. Prof. Dr. Ahmad Zaki Salleh	Malaysian	Chairman
2.	Prof. Dr. Zulkifli Hasan*	Malaysian	Member
3.	Assoc. Prof. Dr. Mohd Zakhiri Md Nor**	Malaysian	Member
4.	En. Mohd Fadhly Md Yusoff	Malaysian	Member
5.	Prof. Dr. Salina Kassim	Malaysian	Member
6.	En. Ismail Nik	Malaysian	Member

Notes:

* Resigned with effect 12 December 2023 pursuant to his appointment as a Senator of Dewan Negara and Deputy Minister at the Prime Minister's Department (Religious Affairs)

** Term of appointment ended on 30 April 2023

Shariah Committee Report

FUNCTIONS AND DUTIES OF THE SHARIAH COMMITTEE

The Shariah Committee is responsible and accountable for all Shariah-related decisions, views and opinions. The main functions and duties of the Shariah Committee shall include, but are not limited to the following:

- i. to advise the Board and the Bank on Shariah matters to ensure that the Bank's business, operations, affairs and activities comply with Shariah requirements at all times;
- ii. to review and endorse policies and procedures of the Bank from Shariah perspectives, and to ensure that the contents do not contain any elements which are not in line with Shariah requirements;
- iii. to review and approve documentation in relation to the Bank's products to ensure that the products are in compliance with Shariah requirements, which may include:
 - a. terms and conditions contained in the forms, contracts, agreements and other legal documentation used in executing the transactions; and
 - b. product manuals, marketing advertisements, sales illustrations, pamphlets and brochures used to describe the products;
- iv. to provide a decision, advice or opinion on the Bank's business, operations, affairs and activities which may trigger a Shariah non-compliance (SNC) event;
- v. to perform oversight on and assess the strategies, initiatives and work carried out by the Shariah Management Department, in order to ensure compliance with Shariah matters which form part of their duties in providing their assessment of Shariah compliance and assurance information in the Integrated Annual Report. This includes performing the annual assessment of the Head of Shariah Management Department;
- vi. to perform oversight on the strategies, initiatives and work carried out by the:
 - a. Group Compliance Department relating to the Shariah Review function;
 - b. Group Risk Management Department relating to the Shariah Risk Management function; and
 - c. Group Internal Audit Department relating to the Shariah Audit function,

in order to ensure compliance with Shariah matters which form part of their duties in providing their assessment of Shariah compliance and assurance information in the Integrated Annual Report.
- vii. to provide assistance to parties related to the Bank such as its legal counsel, auditors or consultants on Shariah matters upon request;
- viii. to advise the Bank to consult the Shariah Advisory Council of Bank Negara Malaysia (SAC of BNM) or the Shariah Advisory Council of Securities Commission (SAC of SC) on any Shariah matters that could not be resolved by the Shariah Committee;
- ix. to provide written Shariah opinions to the SAC of BNM or SAC of SC as and when required, including the following circumstances where the Bank:
 - a. makes reference to the SAC for advice; or
 - b. submits an application to BNM or the SC for new product approval;
- x. to provide advice and guidance to Senior Management on the management of the Zakat fund, charity and other social programmes or activities;
- xi. to endorse the Shariah operations manual which specify the manner in which a submission or request for advice be made to the Shariah Committee, the conduct of the Shariah Committee's meeting and the manner of compliance with any Shariah decision;
- xii. to oversee the overall SNC management including to endorse purification of SNC income; and
- xiii. to assist in the Bank's sustainability and Value-Based Intermediation (VBI) agenda, including in relevant capacity building and awareness creation initiatives.
- xiv. to advise on the application of Shariah requirements in the recovery options and other relevant components of the Recovery Plan that covers the following:
 - a. provide direction on how Shariah conditions should be applied to recovery options that are recommended to be prepared in this level of disruption;
 - b. ensure that Shariah conditions are adhered to, and address issues related to Islamic financial transactions that may have an influence on the Recovery Plan;
 - c. provide advice and clarification on pertinent Shariah decisions, rulings, or policy documents issued by BNM or by any other authority that have an impact on or may have an impact on the Recovery Plan; and
 - d. provide opinions on any other Shariah-related situations when required.

- xv. Chairman of the Shariah Committee, in leading the Shariah Committee is responsible for the effective functioning of the Shariah Committee. In fulfilling this role, the Chairman must:
- ensure appropriate procedures are in place to govern the Shariah Committee's deliberations and proceedings;
 - act as a direct liaison between the Board and the Shariah Committee to foster greater understanding between both organs;
 - ensure that Shariah decisions or advice are made on a sound and well-informed basis, including based on a robust decision-making methodology which ensures that all business, operations and risk implications are considered by the Shariah Committee;
 - encourage healthy discussion, participation and contribution, and ensure that dissenting views can be freely expressed and discussed; and
 - ensure sufficient records of the discussion leading to formulation of the Shariah Committee's decision, advice or opinion are maintained.

The Shariah Committee may, if it thinks fit and proper and from time to time, delegate, re-delegate, suspend or revoke any powers given to the Shariah Management Department to do certain acts on behalf of the Shariah Committee such as review, advice and/or endorse certain materials or issues within the Shariah Committee's terms of reference.

MEETINGS AND ENGAGEMENT WITH THE BOARD

A total of five Shariah Committee meetings were held during the financial year ended 31 March 2024 (financial year 2023-2024), which were mainly to discuss and deliberate on product proposals, issues and documentation. The Shariah Oversight Committee also convened seven times to discuss works carried out by the Shariah Audit, Shariah Review and Shariah Risk Management and any reported potential SNC event(s).

Attendance details of each of the Shariah Committee members at the Shariah Committee and Shariah Oversight Committee meetings are set out below:

Name of Shariah Committee Member	Shariah Committee		Shariah Oversight Committee	
	Held	Attended	Held	Attended
Assoc. Prof. Dr. Ahmad Zaki Salleh	5	5	7	7
Prof. Dr Zulkifli Hasan*	4	4	3	3
Assoc. Prof. Dr. Mohd Zakhiri Md Nor**	1	1	N/A	N/A
En. Mohd Fadhy Md Yusoff	5	5	7	7
Prof. Dr. Salina Kassim	4	5	6	7
En. Ismail Nik	5	5	7	7

Notes:

* Resigned with effect 12 December 2023 pursuant to his appointment as a Senator of Dewan Negara and Deputy Minister at the Prime Minister's Department (Religious Affairs)

** Term of appointment ended on 30 April 2023

SHARIAH OVERSIGHT COMMITTEE

The members of the Shariah Committee also sit in the Shariah Oversight Committee. The Shariah Oversight Committee is established as a sub-committee of the Shariah Committee to assist the Shariah Committee in discharging its responsibilities to oversee the strategies, initiatives and work carried out by the Shariah Control Functions namely Shariah Review, Shariah Risk Management and Shariah Audit.

The main functions and duties of Shariah Oversight Committee shall include, but are not limited to the following:

- to determine whether potential SNC events are actual SNC incidents or not;
- endorse action plan/rectification measure in addressing SNC incident and purification of income methodology and amount;
- to recommend alternative ways to rectify issues found through Shariah Audit, Shariah Review and Shariah Risk Management activities and/or other credible sources;
- to provide advice on the recognition of income pursuant to SNC events and/or its disposal; and
- to recommend possible implementation methods to improve the Bank's business activities vis-à-vis Shariah in line with applicable statutes and guidelines/policies/circulars issued by relevant regulatory bodies.

Shariah Committee Report

As part of the initiative for the Shariah Committee to have active engagement with the Board, several activities were planned and implemented as follows:

- i. one interactive session was held between the Shariah Committee, members of the Group Nomination and Remuneration Committee and the Board;
- ii. representative of the Shariah Oversight Committee attended two Audit and Examination Committee (AEC) meetings;
- iii. members of the Board attended one Shariah Committee meeting;
- iv. Shariah Committee members attended the AmBank Islamic Berhad Board Strategy Session; and
- v. meet-up Session with Chairman of the AmBank Group.

MAIN ACTIVITIES

Throughout the FY2024, the Shariah Committee has provided various Shariah advisory services to the Bank in order to ensure compliance with applicable Shariah principles as well as the relevant resolutions and rulings made by the SAC BNM. This includes discussing and deliberating on various Shariah principles and the contracts relating to the products and services proposed by the Bank. The Shariah Committee also reviewed numerous legal documentation and Shariah policies and manuals introduced by the Bank.

The Shariah Committee also provided advice on issues arising from Islamic banking operations, zakat distribution, etc.

The Shariah Committee also noted and reviewed the following and was satisfied that each of the following had been executed effectively during the FY2024 in compliance with Shariah:

- i. the contracts, transactions and dealings entered into by the Bank and legal documents used by the Bank;
- ii. the allocation of profit and charging of losses relating to investment accounts;
- iii. the calculation and distribution of zakat; and
- iv. the overall operations, business, affairs and activities of the Bank save for one Shariah non-compliant incident involving non-performance of Murabahah Tawarruq trading for AmMoneyLine Facility-i involving four (4) accounts due to wrong selection of product code in the system. The SNC income from this incident of RM32,504.73 is to be purified by channelling to charity. The system has been enhanced to mitigate the recurrence.

Matters relating to the Shariah review plan, Shariah audit plan, Shariah review reports and Shariah audit reports prepared by the Shariah Review and Group Internal Audit teams respectively and Shariah Risk Management updates by the Shariah Risk Management team were discussed and deliberated with the Shariah Oversight Committee.

On matters relating to AmInvestment Bank, the Shariah Committee reviewed a number of Sukuk structures and legal documentation for Sukuk issuance, as well as provided confirmation of Shariah compliance for the Islamic stockbroking business.

PERFORMANCE ASSESSMENT

The Shariah Committee's performance assessment is conducted annually by the Board. The evaluation process focuses on competency, knowledge, contribution and overall effectiveness of the Shariah Committee members.

The assessment also identifies any relevant development areas or any relevant exposure needed by the Shariah Committee members for the Bank to provide.

CONTINUOUS DEVELOPMENT PROGRAMME

As part of the Shariah Committee's continuous development, the Bank registered the Shariah Committee members to undertake a certification programme i.e. Certified Shariah Advisors (CSA) or Certified Shariah Practitioner (CSP) by the Association of Shariah Advisors in Islamic Finance (ASAS). The certification is currently on-going. CSA/CSP programme attended by the Shariah Committee members during the FY2024 were as follows:

- i. 11-13 July 2023 – Legal Documentation for Islamic Financial & Capital Market Services (Level 2).
- ii. 7-9 August 2023 – Usul Mazahib (Level 2).
- iii. 5-6 September 2023 – Takaful (Level 2).
- iv. 7-8 November 2023 – Introduction to Commercial Law (Level 1).
- v. 13-15 February 2024 – Risk Management (Level 2) and Maqasid Shariah (Level 3).

Besides the certification programme, the Bank also initiated for the Shariah Committee members to attend and participate in various conferences/seminars and internal briefings/training as follows:

- i. AmBank Group Webinar: Asian Economy Impact – Climate Change Risk, organised by AmBank Group Learning & Development, held virtually on 20 April 2023.
- ii. Introduction to AmBank Islamic Structure & Shariah Governance Structure and Shariah Control Functions: Shariah Review, Shariah Risk Management & Shariah Audit to Shariah Committee/Shariah Oversight Committee organised by Shariah Management Department, held virtually on 9 June 2023, 4 July 2023 and 31 July 2023.

- iii. Market Insight on Platinum & Palladium by the London Platinum and Palladium Market (LPPM), organised by the Association of Islamic Banking and Financial Institutions Malaysia (AIBIM), held virtually on 15 June 2023.
- iv. Waqf and Islamic Capital Market Conference organised by SC, held at the Securities Commission on 20 July 2023.
- v. AmBank Group International ESG Conference 2023 – Shaping Today for Tomorrow organised by AmBank Group, held at Shangri-La Hotel, KL on 15 August 2023.
- vi. Roundtable Discussion on Waqf Financing organised by AIBIM at the International Center for Education in Islamic Finance (INCEIF University) on 22 August 2023.
- vii. AmBank Group Webinar: 2nd Asian Economy Impact – Climate Change Risk organised by AmBank Group Learning & Development, held virtually on 29 August 2023.
- viii. The 18th Kuala Lumpur Islamic Finance Forum (KLIFF) 2023 - Muzakarah Penasihat Syariah Kewangan Islam Kali ke-16 (KLIFF 2023-Muzakarah) organised by the Centre for Research and Training (CERT), held at the Royale Chulan Hotel KL on 18 September 2023.
- ix. The 18th Kuala Lumpur Islamic Finance Forum 2023 (KLIFF 2023-Main Forum) organised by CERT held at the Royale Chulan Hotel KL on 19-20 September 2023.
- x. Islamic Sustainable Finance & Investment Forum (ISFI) 2023 organised by Red Money Events at the SC on 3 October 2023.
- xi. Cyber Security Awareness Session, organised by AmBank Group Learning & Development, held virtually on 8 & 29 November 2023.
- xii. Anti Money Laundering Awareness Session, organised by AmBank Group Learning & Development, held virtually on 22 February & 7 March 2024.
- xiii. Key Insight of Hajah and Darurah Principle and Applications, organised by AmBank Group Learning & Development in conjunction with IBFIM, held virtually on 15 March 2024.

CONTRIBUTION TOWARDS SUSTAINABILITY AND VALUE-BASED INTERMEDIATION (VBI)

Value-Based Intermediation (VBI) is part of AmBank Group’s sustainability agenda and the Bank has put in motion several initiatives in its journey to integrate VBI principles into its practices, conducts and offerings. Besides the Bank, the Shariah Committee also involved and participated in programmes and activities in relation to VBI and sustainability, amongst others as follows:

- i. Humanitarian Mission in Turkiye and Syria, organised by Global Peace Mission Malaysia on 2-12 April 2023.
- ii. Donation programme with Yayasan Al-Jenderami, Dengkil, Selangor (educational center) by providing financial assistance on 5 April 2023.
- iii. Charity programme with Rumah Bakti Nur Ain Bangi, Bandar Baru Bangi, Selangor (orphanage) by providing financial aid and clothing on 12 April 2023.
- iv. ADAB Youth Garage, Youth Development Project in Seremban, Negeri Sembilan sponsored by ETIQA on 20 April 2023.
- v. Speaker for “Persidangan Serantau ke-2 Hidup Bersama di dalam Budaya Damai” organised by UNISEL on 12 May 2023.
- vi. Speaker for “Awareness on Health, Safety, and Environment (HSE)” for petrol station workers around Putrajaya, Puchong and Bangi on the management of petroleum materials on 12 May 2023.
- vii. Humanitarian Mission for Earthquake Victims in Cianjur, Bogor, Indonesia on 26 May 2023.
- viii. As panelist in “Forum Konvensyen Islam dan Melayu” organised by Dewan Bahasa dan Pustaka on 14 June 2023.
- ix. Guest speaker for “Ethics of Disagreement”, a special slot with Malaysian National News Agency (BERNAMA) on 17 July 2023.
- x. Speaker for “Kolokium Pemegang Tauliah Mengajar Agama Negeri Sembilan” on 18 July 2023.
- xi. Speaker for “Special Talk at Azmi & Associates on Fiqh al Taayush” on 20 July 2023.
- xii. Speaker for “Bengkel Pengurusan Kewangan MADANI”, organised by Pejabat Kewangan dan Perbendaharaan Negeri, Negeri Sembilan on 24 July 2023.
- xiii. Participant at “International ESG Conference 2023”, organised by AmBank Group on 15 August 2023.
- xiv. Presenter on “Creating a New Narrative of Third Sector in Malaysia”. Roundtable Discussion on Professionalism and Governance of the Malaysian Third Sector, organised by Institut Pengajian Sains Sosial (IPSAS), Universiti Putra Malaysia (UPM) and Philandure, Serdang on 24 August 2023.
- xv. Guest speaker for a monthly slot on Syariah and Law with Institut Kefahaman Islam Malaysia (IKIM) beginning September 2023.
- xvi. Discussant for Muzakarah Penasihat Syariah, Isu-isu Syariah dalam Kes Kewangan Islam on 18 September 2023.
- xvii. Keynote speaker at “The International Seminar on The Position of Islamic Law in Malaysia and Indonesia” organised by Universitas Muhammadiyah Mataram, Lombok Indonesia on 25 September 2023.
- xviii. Participant in Community Engagement Programme at Pulau Sekotong, Lombok, Indonesia on 25 September 2023.

Shariah Committee Report

- xix. Speaker, Sekolah Menengah Agama Al-Ihsan Kuantan Alumni Program. Participants: Form 4 and Form 5 students organised by SMA Al-Ihsan Kuantan on 11 November 2023.
- xx. Speaker, Simposium Penyelidikan Majlis Agama Islam Negeri Sembilan (MAINS). Participants: Majlis Agama Islam Negeri Sembilan, academicians, Seremban community on 5 December 2023.
- xxi. Participant of Fatwa Carnival together with degree students of Fakulti Syariah dan Undang-Undang, Universiti Sains Islam Malaysia (USIM) and Bandar Baru Nilai community on 20 January 2024.
- xxii. Speaker and moderator in "7th World Islamic Economics and Finance Conference" organised by Minhaj University Lahore, Pakistan on 27 & 28 January 2024.
- xxiii. Participant in "Insights into Securities Commission Malaysia's Maqasid Al-Shariah Guidance" organised by Securities Industry Development Corporation (SIDC) on 27 February 2024.
- xxiv. Own initiative is replacing all lighting at own petrol station (Petronas)'s forecourt area with LED lighting and in process of installing solar panel for the petrol station's operation.

The Shariah Committee also jointly organised a programme with AmBank Islamic titled Islamic Finance Talk Series: Islamic Banking Business and Its Practices in Malaysia at Universiti Sains Islam Malaysia (USIM) on 8 December 2023.

SHARIAH GOVERNANCE

The Bank adopted the BNM Shariah Governance Policy Document by having 3 Shariah Control Functions namely Shariah Review, Shariah Risk Management and Shariah Audit. Shariah Risk Management and Shariah Review functions act as the second line of defence whilst the Shariah Audit function which is part of the Group Internal Audit Department, acts as the third line of defence. By having this practice in place, the Bank is able to identify, monitor and mitigate any possible Shariah breaches. Shariah Management Department (including Shariah Legal) acts as Secretariat to the Shariah Committee. The Shariah governance structure of the Bank comprises the following:

- i. **Board of Directors:** Responsible for the overall oversight on the Shariah governance and Shariah compliance including the appointment, remuneration, performance evaluation, and reappointment of the Shariah Committee members. The Board performs its oversight role through various committees such as the Audit & Examination Committee (AEC), Risk Management Committee (RMC) and the Shariah Committee.
- ii. **Audit & Examination Committee (AEC):** A Board committee that is responsible for assisting the Board in ensuring the Bank's operations are Shariah compliant through the independent assurance from the Shariah Audit function. The reports from the Shariah Review Section are also presented to the AEC for information. The AEC also provides the recommendation on the performance evaluation and reappointment of the Shariah Committee members to the Group Nomination and Remuneration Committee for onward recommendation to the Board.

- iii. **Risk Management Committee (RMC):** A Board committee that is responsible for assisting the Board in ensuring risk management (including Shariah risk management) controls and processes are in place.
- iv. **Shariah Committee:** Responsible on matters related to Shariah. This includes advising the Board and Senior Management on Shariah matters as well as endorsing products and services, Shariah policies and the relevant documentation in relation to the Bank's business and operations. In addition to endorsing the zakat computation mechanism and the proposed recipients for zakat distribution, the Shariah Committee also provides advice and guidance on the management of the Zakat fund, charity and other social programmes or activities.

The composition of the Shariah Committee within the financial year 2024 has fallen below the minimum five (5) members as required by the BNM Policy Document on Shariah Governance, due to the resignation of one (1) Shariah Committee member after being appointed as a Senator of Dewan Negara and Deputy Minister at the Prime Minister's Department (Religious Affairs) on 12 December 2023. However, BNM has provided the exemption for the Shariah Committee to continue to function with four (4) members until 30 April 2024.

- v. **Shariah Oversight Committee:** A sub-committee to the Shariah Committee that performs an oversight function via the Shariah Control Functions (i.e. Shariah Review, Shariah Risk Management, and Shariah Audit). The Shariah Oversight Committee provides guidance and advice on matters pertaining to Shariah non-compliant (SNC) incidents as well as treatment of any Shariah non-compliant (SNC) income.
- vi. **Senior Management:** The Chief Executive Officer (CEO) and senior officers of the Bank and AMMB Group are responsible to make reference to the Shariah Committee and/or the Shariah Oversight Committee on Shariah matters of the Bank and to take the necessary measures for implementation. The Senior Management is also responsible in establishing the infrastructure and adequate resources to support the Shariah governance structure. This includes putting in place adequate systems and controls in order to ensure compliance with Shariah and to mitigate any Shariah non-compliance (SNC) risk.
- vii. **Shariah Management Department (SMD):** Accountable to the Shariah Committee with functional reporting to the CEO, and is responsible for providing operational support for the effective functioning of the Shariah Committee including day-to-day Shariah advisory, conducting Shariah research, formulating Shariah policies and acting as the secretariat to the Shariah Committee and the Shariah Oversight Committee.
- viii. **Shariah Risk Management (SRM):** Accountable to the Group Risk Management Department and the CEO of AmBank Islamic; and has Shariah reporting to the Shariah Oversight Committee. SRM is a function that systematically identifies, measures, mitigates, controls, monitors and reports any Shariah non-compliance risks to prevent any SNC incident in the businesses, operations, affairs and activities of the Bank.

The management of Shariah risk is executed through the three lines of defence, which are:

- 1st** The Business Units/Functional Lines and SMD;
- 2nd** SRM and SR; and
- 3rd** Shariah Audit.

ix. **Shariah Review (SR):** Accountable to the Head of Compliance, AmBank Islamic with functional reporting to the CEO of the Bank, with Shariah reporting to the Shariah Oversight Committee. Shariah Review refers to a function that conducts regular assessment on the compliance of the operations, business, affairs and activities of the Bank which are predominantly transactional in nature, with Shariah requirements.

The Shariah Review Section also acts as the Shariah Non-Compliance Officer (SNCO) of the Bank. The SNCO is responsible to assess and decide whether the reported Shariah related incidents shall be classified as Potential SNC, and also in preparing the SNC report for deliberation by the SOC in determining whether the Shariah related incident is an SNC or otherwise.

x. **Shariah Audit (SA):** Accountable to the Audit and Examination Committee (AEC) with Shariah reporting to the Shariah Oversight Committee. The Shariah Audit Section is a dedicated team within the Group Internal Audit Department (GIAD) and is responsible to conduct independent assessment on the quality and effectiveness of the Bank’s internal control, risk management systems, governance processes as well as the overall compliance of the Bank’s operations, business, affairs and activities with Shariah requirements. The scope of Shariah Audit includes but not limited to activities undertaken by departments and functions that relate to Islamic products and services.

Investor Relations

PRINCIPLE C INTEGRITY IN CORPORATE REPORTING & MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Group’s Investor Relations (IR) team functions as a communication bridge between the Group and the likes of shareholders, investors, financial analysts, and rating agencies. Great effort is put into fostering and maintaining meaningful long-term relationships with these target groups while helping them gain a well-rounded understanding of the Group through a series of well-thought-out programmes. Our aim is to achieve deserving valuation levels and to position AMMB as a viable and progressive investment proposition.



IR forms an integral part of the AmBank Group’s corporate governance initiatives. We ensure we fulfil our obligation to our shareholders and target groups through the dissemination of timely and accurate material information. Our dedicated IR team works closely with our Group CEO and our Group CFO to formulate plans that are insightful to help foster meaningful engagement and establish effective two-way communication between our Senior Management and the target groups.

Our approach is to ensure equal and timely dissemination of pertinent information to all relevant parties in a manner that is comprehensive and easy to understand. In addition, we do our best to meet top shareholders and target groups regularly to engage on critical value drivers that impact investment decision-making and consequently market valuations. This provides a platform for us to be conversantly adaptive to investor needs and constructively interactive in planning out our future business strategies.

We believe that effective shareholder engagement and good IR practices are key factors in building and maintaining investors’ confidence in the Group and reduce share price volatility while promoting transparency in our businesses. Through constructive feedback, we are able to improve our strategies and policies as well as formulate sustainable business practices.



32ND ANNUAL GENERAL MEETING (AGM)



From left: Jamie Ling, then Group CFO; Hong Kean Yong, Independent Non-Executive Director; Farina binti Farikhullah Khan, Independent Non-Executive Director; Voon Seng Chuan, then Senior Independent Non-Executive Director; Tan Sri Md Nor bin Md Yusof, Chairman; Tan Sri Azman Hashim, Chairman Emeritus/Honorary Advisor; Dato' Sulaiman Mohd Tahir, then Group CEO; Felicity Ann Youl, Independent Non-Executive Director; Seow Yoo Lin, Independent Non-Executive Director; Dato' Kong Sooi Lin, Independent Non-Executive Director; Koid Phaik Gunn, Group Company Secretary and Robert William Goudswaard, then Non-Independent Non-Executive Director at our 32nd AGM.

The Group conducted its 32nd AGM on a fully virtual basis, from its Board Room in Bangunan AmBank Group, through live streaming and online remote voting by shareholders on 23 August 2023. A total of 935 shareholders, holding 763,307,940 ordinary shares and representing 23.03% of the total issued shares of AMMB, attended the virtual AGM.

The 32nd AGM was chaired by our Chairman, Tan Sri Md Nor bin Md Yusof (Tan Sri Md Nor). Dato' Sulaiman Mohd Tahir (Dato' Sulaiman), our then Group CEO, gave a comprehensive presentation on the Group's key performance review and financial highlights for FY2023. He capped off his presentation by emphasising the three key primary growth accelerators to remain competitive with peers: SME empowerment, advancement of Environmental, Social and Governance ('ESG') initiatives and digital innovation.

Dato' Sulaiman addressed the list of official questions raised by the Minority Shareholders Watch Group ('MSWG') and Permodalan Nasional Berhad ('PNB'). The Chairman proceeded with the Question and Answer ('Q&A') session and invited questions from shareholders and proxies via an online platform. The Company appointed an independent moderator, KPMG Management & Risk Consulting Sdn Bhd ('KPMG MRC') to read out the questions submitted by the shareholders/proxies and the responses were provided by Dato' Sulaiman and Tan Sri Md Nor, where appropriate.

The AGM serves as an avenue for shareholders to seek clarification and gain deeper insights into the Group's financial performance and business strategies. Messrs. Ernst & Young PLT, the Company's external auditors, were in attendance to assist with responding to queries relevant to or directed at them.

All resolutions proposed at the 32nd AGM were duly passed and all queries were responded to/resolved and recorded in the minutes under the 'Q&A' section. The 32nd AGM minutes are available to the public and can be found on our corporate website.

COMMUNICATION WITH SHAREHOLDERS, INVESTMENT COMMUNITY & TARGET GROUPS

We hold effective engagement with our shareholders, the investment community and other target groups in the highest regard. We understand the importance of clear and effective communication, and as such, we meticulously select our modes of communication to ensure they resonate well and are impactful.

The modes of communication we use include:

i. **Bursa Announcements**

As a responsible listed company on Bursa Malaysia, the Group is committed to providing adequate disclosure and transparency to enable investors to make informed investment decisions. We ensure investor presentations, financial statements, media releases, notices of dividends and all other material announcements are uploaded onto Bursa Malaysia's website in timely fashion.

ii. **Analyst Briefings**

On a quarterly basis, financial analysts and members of the investment community are invited to attend a results briefing together with a Q&A session hosted by our Group CEO, Group CFO and the IR Team. These sessions aim to ensure the full understanding of our financial results and most importantly, to provide a platform to raise any questions or concerns. These sessions also serve as a platform for the IR Team to collect feedback on AMMB's financial performance and related matters.

Investor Relations

Details of our FY2024 Results Briefings:

Date	Results Announcement	Mode of Communication					
		Physical		Video Conferencing	Publication on Corporate Website		
		Media Briefing	Analyst Chats	Analyst Briefing	Investor Presentation	Financial Statements	Media Release
21 August 2023	Q1FY2024	-	-	✓	✓	✓	✓
22 November 2023	Q2FY2024	-	✓	✓	✓	✓	✓
26 February 2024	Q3FY2024	-	-	✓	✓	✓	✓
27 May 2024	Q4FY2024	✓	✓	✓	✓	✓	✓

iii. Meetings

The Group engages with shareholders and stakeholders through several channels including one-on-one meetings (virtual or in-person), group meetings (virtual or in-person), conferences and thematic events. The IR Team regularly reviews the profiles of the Group’s existing and potential investors to enhance the planning of our IR engagement programmes. This proactive approach enables us to reach out to targeted groups of investors more effectively and efficiently.

We also host larger scale in-person ‘Post Results Analyst Chats’ periodically for both buy and sell-side analysts and other members of the investment community to encourage constructive dialogue as well as to provide them with an invaluable opportunity to engage directly with our Group CEO, Group CFO and selected CEOs or Managing Directors of our Lines of Businesses. During these events, our Senior Management not only share insights into their respective strategic growth plans but also actively participate in panel discussions, offering responses to questions and fostering a deeper understanding of our company’s trajectory and objectives.



From 1 June 2023 to 31 May 2024, the Group conducted a total of 40 investor meetings, details are as set out below:

	1 June 2022 to 31 May 2023		1 June 2023 to 31 May 2024	
	Meetings	Attendees	Meetings	Attendees
One-on-one/Small group meetings	28	301	28	190
Analyst briefings	4	280	4	255
Post results briefings	2	35	2	43
Conferences/Non-deal roadshows	4	71	4	28
Thematic event	1*	288 [#]	2**	874 [^]
Total	39	975	40	1,390

* AmDigital Day
 ** International ESG Conference and SME BizCONFERENCE
 # Includes AMMB Senior Management and selected staff members
 ^ Strategy Day not included in count as it occurred outside coverage period

iv. Press Conferences

The Group holds Press Conferences on an annual basis to highlight its financial results to members of the media as well as provide a platform for relevant questions. After the announcement of the Group’s FY2024 financial results on 27 May 2024, the Group held a Press Conference at Bangunan AmBank Group to highlight our achievements for FY2024. The Press Conference was attended by approximately 20 reporters from various media companies.



From left: Shafiq Abdul Jabbar, Group CFO; Jamie Ling, Group CEO and Yeoh Ru Hann, Head of IR at our FY2024 results Press Conference.

v. Thematic Events

International ESG Conference

The Group hosted over 500 participants at its International ESG Conference at Shangri-La Hotel, Kuala Lumpur on 15 August 2023. The event underscores the Group’s unwavering dedication to sustainability and paves the way for responsible banking best practices in the region. The conference is in line with the nation’s aspiration of achieving carbon neutrality by year 2050.

Our then Group CEO, Dato’ Sulaiman said “As a constituent of the financial ecosystem, we recognise the crucial role we play in driving social and economic growth in our communities. Our commitment goes beyond banking services, extending to the empowerment of our communities that foster long-lasting positive change. Navigating the path towards sustainability can be arduous, and the conference aims to shed light on the key barriers and critical challenges that we must join hands to overcome. The theme “Shaping today for tomorrow”, embodies our efforts in spearheading a sustainable future by setting practical standards for the industry to adopt.”

The full day event was graced by the Minister of Natural Resources, Environment and Climate Change, YB Tuan Nik Nazmi Nik Ahmad who delivered the keynote address and featured five panel discussions led by the Group’s leadership alongside external sustainability champions from the Securities Commission, World Bank, the World Wildlife Fund (WWF), Pantas, Huawei Malaysia, and stewards of leading corporations.

In conjunction with the International ESG Day Conference, AmBank Group and Huawei Technologies Malaysia Sdn Bhd (Huawei Malaysia) signed a Memorandum of Understanding (MoU) to propel their organisations’ sustainability agenda. The MoU scope entails both parties working together in support of the introduction of Solar Energy, Green Data Centers, EV Charging, and Energy Storage solutions.



Amanah Aboobucker, Chief Sustainability Officer

Chief Sustainability Officer, Amanah Aboobucker said “We firmly believe that embracing sustainability is of paramount importance to accelerate the transition to a greener, low carbon economy and as such, collaboration with all our stakeholders is key, to not only create a positive impact on society and the environment, but also foster long-term financial prosperity.

We are integrating sustainability considerations into our core business strategies and aligning our growth plans with the long-term well-being of the environment and society through the development of green financing solutions that create shared value to our customers. In this manner, we are shaping today for tomorrow.”

Investor Relations

SME BizCONFERENCE

AmBank Group held its 2023 SME BizCONFERENCE themed “Building Engines for Growth” on 12 September 2023 in Sheraton Petaling Jaya under its Small and Medium Enterprises (SMEs) empowerment agenda. The event is part of the bank’s continuous efforts in supporting the growth and development of SMEs in Malaysia.

The SME BizCONFERENCE featured key trends such as Beyond Financing, ESG, Smart Automation and 5G presented by keynote speakers. The event which was attended by 300 SME leaders ended with three engaging panel discussions involving subject matter experts, business owners, practitioners and thought leaders who shared valuable insights, strategies, and best practices.

Through such events, the Group aims to provide Malaysian SMEs with an understanding of key trends to help them future proof their businesses and stay ahead. The conference also provided a networking platform for the SME community, allowing business owners to connect with subject matter experts and leaders of homegrown brands who have found success regionally and globally.

Our then Group CEO, Dato’ Sulaiman commented, “We recognise the need for a robust entrepreneurial ecosystem in providing for the needs of SMEs and highlighting these businesses to encourage diversification and promotion of business and investment opportunities. We are very pleased to provide a platform through this SME BizCONFERENCE where SMEs can seize the opportunity to gain knowledge, build networks, access resources and get inspiration, all of which can contribute to the growth and success of their businesses.”



Front Row: Dato’ Sulaiman Mohd Tahir, then Group CEO (4th from right); Christopher Yap, Managing Director, Business Banking (5th from right) and Senior Management of AmBank Group at the AmBank SME BizConference 2023 held at the Sheraton Hotel Petaling Jaya.

FY2025 Strategy Day with Investors

On 19 June 2024, the Group held its Strategy Day where our Group CEO, Jamie Ling, unveiled the AmBank Group’s highly anticipated 5-year plan coined 'Winning Together' to propel the Group into the next growth phase to the investment community.

At the event, Jamie and the leaders of each line of business gave the audience an insightful presentation on their respective growth plans and key focus areas for the next 5 years. There were also Q&A sessions for the investment community to raise their questions.

This successful event was attended by approximately 60 members of the investment community, some of whom wrote positive research reports showing confidence in the Group’s ‘Winning Together’ strategy.



Jamie Ling, Group CEO showcasing the Group’s plans at our Strategy Day held in the Grand Hyatt Kuala Lumpur.

vi. Conferences

We participated in investor conferences hosted by local and foreign research houses in FY2024 as an additional avenue to enhance our engagement with existing shareholders as well as to widen our reach to prospective investors.

Conferences we participated in this financial year:

Date	Event	Location/Mode
14 September 2023	30 th CITIC CLSA Investors’ Virtual Forum 2023	Hong Kong/In-person
21 September 2023	J.P. Morgan ASEAN Financials 1x1 Virtual Forum	Hong Kong/Virtual
3 January 2024	CGS-CIMB 16 th Annual Malaysia Corporate Day 2024	Kuala Lumpur/In-person
4 January 2024	J.P. Morgan ASEAN Financials 1x1 Virtual Forum	Singapore/Virtual

vii. Corporate Website

The Group’s website ambankgroup.com, features a dedicated section on Investor Relations (ambankgroup.com/eng/investorrelations), where we publish important information and documents such as quarterly financial statements, media releases, investor presentations, integrated annual reports, notices of AGM, IR calendar, credit ratings, shareholding, and dividend information.

Constructive feedback is welcomed via the IR team’s dedicated email address at ir@ambankgroup.com.

CREDIT RATING

The IR team is also responsible for managing the Group’s relationship and dealings with credit rating agencies. The Group receives solicited and unsolicited credit rating reviews by both domestic and international rating agencies, such as RAM Ratings (‘RAM’), Fitch Ratings (‘Fitch’), Moody’s Investors Services (‘Moody’s’) and Standard and Poor’s Global Ratings (‘S&P’).

To ensure the credit rating agencies are well-informed and have a full understanding of our businesses, our Group CFO and the IR Team actively engage with them throughout the financial year allowing for information sharing which include, amongst others, business strategies, tactical initiatives, financial performance and business outlook aiding rating agencies to form a fair and comprehensive evaluation.

More information on our latest credit rating can be found on page 49 of this Integrated Annual Report 2024.

SUSTAINABILITY

The Group acknowledges that sustainability is an active value driver that offers businesses long-term competitive advantage. This remains the core reason for our Group’s steadfast commitment towards sustainability objectives. The Group actively advocates a range of green financing solutions tailored to meet diverse customer needs, supporting the direction and facilitating their transition to a low-carbon economy.

At AmBank Group, sustainability entails generating value beyond profits by aligning stakeholder expectations and embedding sustainability principles in shaping business strategies. We recognise the importance of balancing the long-term viability of our businesses while catering for the immediate and long-term requirements of our customers and stakeholders, as we pave the way for a sustainable future.

This is an evolving agenda and we constantly seek avenues to enhance the integration of ESG considerations into our strategies, activities and portfolios over the coming years.

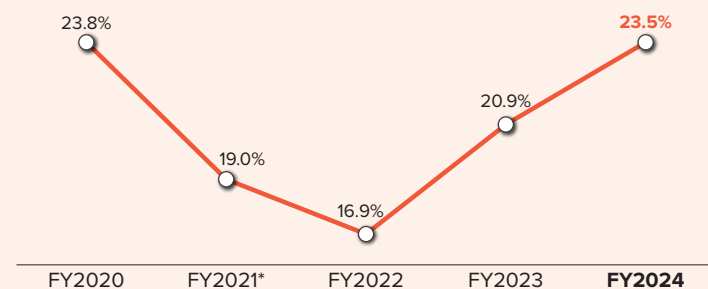
More information on our sustainability practices can be found on pages 206 to 215 of this Integrated Annual Report 2024.

FOREIGN SHAREHOLDING TREND

Foreign Shareholding in AMMB (excluding ANZ):

FY2024	Jun'23 Q1FY2024	Sep'23 Q2FY2024	Dec'23 Q3FY2024	Mar'24 Q4FY2024
% of shareholding	19.9%	18.9%	20.2%	23.5%

The Group’s foreign shareholding (excluding ANZ) continued to trend upwards on positive investor sentiment throughout the year. This is clearly demonstrated by the percentage of shares held by foreign investors reaching a peak of 24% in the fourth quarter of FY2024, which is also the highest recorded since FY2020.



* Computed based on 3.31 billion shares from June 2021 onwards (prior to June 2021: 3.01 billion shares) pursuant to the private placement exercise as announced on Bursa Malaysia website on 1 April 2021.

ANZ ceased to be a shareholder of AMMB as at 5 June 2024 following its disposal of its entire shareholding in AMMB.

Investor Relations

ANALYST COVERAGE

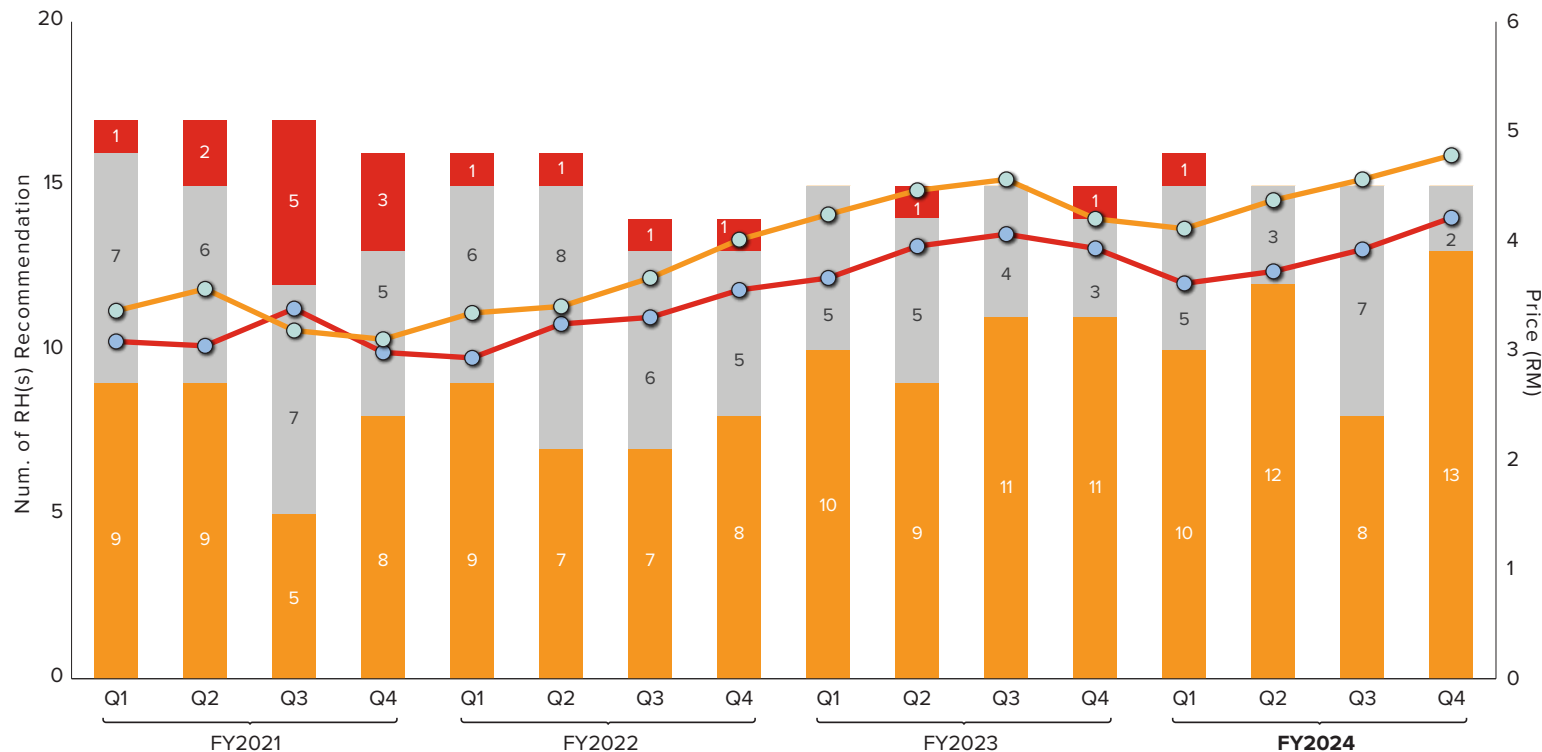
AMMB continues to be a well-covered stock that is of consistent interest to the investment community. As at end of FY2024, AMMB received coverage by a total of 16 local and foreign research houses:

1	Affin Hwang Investment Bank	7	J.P. Morgan Securities	12	Nomura Securities Malaysia
2	CGS International Securities	8	Kenanga Investment Bank	13	Public Investment Bank
3	CIMB Securities	9	Macquarie Capital Securities	14	RHB Investment Bank
4	Citi Investment Research	10	Maybank Investment Bank	15	TA Securities Holdings
5	CLSA Securities Malaysia	11	MIDF Amanah Investment Bank	16	UOB Kay Hian Securities (M)
6	Hong Leong Investment Bank				

Note: Names of the research houses are arranged in alphabetical order.

RESEARCH HOUSES' (RH) RECOMMENDATIONS AND TARGET PRICE TREND

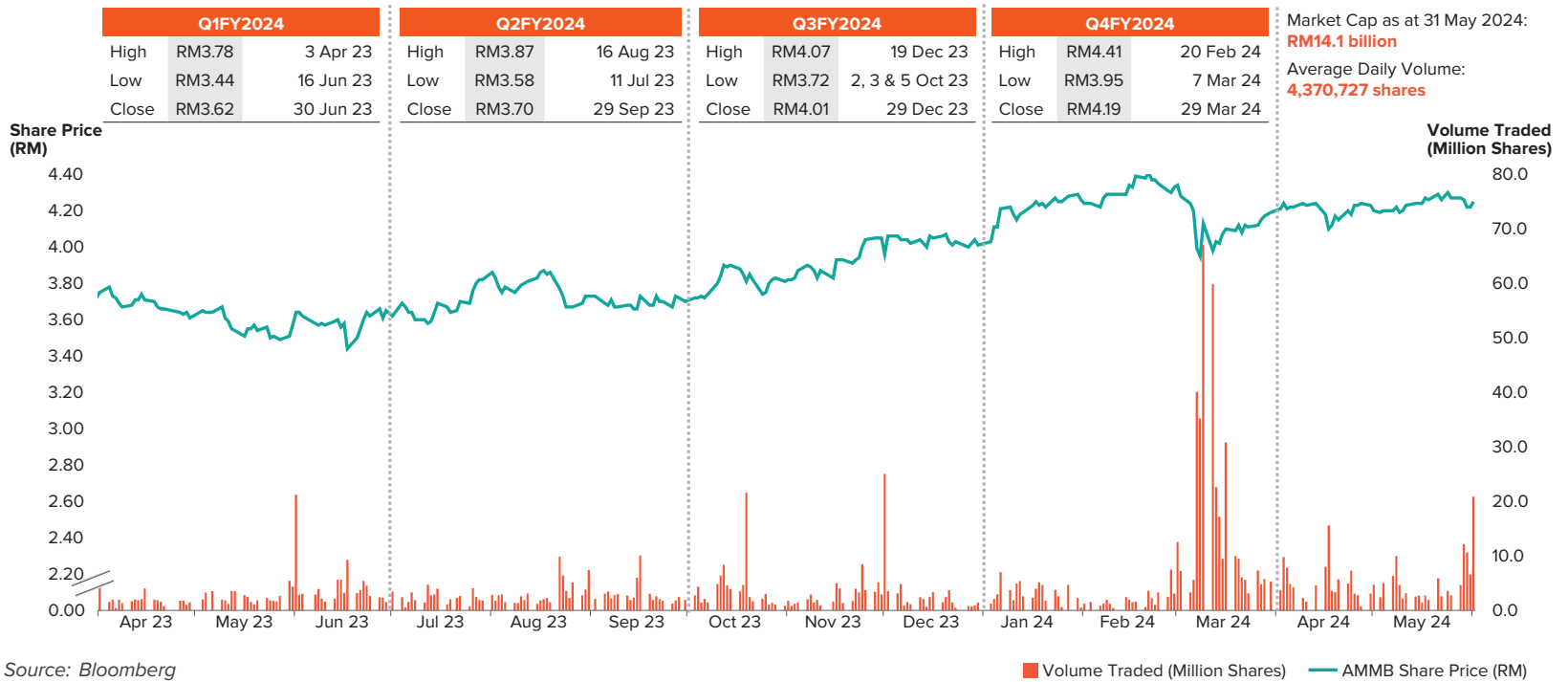
ATP/ACP (x)	1.09	1.17	0.94	1.04	1.14	1.05	1.11	1.13	1.16	1.13	1.12	1.07	1.14	1.17	1.16	1.14
Num. of RH(s)	17	17	17	16	16	16	14	14	15	15	15	15	16	15	15	15



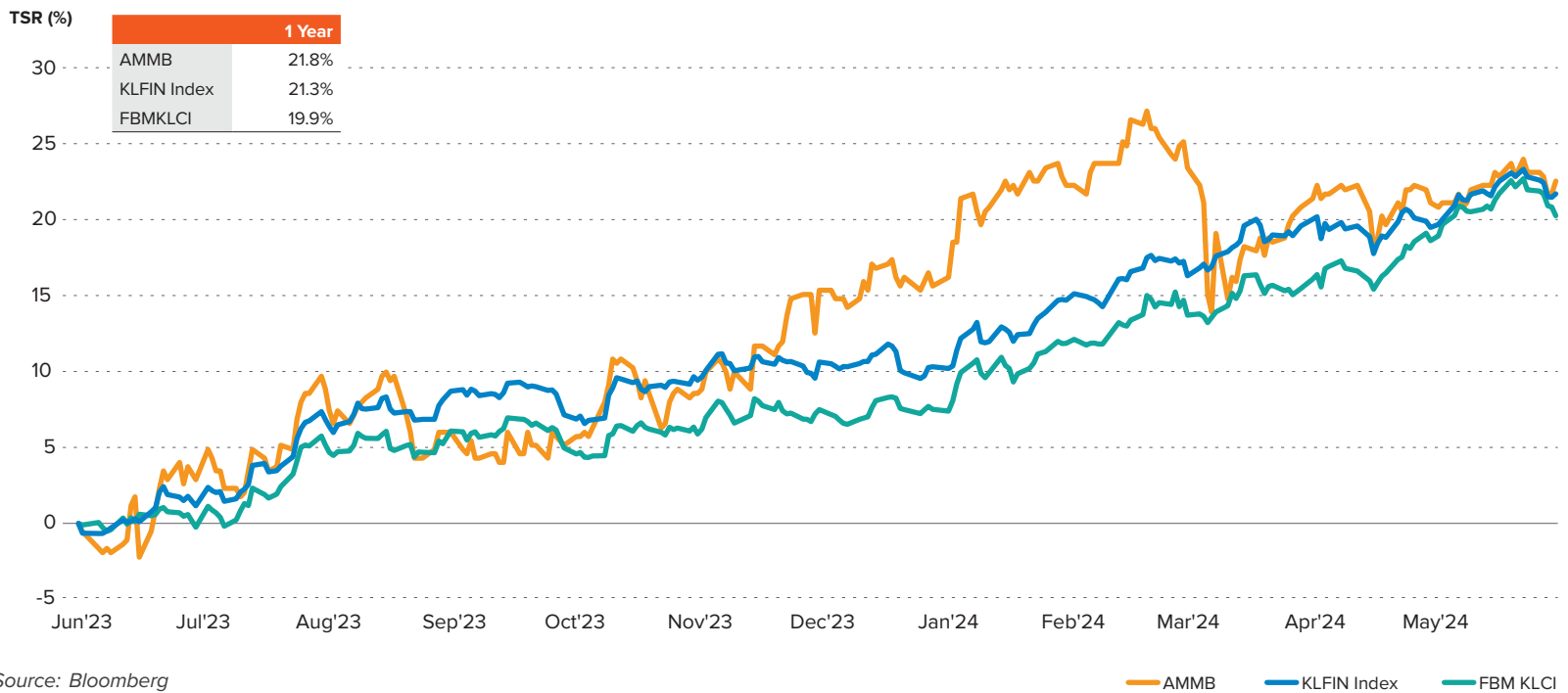
Source: Bloomberg

Buy Hold Sell Average Target Price (ATP) Average Closing Price (ACP)

AMMB SHARE PRICE AND VOLUME PERFORMANCE (1 APRIL 2023 – 31 MAY 2024)



TOTAL SHAREHOLDER RETURN (1 JUNE 2023 – 31 MAY 2024)



Statement on Risk Management and Internal Control

RESPONSIBILITY

The Board of Directors (The Board) is responsible for the governance and oversight of the Group's risk management framework and internal control systems' effectiveness. The Board has instituted a sound process for an enterprise-wide identification, assessment and management of risks to ensure risk-taking activities are aligned with the Group's business strategy and viability. This process is regularly reviewed by the Board and is in-line with the guidance on internal control, namely the *Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers* issued by Bursa Malaysia.

In AMMB, risk management is integrated into our business planning, investment decisions, internal control, and day-to-day operations to enhance ownership and agility in managing risks. The Directors have considered the materiality of identified risks, the likelihood of losses being incurred, the capacity of the Group to absorb losses and the cost of control in establishing and reviewing the risk management and internal control systems. Accordingly, the purpose of the risk management and internal control systems are to manage and minimise the risk of failure to achieve the policies and objectives of the Group and to provide reasonable assurance against risk of material misstatement or losses.

The Board is assisted by the Risk Management Committee of the Board (RMC) to oversee the governance of risks within the Group and ensure that there is effective infrastructure in place (policies, frameworks, processes, resources, and systems) to manage risk and conduct activities in identifying, assessing, controlling, and monitoring risks. The Board is also assisted by the Audit and Examination Committee of the Board (AEC) to provide independent oversight of the Group's financial reporting and internal control systems that facilitate appropriate checks and balances within the Group.

Periodic summary reports were provided by both the RMC and AEC to keep the Board informed of the Board Committees' work, key deliberations and decisions on matters delegated to them.

The Management is responsible for the implementation of the Board's risk management policies and for identifying and evaluating the risks faced by the Group, as well as to put in place internal control systems to mitigate, manage and monitor these risks.

CONCLUSION

For the financial year under review, the Board has received the reports of the AEC and RMC. An annual assessment of the effectiveness of risk and internal control processes has been conducted and the Group Chief Risk Officer has provided his assurance to the Group Chief Executive Officer (CEO) and Group Chief Financial Officer (CFO). The Group CEO and Group CFO have then provided their assurance to the Board that the Group's risk management and internal control systems are operating adequately and effectively in all material aspects, based on the risk management model adopted by the Group.

The Board is of the view that the risk management and internal control systems in place for the financial year under review and, up to the date of issuance of the financial statements, are adequate and effective to safeguard shareholders' investment, the interests of customers, regulators and employees, and the Group's assets.

KEY RISK MANAGEMENT AND INTERNAL CONTROL PROCESSES

The Group's focus is on achieving sustainable and profitable growth within its risk management framework by ensuring sound risk practices and business outcomes are achieved and aligned through a set of limits and controls and policies and procedures to safeguard the Group's sustainable risk-taking and sufficient returns. The Group's annual strategic business plans and budgets are prepared by the Group's business divisions, which are reviewed and recommended by Group CEO for submission to the Board for approval. Progress of the Group's business plans and performance achievements are rigorously tracked and reviewed against the budget in monthly review meetings and specific taskforce set up for the purposes of monitoring our key focus areas allowing for timely responses and corrective actions to be taken to mitigate risks.

The Group has adopted a coordinated and formalised approach to risk management and internal control, which is operationalised through the "Three Lines of Defence" concept. The Business Units (including Shariah Management Department) form the first line of defence, Risk and Compliance (including Shariah Review and Shariah Risk Management for Islamic Banking) form the second line of defence, while Internal Audit (including Shariah Audit for Islamic Banking) forms the third line of defence. The key risk management and internal control processes are implemented via the following:

- The RMC of the Group and its major subsidiaries assist the Board in the oversight of the overall risk management structure. At Senior Management level, a number of management level committees have been established to assist the Board to holistically manage the risks and business of the Group. These committees, namely the Group Management Committee, Group Management Risk Committee, Group Assets and Liabilities Committee, Group Management Governance and Compliance Committee, Group Sustainability and Climate Risk Council, Credit and Commitments Committee and Watchlist and Classification Committee, address all classes of risk within Board delegated mandates: balance sheet risk, credit risk, legal risk, operational risk, technology risk, market risk, liquidity risk, Shariah non-compliance risk, compliance risk, reputational risk, product risk and business, IT project risk and environmental (including climate-related), social and governance risks.
- The organisational structure is designed to clearly define the accountability, reporting lines and approving authorities to build an appropriate system of checks and balances, corresponding to the needs of the business and operations activities. This includes the empowerment and setting of authority limits for proper segregation of duties.

- Risk management principles, policies, practices, methodologies, and procedures are made available to appropriate staff in the Group. These are regularly updated to ensure they remain relevant and in compliance with regulatory requirements. The policies, methodologies, and procedures are enhanced whenever required to meet the changes in operating environment and/or for continuous improvement in risk management.
- The AEC of the Company and its major subsidiaries assist the Board to evaluate the adequacy and effectiveness of the Group's system of internal controls. The AEC reviews the Group's financial statements and reports issued by Group Internal Audit and the external auditors including monitoring the corrective actions taken to address issues highlighted in the reports.
- The Shariah Committee is responsible on matters related to Shariah. This includes advising the Board and Senior Management on Shariah matters as well as endorsing products and services, Shariah policies and the relevant documentation in relation to Islamic Banking business and operations. In addition to endorsing the zakat computation mechanism and the proposed recipients for zakat distribution, the Shariah Committee provides advice and guidance on the management of the zakat fund, charity and other social programmes or activities.
- The Shariah Oversight Committee, which is a sub-committee to the Shariah Committee, performs an oversight function via the Shariah Control Functions (i.e. Shariah Review, Shariah Risk Management, and Shariah Audit). The Shariah Oversight Committee provides guidance and advice on matters pertaining to Shariah non-compliant incidents as well as treatment of any Shariah non-compliant income.
- Group Internal Audit conducts independent risk-based audits and provides assurance that the design and operation of the risk and control framework across the Group is effective. There is also a dedicated team within Group Internal Audit that performs Shariah audit, which is responsible to conduct independent assessment on the quality and effectiveness of the Islamic Banking Business' internal control, risk management systems, governance processes as well as the overall compliance of the Islamic Banking Business' operations, business affairs and activities with Shariah requirements. The AEC reviews the work of Group Internal Audit, including approving its audit plans and monitoring the progress of execution of the audit plans, reviewing reports issued and status of resolution of key audit findings highlighted.
- The Group places a strong emphasis in the effectiveness of our human resource management. The structure and the ability to meet business needs through managing the most valuable resources, our employees, are supported by the necessary tools for staff success, growth opportunities and knowledge development to attract and retain talent while remaining competitive.

Guidelines and internal controls within the Group are in place for staff recruitment, promotion, performance appraisals and rewards as well as matters relating to discipline, termination and dismissal. Annual appraisal system is implemented for the employees at all levels within the Group, enforcing dialogue between managers and subordinates for continuous improvement of the employees' performance. Training needs analysis is performed to identify the required training for employees to address the areas of improvement and upskilling.

Short-Term Incentive (STI) and Long-Term Incentive (LTI) are used primarily to reward and encourage outstanding individuals for their contribution while protecting the shareholders' interest. Structured and technical training programmes, and extensive orientation training are developed to ensure staff are adequately trained and competent in discharging their responsibilities. Employees are enrolled for various role-based training programmes and certifications in core competency areas to strengthen their proficiency in their areas of specialisation. Identified high-potential employees participate in leadership and talent development programmes as part of building the pipeline of future leaders to support the Group. The Group has also embarked on a Digital Academy programme to equip its employees to support the Group's digital transformation journey.

- The Code of Conduct is the testament of the Group's commitment to uphold, maintain and demonstrate a high level of integrity, professionalism and ethical conduct. The Code of Conduct provides a clear direction in conducting business, interacting with community, government and business partners as well as general workplace behaviour. The Board takes a leadership role in shaping and driving the governance of, and compliance with, policies and practices via key management committees, Group Risk Management, Group Legal, Group Compliance, Group Internal Audit, Group Information Services, Group Finance, Group Human Resource and Group Sustainability. The Code of Conduct was developed according to a value-based approach which consists of four key areas: Ethical Standards, Company and People, Marketplace and Commitment to Sustainability.
- The Code of Ethics is a subset of the Code of Conduct which was established by the Board. The Code of Ethics has been formulated to protect and enhance the Group's reputation for honesty and integrity. The Code of Ethics is based on the following principles: compliance with the law both in letter and in spirit, with the Code and the Group's policies and procedures; upholding the highest level of integrity and acting with honesty and professionalism; identifying and managing conflicts of interest responsibly; ensuring completeness and accuracy of underlying records, financial or otherwise; ensuring fair and equitable treatment to all; and, ensuring confidentiality of information and transactions.

Statement on Risk Management and Internal Control

- The Group's Anti-Bribery and Corrupt Practices (ABCP) policy is aligned to the requirements and obligations imposed under the Malaysian Anti-Corruption Commission Act 2009 (MACC Act 2009) and Guidelines on Adequate Procedures issued pursuant to subsection (5) of Section 17A of MACC Act 2009. The ABCP policy is approved by the Board and is formulated to ensure that business is conducted in conformance with the highest level of integrity and ethics. The Group adopts a zero-tolerance approach to bribery and corruption in any form, and the ABCP policy serves to protect the institution from financial and reputational loss as a result of regulatory and/or enforcement censure and action. All employees are required to comply with the relevant laws and regulations on anti-bribery and corruption.
- The Group has in place a compliance framework that drives prudent, transparent and inclusive business conduct, compliant to the requirements of the Malaysian regulatory and supervisory framework. The framework provides the methodology and approach for risk identification, prevention and mitigation. The Compliance function promotes the safety and soundness of the Group's practices and conduct by minimising financial, reputational and operational risks arising from regulatory non-compliance.
- The Group believes in and embraces a culture of complete adherence to regulatory rules and regulations; demanding the highest ethical standards and integrity, where the Board and Senior Management lead by example. The Group continues to exercise and enhance its due diligence and governance processes and remains vigilant to emerging risks as well as sensitive towards heightened regulatory surveillance and enforcement.
- Training is provided to employees of the Group on relevant legal and regulatory requirements, and guidance on implementation of internal controls and processes to manage compliance risks.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the MMLR of Bursa Malaysia, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was in accordance with Audit and Assurance Practice Guide 3: *Guidance for Auditors on Engagements to Report on the Statement of Risk Management and Internal Control included in the Annual Report*, issued by the Malaysian Institute of Accountants. This does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group. Based on their review, the external auditors have reported to the Board that nothing had come to their attention that causes them to believe that this statement is not prepared, in all material respects, in accordance with the disclosures required by Paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: *Guidelines for Directors of Listed Issuers*; nor is the statement factually incorrect.

Additional Disclosures

1. MATERIAL CONTRACTS

There was no material contract (not being a contract entered into in the ordinary course of business) entered into by the Group, which involved directors, chief executive who is not a director or major shareholder, either still subsisting at the end of the financial year or entered into since the end of the previous financial year.

2. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

During FY2024, the followings issuances were made by the Group:

- (a) RM500.0 million Tier 2 Subordinated Notes (Tranche 11) issued on 27 June 2023 under the RM4.0 billion Subordinated Notes Programme by AmBank (M) Berhad;
- (b) RM500.0 million Tier 2 Subordinated Sukuk Murabahah (Tranche 11) issued on 27 June 2023 under the RM3.0 billion Subordinated Sukuk Murabahah Programme by AmBank Islamic Berhad; and
- (c) RM500.0 million Tier 2 Subordinated Notes (Tranche 1) issued on 3 November 2023 under the newly established RM8.0 billion Subordinated Notes Programme by AmBank (M) Berhad;

The proceeds raised have been utilised for working capital and general banking purposes.



Together

We Care

At AmBank Group, we support well-being and provide aid during humanity challenges, fostering a compassionate community for a better tomorrow.

Winning Together ... is what matters



Sustainability at AmBank Group

Our Sustainability Statement outlines the Group’s approach to integrating environmental, social, and governance (ESG) principles into our business. It reflects our commitment to addressing stakeholder needs, driving positive impact, and ensuring sustainable growth. For a detailed overview of our sustainability initiatives, achievements, and future goals, please refer to the full Sustainability Report.

OUR APPROACH TO SUSTAINABILITY

The foundation of AmBank Group’s sustainability commitment is the Group’s Sustainability Framework. This framework is structured to align with Environmental, Social, and Governance (ESG) and value-based intermediation (VBI) principles. It ensures that our business practices not only foster economic prosperity but also uphold and advance environmental stewardship and social responsibilities.

AMBANK GROUP’S SUSTAINABILITY FRAMEWORK

Sustainability Statement

AmBank Group embeds environmental (including climate-related), social and governance (“ESG”) considerations to our strategies, business and operations, to contribute to the greater good of our stakeholders, ensuring the longevity of our relevance and profitability.

Sustainability Themes

Responsible Banking

We are committed to conduct our business and engage customers in a responsible manner.

- Responsible Financing and Building Climate Resilience
- Customer Experience and Satisfaction
- Digital Innovation
- Cybersecurity and Data Privacy
- Financial Inclusion

Conscious Self-Conduct

We are conscious that our internal conduct has ESG, including climate-related implications.

- Integrity & Preventing Financial Crime
- Enhancing Employee Well-being
- Developing Our People
- Driving Diversity, Equity & Inclusion
- Responsible Consumption
- Responsible Procurement

Positive Societal Impact

We contribute towards the creation of a positive impact to our communities.

- Supporting Communities

United Nations Sustainable Development Goals (UN SDGs)



Maqasid Shariah

Protection of Faith (DIN)

Protection of Life (NAFS)

Protection of Intellect (AQL)

Protection of Lineage (NASL)

Protection of Property (MAL)

Core Values



Principled

Proactive

Appreciative

Collaborative

Experimental

Sustainability at AmBank Group

CLIMATE-RELATED STRATEGIES

As part of our overarching commitment to sustainability, addressing the multifaceted challenges and opportunities presented by climate change remains a key priority. Our approach to climate issues is integrated into our broader sustainability strategy, articulated and emphasised across a range of frameworks and policies. This integration ensures that our response to climate change is not isolated but a core aspect of our overall commitment to sustainability.

AmBank Group Sustainability Framework

Within our overarching Sustainability Framework, specific elements are dedicated to addressing climate-related risks and opportunities:

- a) **Our Sustainability Universe:** We focus on the broad ecosystem of stakeholders that AmBank impacts, highlighting our commitment to understanding and positively influencing the social and environmental contexts we operate through our sustainability themes and sustainability matters.
- b) **UN SDGs, Maqasid Shariah, and AmBank Group Core Values:** We ensure that our climate efforts align with international standards, reflect ethical considerations, and contribute to global climate action.
- c) **Governance:** We have established a well-defined governance framework and Key Performance Indicators (KPIs) that measure our effectiveness in managing climate-related issues.

For more information on climate-related governance, please see AmBank Group Sustainability Report 2024 page 28.

Other Key Frameworks and Policies Related to Climate-related Risks and Opportunities

Operations

- **Group Environmental Policy:** Focuses on minimising our direct environmental impact, including emissions and energy use.
- **Group Energy Policy:** Advocates for significantly reducing energy consumption and transitioning to renewable energy sources, directly supporting climate action efforts.
- **Business Continuity Management Framework:** Prepares the organisation to withstand and respond to climate-related disruptions.
- **Supplier Code of Conduct:** Promotes sustainability criteria, including climate considerations, in our supply chain.
- **Climate-related Disclosure Policy:** Ensures that AmBank Group produces reliable and meaningful climate-related disclosure to support informed decisions by stakeholders and reinforce the effective management of material climate-related risks

Credit, Capital, and Investment







- **Group Risk Appetite Framework:** Identifies and limits exposure to climate-related financial risks.
- **Market and Liquidity Risk Management Frameworks:** Addresses the financial stability challenges posed by climate variability.
- **Credit Policies (Retail and Non-retail):** Includes assessments of climate risk in credit decision-making processes.
- **Green Financing Guideline:** Encourages investments in projects that support environmental sustainability, including climate mitigation and adaptation.
- **Climate Change and ESG Risk Assessment (CERA) Guideline:** Thoroughly evaluates potential climate-related risks and opportunities.
- **Responsible Investment Plan:** Aims to allocate capital to initiatives with positive climate and environmental impacts.

For more information on AmBank's strategy towards enabling the low-carbon transition, see AmBank Group Sustainability Report 2024 page 22.

Sustainability at AmBank Group

SUSTAINABILITY THOUGHT LEADERSHIP

We continuously strive to improve a diverse knowledge-sharing ecosystem through active engagement with industry peers of various memberships and associations, allowing us to address industry challenges.

	<p>Association of Banks Malaysia (ABM)</p> <p>We participate in initiatives to strengthen and advance the commercial banking sector, as well as promote sustainable practices, with our Group Chief Executive Officer (GCEO) partaking as one of the Council Members.</p>	 <p>ESG</p>	<p>Association of Banks Malaysia – ESG Committee</p> <p>The Chief Sustainability Officer (CSO) is a member of ABM’s ESG Committee which focuses on the seven ESG principles that have been adopted by ABM to promote carbon net zero whilst ensuring just transition.</p>
	<p>Association of Islamic Banking and Financial Institutions Malaysia (AIBIM)</p> <p>We serve as active members of the AIBIM Council, driving industry-wide enhancements and fostering the integration of sustainable practices in Islamic finance.</p>		<p>Malaysian Investment Banking Association (MIBA)</p> <p>We play roles within MIBA to enhance Malaysia’s investment banking industry to address ongoing and emerging challenges. AmInvestment Bank played an active role as a member of the Executive Committee for the year 2023/2024.</p>
	<p>Asian Institute of Chartered Bankers (AICB)</p> <p>The CEO of AmInvestment Bank Berhad is a council member of AICB and a committee member of the AICB’s Membership Committee, to guide and provide oversight for the augmentation of the Institute’s professional standards in membership, conduct and professional development.</p> <p>We actively participate in continuous dialogue with key stakeholders in the industry through the AICB. The Group Chief Internal Auditor is the chairman of the Chief Internal Auditors Networking Group (CIANG) and the Group Chief Compliance Officer is the chairman of the Compliance Officers’ Networking Group (CONG).</p>		
	<p>Joint Committee on Climate Change (JC3)</p> <p>We engage in collaborative efforts to enhance climate resilience and effectively manage climate-related risks. The CEO of AmBank Islamic co-chairs with BNM in Sub-Committee 1 (SC1) on Risk Management. Under the same sub-committee, we also participate as a member of the Working Group on Physical Risk. We are also participating members of the SME Focus Group and SC2 Governance & Disclosures.</p>		



Financial Industry Collective Outreach (FINCO)

We support FINCO’s mission to empower underprivileged communities through education and participate in financial literacy programmes.



Advisory Committee on Sustainability Reporting (ACSR)

The CSO participated in the ACSR to provide industry feedback and suggestions on enablers to the implementation of the International Sustainability Standards Board (ISSB) Standards in Malaysia.



Association of Stockbroking Companies (ASCM)

We actively advocate for the interests of stockbroking companies with AmInvestment Bank participating as one of the committee members. We engage with regulators and the public to support the development of Malaysia as a regional financial centre and collaborating on operational and policy matters with major financial institutions.



Community of Practitioners (CoP) of Bank Negara Malaysia’s Value-Based Intermediation (VBI)

The CEO of AmBank Islamic was the 1st Chairman of the VBI Sectoral Guideline Working Group, which developed sector guide documents pertaining to the Palm Oil, Renewable Energy, and Energy Efficiency sectors and activities. AmBank Islamic’s personnel were members of Cohort 3 to develop sectoral guideline for the Transportation and Storage sector.



National Association of Women Entrepreneurs of Malaysia (NAWEM)

We participated in NAWEM’s inaugural ESG Conference for SME Leaders 2023, where we engaged as speakers to inspire and assist SMEs in integrating ESG practices into their business strategies.

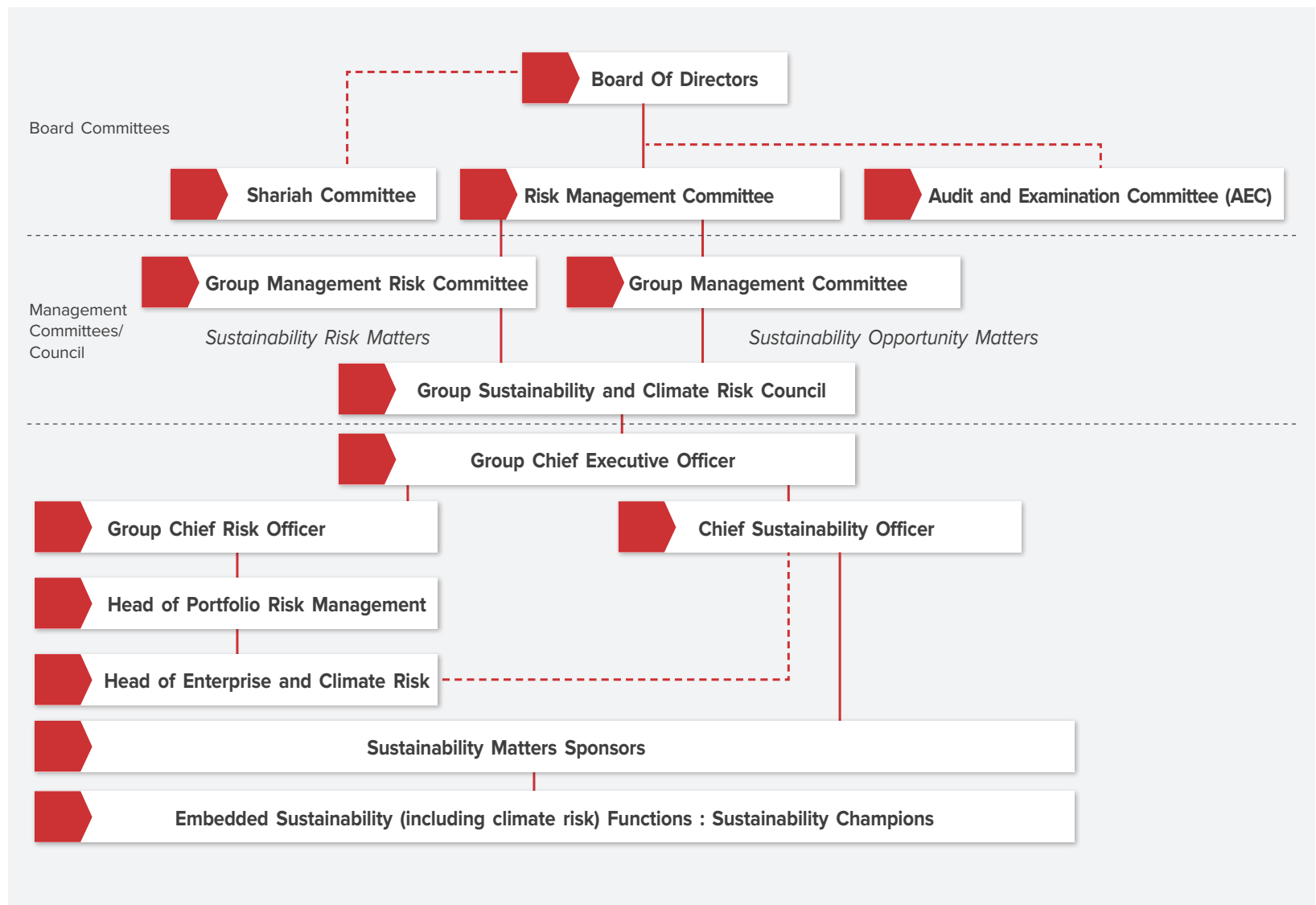


Principles for Responsible Investment (PRI)

We became a signatory of the PRI in April 2023, leading AmFunds Management Berhad and AmIslamic Funds Management Sdn. Bhd. to pledge their commitment to supporting the United Nations (UN) PRI. In becoming a signatory, we are committed to incorporate ESG considerations into our investment practices.

Sustainability Governance

Our sustainability governance is anchored in trust, transparency, and accountability. The Board of Directors holds the highest authority within this structure, emphasising the 'tone from the top' that is critical for embedding sustainability across all operations and decision-making. Their oversight encompasses all aspects of ESG, including climate-related risks and opportunities within the Group.



For more information on AmBank Group's sustainability governance, see AmBank Group's Sustainability Report 2024 page 28.

Sustainability Risk Control Framework

Our robust sustainability risk management is reflected through a well-defined organisational structure designed to effectively manage sustainability and ESG risks (including climate-related). This structure aligns with our lending and financing practices, enhancing internal controls within our established three-line defence model. Each line plays a critical role in safeguarding against sustainability risks (including climate-related), ensuring that sustainability considerations are integrated throughout our operations.

Three Lines of Defence

1
First
Line of
Defence

Sustainability Matters Sponsors and Front Line/Client-Facing Teams

- Owner of the designated Sustainability Matters supported by Embedded Sustainability Function.
- Determine and track performance metrics and targets while reviewing the effectiveness of relevant policies, guidelines and processes for initiatives undertaken.

2
Second
Line of
Defence

Group Sustainability:

- Coordinate for integration of required policies by Business Units and Group Risk.
- Coordinate with stakeholders for the reporting of climate-related disclosures in the Sustainability Report. Ensures the disclosures comply with the governance and approval process which includes obtaining external assurance.

Group Risk Management:

- Ensures credit policies/guidelines are aligned to sustainability/ESG policies/guidelines Integrates sustainability and ESG risk considerations into the existing risk management cycle within its functions.
- Validation of the ESG risk assessment and BNM CCPT classification.

Group Compliance:

- Ensures compliance with applicable laws, regulatory requirements, and internal policies by periodic reviews.
- Monitor and test ESG Risk Rating, BNM CCPT and sustainability-related classifications and adopt climate-related considerations in stress testing and scenario analysis.

3
Third
Line of
Defence

Group Internal Audit

- Conducts periodic audits on the implementation of ESG policies and procedures to assess adequacy of the overall internal control framework and systems.

For matters related to AmBank Islamic, the lines of defence are as follows:

2
Second
Line of
Defence

Shariah Risk Management

- Assess the Shariah risks in relation to the implementation of ESG (including climate-related) matters.

Shariah Review

- Assess and review compliance with ESG (including climate-related) regulatory requirements from a Shariah perspective.

3
Third
Line of
Defence

Shariah Audit

- Conducts periodic audits to assess the implementation of ESG (including climate-related) policies and procedures from a Shariah perspective.

For more information on AmBank's risk management system, see AmBank Group's Sustainability Report 2024 pages 32 and 35.

Sustainability Actions and Achievements



Responsible Banking



Won Malaysia's Best Bank for ESG
2023 Asiamoney Award

Disbursed a total of **RM3,022 million** in green loans and financing



Recorded a **15% increase** in registered users on our AmOnline platform



Recorded an **81%** Customer Satisfaction Score (CSAT)



Achieved **first ranking** in the Net Promoter Score (NPS) of +27



Conscious Self-Conduct

6,284 employees completed training on Sustainability 101



33% of our Board members are women

** as at 31 March 2024*



Jangan Kena Scam Awareness Campaign: **2.1 million impressions**



Scored a score of **7.6/10 and 5/5** for governance-related disclosures in MSCI and FTSE4Good respectively

Maintained a **participation rate of 98%** in our Employee Engagement Index (EEI) survey



Positive Societal Impact

Supported **The Lost Food Project (TLFP)**, saved **324,835** meals (284,211 kg of CO₂ emissions)



Invested **RM901,584** with 116 Corporate Social Responsibility (CSR) and sustainability programmes



Supported **iTEKAD** programme, for **168** *asnaf* microentrepreneurs



Disbursed a total of **RM5,623 million** in loans and financing for affordable housing loans/financing schemes, providing homes for the community



A total of more than **25,000 businesses** trained/participated in AmBank BizCLUB, BizCONFERENCE and BizRACE

Early Adopter of Capital Markets Malaysia's **Simplified ESG Disclosure Guide (SEDG)**

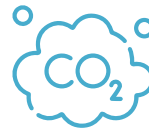


Invested **RM17.6 million** in employee training and development

Introduced an **Employee Resource Group (ERG)** named Ladies at Work (L@W)



Achieved **36% GHG emissions reduction** against 2019 baseline with carbon reduction initiatives for enterprise operations



Onboarded **170 vendors** onto the Pantas Greening Value Chain (GVC) Programme



Established the

AmBank Volunteer Network (AVN) to streamline volunteer initiatives across the Group



Benefited

17,229 community members through various community initiatives



A total of **RM1.75 million** contributed to Zakat



Bursa Malaysia ESG Platform: Sustainability Performance Table

Indicator	Measurement Unit	FY2022	FY2023	FY2024
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Top Management	Percentage	0.2	0.2	0.2
Senior Management	Percentage	2.0	3.8	3.7
Mid Management	Percentage	14.6	15.8	16.0
Junior Management	Percentage	83.2	67.0	67.8
Non-Management	Percentage	0.0	13.2	12.3
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100	100	100
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,359,650	698,950	901,584
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	10,315	21,943	17,229
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Top Management Under 30	Percentage	0.0	0.0	0.0
Top Management Between 30-50	Percentage	0.1	0.1	0.1
Top Management Above 50	Percentage	0.5	0.5	0.6
Senior Management Under 30	Percentage	0.0	0.0	0.0
Senior Management Between 30-50	Percentage	2.4	2.9	3.0
Senior Management Above 50	Percentage	8.1	9.0	8.9
Mid Management Under 30	Percentage	0.2	0.3	0.3
Mid Management Between 30-50	Percentage	14.8	16.4	17.8
Mid Management Above 50	Percentage	23.0	23.0	21.4
Junior Management Under 30	Percentage	94.0	96.4	97.9
Junior Management Between 30-50	Percentage	66.6	65	63.8
Junior Management Above 50	Percentage	56.5	53	52.8
Non-Management Under 30	Percentage	5.8	3.3	1.8
Non-Management Between 30-50	Percentage	16.1	15.6	15.3
Non-Management Above 50	Percentage	11.9	14.5	16.3
Gender Group by Employee Category				
Top Management Male	Percentage	66.7	75.0	75.0
Top Management Female	Percentage	33.3	25.0	25.0
Senior Management Male	Percentage	58.0	57.8	56.8
Senior Management Female	Percentage	42.0	42.2	43.2
Mid Management Male	Percentage	49.0	49.3	48.6
Mid Management Female	Percentage	51.0	50.7	51.4
Junior Management Male	Percentage	35.3	36.6	36.0
Junior Management Female	Percentage	64.7	63.4	64.0
Non-Management Male	Percentage	31.6	30.1	30.1
Non-Management Female	Percentage	68.4	69.9	69.9
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	67	67	67
Female	Percentage	33	33	33
Below 50	Percentage	0	0	0
Between 50-60	Percentage	33	22	22
Above 60	Percentage	67	78	78

Indicator	Measurement Unit	FY2022	FY2023	FY2024
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	MJ	8,192,147	7,792,758	7,886,297
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.12	0	0.27
Bursa C5(c) Number of employees trained on health and safety standards	Number	353	383	433
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Top Management	Hours	706	764	994
Senior Management	Hours	17,199	14,134	32,498
Mid Management	Hours	84,887	57,673	158,668
Junior Management	Hours	315,151	228,701	651,528
Non-Management	Hours	43,034	22,506	96,967
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	1.4	0.6	0.5
Bursa C6(c) Total number of employee turnover by employee category				
Top Management	Number	2	1	1
Senior Management	Number	37	25	32
Mid Management	Number	185	167	156
Junior Management	Number	1,095	1,134	1,002
Non-Management	Number	37	26	11
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	91	90	86
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	12	15	24
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	64.3	73.6	72.8
Bursa (Waste Management)				
C10(a) Total waste generated, and a breakdown of the following:	Tonnes			
(i) total waste diverted from disposal (recycled – Plastic, Paper, Cardboard, Can, Metal)		13.20	17.81	16.36
(ii) total waste directed to disposal		0	0	0
Bursa (Emission Management)				
C11(a) Scope 1 emissions in tonnes of CO ₂ e (fuel consumption)	tCO ₂ e	41	70	65
C11(b) Scope 2 emissions in tonnes of CO ₂ e (electricity consumption)*	tCO ₂ e	18,703	16,806	17,368
C11(c) Scope 3 emissions in tonnes of CO ₂ e (business travel, employee commuting, waste emissions)	tCO ₂ e	529	877	1,231

Overview

Leadership Statements and Performance Review

Value Creation

Management Discussion and Analysis

Leadership

Responsible Governance

Sustainability Statement

Other Information

Key Events and Collaborations

2023

APRIL

- AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd were signatories to the Principles for Responsible Investment.

MAY

- EcoFirst and AmBank Group signed financing facilities for the KL48 project in Chan Sow Lin, targeting city dwellers for innovative living space.

JUNE

- AmBank Group launched the Fourth Season of AmBank BizRACE with the aim of supporting and empowering businesses in IR 4.0 adoption and sustainable manufacturing.

JULY

- AmBank Group and PMSB (Persada Mentari Sdn Bhd) signed financing facilities for the award-winning green project in Penang.



- AmBank Group revved up its EV play via a special tie-up with American giant EV manufacturer, Tesla Inc., as the preferred financing provider in Malaysia.



AUGUST

- AmBank Group was pleased to be the Official Banking Partner of KLFW for the third year in a row.

- Hosted an International ESG Conference to promote sustainability and responsible banking on 15 August 2023.

- MOU Signing between AmBank (M) Berhad and Huawei Technologies (Malaysia) Sdn Bhd took place.



SEPTEMBER

- AmBank Group partnered with Bank Simpanan Nasional to offer Entrepreneurship Development Workshop via Amplifying MSMEs Programme to nurture micro-SMEs.

OCTOBER

- AmBank Group and Avaland tied up for RM129.8 million in green financing for Alora Residences in Subang Jaya.



- AmBank Group supported Swift's purchase of electric prime movers.

- AmBank Group provided a RM450 million financing to Tanjung Pinang Development, a subsidiary of Eastern & Oriental, for a sustainable project in Andaman Island, Penang.

NOVEMBER

- AmBank Islamic's "Am Up Your Chances" campaign, showered winners with RM692,000 worth of exciting rewards during its Mid-Year Prize Giving Ceremony'.



DECEMBER

- AmBank Group and PeGeBak launched Multi-Model PeGeFlash Platform-Agnostic Virtual Display Application Integrated Dynamic DuitNow QR that supports seamless cross-border transactions and auto payment updates for businesses.



FEBRUARY

- AmBank Group granted RM158.5 million financing facilities to Lembaran Beruntung Sdn Bhd for the development of Branniganz Suites @ Bukit Bintang.



- AmBank Group collaborated with Wavpay, making Wavpay the First of PayNet's retail payments platform indirect non-bank participant issuer.



MARCH

- AmBank Group granted RM300 million financing facilities to Uzma Berhad in support for its Operational Efficiency and Sustainability agenda.



2024

JANUARY

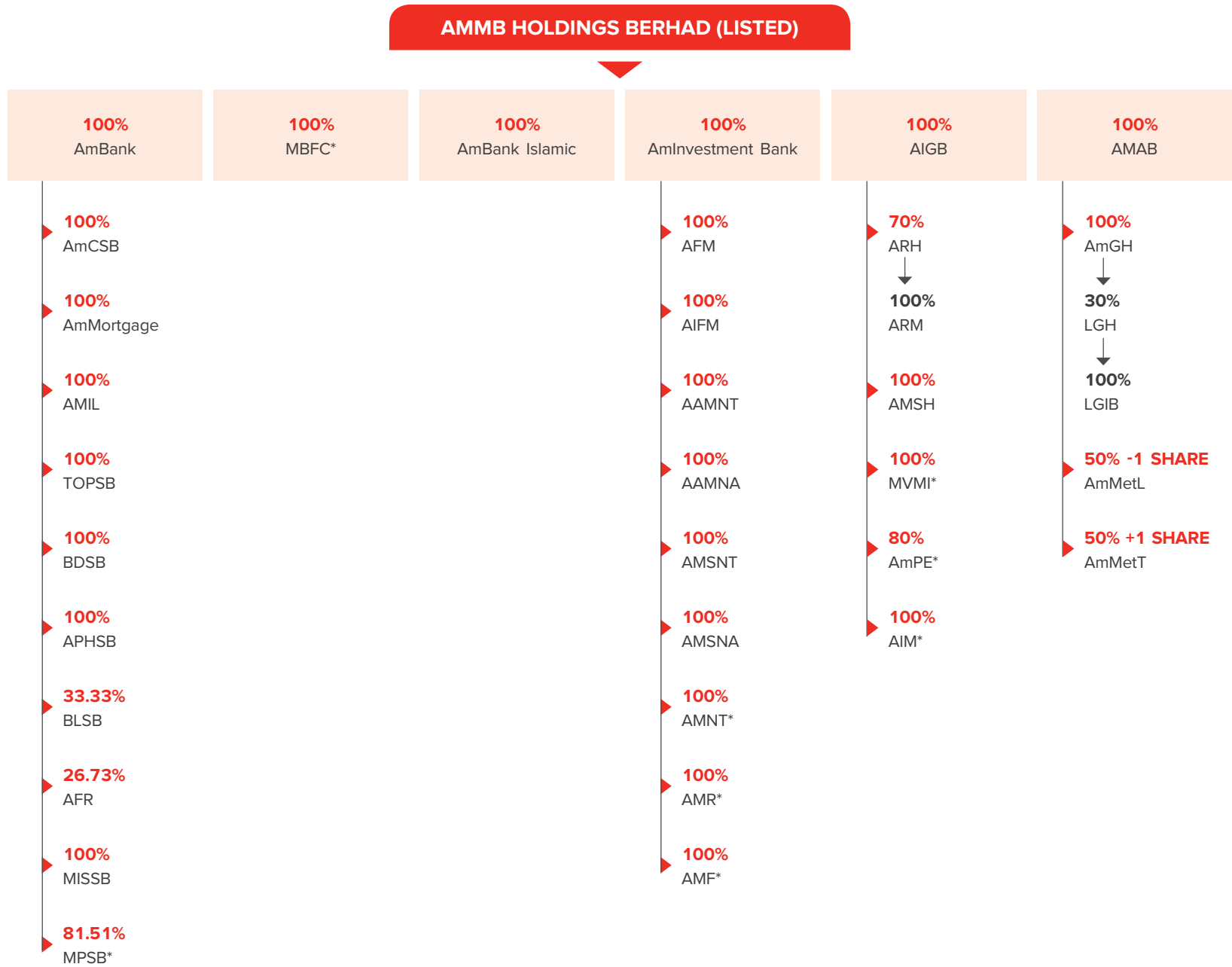
- AmBank Group backed the growth of "Masteel" as the most sustainable ultra-low GHG emission steel producer in Malaysia.

- AmBank Islamic i-Tekad Programme: Seed Funding and Cashless Solutions for Asnaf & B40 Micro-Entrepreneurs with Sekretariat Usahawan Negeri Perak (STeP).



Corporate Structure

as at 28 June 2024



* Subsidiaries under liquidation

Legend	Company	Principal Activities
AMMB	AMMB Holdings Berhad	Investment holding
AMBANK	AmBank (M) Berhad	Commercial banking
AmCSB	AmCard Services Berhad	Outsourcing servicer for mortgage related services
AmMortgage	AmMortgage One Berhad	Securitisation of mortgage loans
AMIL	AmLabuan Holdings (L) Ltd	Investment holding
TOPSB	Teras Oak Pembangunan Sendirian Berhad	Dormant
BDSB	Bougainvillaea Development Sdn Bhd	Property investment
APHSB	AmProperty Holdings Sdn Bhd	Property investment
BLSB	Bonuskad Loyalty Sdn Bhd	Managing customer loyalty schemes
AFR	AmFirst Real Estate Investment Trust	Investment in real estate
MISSB	MBf Information Services Sdn Bhd	Property investment
MPSB	Malco Properties Sdn Bhd	Dormant <i>(In members' voluntary winding-up)</i>
MBFC	MBF Cards (M'sia) Sdn Bhd	Dormant <i>(In members' voluntary winding up)</i>
AMBANK ISLAMIC	AmBank Islamic Berhad	Islamic banking
AMINVESTMENT BANK	AmInvestment Bank Berhad	Investment banking
AFM	AmFunds Management Berhad	Funds management including management of unit trusts and private retirement schemes
AIFM	AmIslamic Funds Management Sdn Bhd	Islamic fund management services and distribution of Islamic wholesale funds
AAMNT	AM Nominees (Tempatan) Sdn Bhd	Nominee services
AAMNA	AM Nominees (Asing) Sdn Bhd	Nominee services
AMSNT	AMSEC Nominees (Tempatan) Sdn Bhd	Nominee services
AMSNA	AMSEC Nominees (Asing) Sdn Bhd	Nominee services
AMNT	AMMB Nominees (Tempatan) Sdn Bhd	Dormant <i>(In members' voluntary winding-up)</i>
AMR	AmResearch Sdn Bhd	Dormant <i>(In members' voluntary winding-up)</i>
AMF	AmFutures Sdn Bhd	Dormant <i>(In members' voluntary winding up)</i>
AIGB	AmInvestment Group Berhad	Investment holding
ARH	AmREIT Holdings Sdn Bhd	Investment holding
ARM	AmREIT Managers Sdn Bhd	Management of real estate investment trusts
AMSH	AmSecurities Holding Sdn Bhd	Investment holding
MVMI	Malaysian Ventures Management Incorporated Sdn Bhd	Dormant <i>(In members' voluntary winding-up)</i>
AmPE	AmPrivate Equity Sdn Bhd	Dormant <i>(In members' voluntary winding-up)</i>
AIM	AmInvestment Management Sdn Bhd	Dormant <i>(In members' voluntary winding-up)</i>
AMAB	AMAB Holdings Sdn Bhd	Investment holding
AmGH	AmGeneral Holdings Berhad	Investment holding
LGH	Liberty Global Holdings Sdn Bhd (Formerly known as Liberty Insurance Berhad)	Investment holding
LGIB	Liberty General Insurance Berhad (Formerly known as AmGeneral Insurance Berhad)	General insurance
AmMetL	AmMetLife Insurance Berhad	Life assurance
AmMetT	AmMetLife Takaful Berhad	Family takaful

Analysis of Shareholdings

as at 28 June 2024

Total Number of Issued Shares	: 3,314,184,844 Ordinary Shares (Include Treasury Shares)
Total Number of Shares Retained as Treasury Shares	: 8,535,500
Class of Shares	: Ordinary Shares
Voting Rights	: 1 vote per ordinary share on a poll
Number of Shareholders	: 30,726

ANALYSIS BY SIZE OF SHAREHOLDINGS BASED ON RECORD OF DEPOSITORS

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares*	% of Shareholdings*
Less than 100	2,062	6.71	47,787	0.00
100 – 1,000	8,299	27.01	5,667,825	0.17
1,001 – 10,000	15,044	48.96	62,267,367	1.89
10,001 – 100,000	4,265	13.88	127,921,728	3.87
100,001 to less than 5% of the issued shares	1,055	3.44	2,644,196,500	79.99
5% and above of issued shares	1	0.00	465,548,137	14.08
Total	30,726	100.00	3,305,649,344	100.00

Note:

* Exclude 8,535,500 ordinary shares retained as treasury shares

SUBSTANTIAL SHAREHOLDERS BASED ON REGISTER OF SUBSTANTIAL SHAREHOLDERS

Substantial Shareholder	No. of Shares			
	Direct Interest	%*	Indirect Interest	%*
Amcorp Group Berhad	391,069,003	11.83	–	–
Clear Goal Sdn Bhd	–	–	391,069,003 ¹	11.83
Tan Sri Azman Hashim	–	–	391,069,003 ¹	11.83
Employees Provident Fund Board	532,559,737	16.11	–	–

Notes:

¹ Deemed interested by virtue of Section 8(4) of the Companies Act, 2016 held through Amcorp Group Berhad

* Exclude 8,535,500 ordinary shares retained as treasury shares

DIRECTORS' AND CHIEF EXECUTIVE'S INTEREST IN THE COMPANY AND ITS SUBSIDIARIES BASED ON REGISTER OF DIRECTORS' SHAREHOLDINGS

Names	No. of Shares			
	Direct Interest	%*	Indirect Interest	%*
Directors				
Tan Sri Md Nor bin Md Yusof	–	–	–	–
Soo Kim Wai	–	–	–	–
Seow Yoo Lin	–	–	–	–
Farina binti Farikhullah Khan	–	–	–	–
Hong Kean Yong	–	–	–	–
Dato' Kong Sooi Lin	–	–	–	–
Felicity Ann Youl	–	–	–	–
Group Chief Executive Officer¹				
Ling Fou-Tsong @ Jamie Ling	965,000	0.03	–	–

Notes:

¹ The Group Chief Executive Officer is not a director of the Company

* Exclude 8,535,500 ordinary shares retained as treasury shares

List of 30 Largest Shareholders

30 LARGEST SHAREHOLDERS BASED ON RECORD OF DEPOSITORS

(Without aggregating the securities from different securities accounts belonging to the same Depositor)

No.	Names	No. of Shares	%*
1.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board	465,548,137	14.08
2.	CIMB Group Nominees (Tempatan) Sdn Bhd CIMB Bank Berhad (EDP 2)	148,751,316	4.50
3.	Amcorp Group Berhad	111,337,302	3.37
4.	Amanahraya Trustees Berhad Amanah Saham Bumiputera	108,242,400	3.27
5.	Kumpulan Wang Persaraan (Diperbadankan)	100,215,000	3.03
6.	Amanahraya Trustees Berhad Amanah Saham Malaysia 2 – Wawasan	90,596,200	2.74
7.	HSBC Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad	79,000,000	2.39
8.	CGS International Nominees Malaysia (Tempatan) Sdn Bhd Pledged Securities Account for Merit Alpha Sdn Bhd	70,000,000	2.12
9.	Citigroup Nominees (Tempatan) Sdn Bhd Exempt AN for AIA Bhd	58,300,407	1.76
10.	CIMSEC Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad (EDG)	56,120,700	1.70
11.	CIMB Group Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad (AGB CBC2)	54,500,000	1.65
12.	Cartaban Nominees (Asing) Sdn Bhd Exempt AN for State Street Bank & Trust Company (West CLT OD67)	49,068,912	1.48
13.	Amanahraya Trustees Berhad Amanah Saham Malaysia	44,651,000	1.35
14.	Cartaban Nominees (Tempatan) Sdn Bhd PAMB for PRULink Equity Fund	39,559,200	1.20
15.	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	38,280,720	1.16
16.	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	36,665,845	1.11
17.	Amanahraya Trustees Berhad Amanah Saham Malaysia 3	34,283,400	1.04
18.	RHB Capital Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad (AMCORPPROPMGT)	30,000,000	0.91
19.	Maybank Investment Bank Berhad IVT (10) ECD D1-H	29,323,900	0.89

List of 30 Largest Shareholders

30 LARGEST SHAREHOLDERS BASED ON RECORD OF DEPOSITORS (CONT'D.)

(Without aggregating the securities from different securities accounts belonging to the same Depositor) (Cont'd.)

No.	Names	No. of Shares	%*
20.	Cartaban Nominees (Tempatan) Sdn Bhd Prudential Assurance Malaysia Berhad for PRULink Strategic Fund	29,191,900	0.88
21.	Citigroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)	26,976,800	0.82
22.	Maybank Securities Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Malayan Banking Berhad (MBB2 SWAP-M)	26,074,000	0.79
23.	Maybank Securities Nominees (Tempatan) Sdn Bhd Malayan Banking Berhad for Amcorp Group Berhad	25,700,000	0.78
24.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (CIMB PRIN)	25,340,100	0.77
25.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Regular Savings Fund (N14011940100)	24,484,400	0.74
26.	CIMSEC Nominees (Tempatan) Sdn Bhd CIMB for Seow Voon Ping (PB)	24,238,583	0.73
27.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (AHAM AM)	21,782,500	0.66
28.	Citigroup Nominees (Asing) Sdn Bhd UBS AG	20,698,208	0.63
29.	HSBC Nominees (Asing) Sdn Bhd Morgan Stanley & Co. International PLC (FIRM A/C)	20,499,076	0.62
30.	CIMB Group Nominees (Tempatan) Sdn Bhd CIMB Islamic Trustee Berhad for AHAM Multi-Asset Fund	19,795,700	0.60

Note:

* Exclude 8,535,500 ordinary shares retained as treasury shares

List of Landed Properties

As at 31 March 2024

Properties owned by the Group are as follows:

Location	Description	Age of Property	Tenure	Net Book Value (RM'000)	Built-Up Area (sq. ft.)	Date of Acquisition
Damansara Fairway 3 6C, Persiaran Tropicana Tropicana Golf & Country Resort 47410 Petaling Jaya	One unit of thirteen-storey office building for operations	33 years	Leasehold Term: 99 years Expiry: 25 October 2090	11,060.35	76,120	13 October 2000
257, Jalan Haji Taha 93400 Kuching	Seven-storey office building for branch premises and rental	25 years	Leasehold Term: 855 years Expiry: July 2792	7,076.47	51,906	31 December 1994
2 & 4, Jalan 23/70A Desa Sri Hartamas 55048 Kuala Lumpur	Two units of four-storey shoplots for rental purposes	25 years	Freehold	2,466.45	13,504	23 April 1998
85, 87, 89, 107, 109 Jalan 3/93, Taman Miharja 55200 Kuala Lumpur	Six units of three-storey shoplots for rental purposes	34 years	Leasehold Term: 99 years Expiry: 11 August 2086	1,729.17	30,528	9 March 1992
35 & 36 – Phase 1 Prai Business Point 322 Prai Perdana 12000 Seberang Prai	Two units of vacant three-storey shopoffices	24 years	Freehold	957.33	10,307	28 November 1998
22 & 23 Jalan Dato' Lee Fong Yee 70000 Seremban	Two units of four-storey shoplots for branch premises	39 years	Freehold	796.93	22,000	15 March 1990
1 & 3, Lorong Murni 6 Taman Desa Murni Sungai Dua 13800 Butterworth	Two units of double-storey shoplots for branch premises	32 years	Freehold	348.55	7,200	28 November 1996
14 & 15, Jalan Abdullah 85000 Segamat	Two units of four-storey shoplots for branch premises	84 years	Freehold	274.04	5,832	12 June 1985
7 & 9, Jalan Perusahaan 2 Off Jalan Kolej 43300 Seri Kembangan	Two units of two-storey commercial complexes for branch premises	38 years	Leasehold Term: 40 years Expiry: May 2017 (pending renewal with land office)	262.24	8,000	25 November 1995
Alpha Park Tower Condo Labuan, 10 th Floor Financial Park Complex 87000 Labuan	Condominium for residential purposes	28 years	Leasehold Term: 99 years Expiry: 31 December 2090	249.51	1,679	1 July 1996

Notice of 33rd Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 33rd Annual General Meeting (AGM) of AMMB Holdings Berhad ('AMMB' or 'the Company') will be conducted virtually through live streaming at Board Room, 26th Floor, Bangunan AmBank Group, No. 55, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia (Broadcast Venue) on Wednesday, 21 August 2024 at 10.00 a.m. for the following purposes:

AGENDA	RESOLUTION
As Ordinary Business	
1. To receive the Audited Financial Statements of the Company for the financial year ended 31 March 2024 together with the Reports of the Directors and Auditors thereon.	
2. To approve the payment of Directors' fees of RM1,850,000 in respect of the financial year ended 31 March 2024.	Ordinary Resolution 1
3. To approve the payment of benefits payable to the Directors (excluding Directors' fees) up to an aggregate amount of RM2,100,000 for the period from 21 August 2024 until the next AGM of the Company.	Ordinary Resolution 2
4. To re-elect the following Directors who retire by rotation pursuant to Clause 94 of the Company's Constitution:	
i. Soo Kim Wai	Ordinary Resolution 3
ii. Seow Yoo Lin	Ordinary Resolution 4
5. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 March 2025 and to authorise the Directors to determine their remuneration.	Ordinary Resolution 5
As Special Business	
To consider and if thought fit, to pass the following resolutions:	
6. Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company's Dividend Reinvestment Plan	Ordinary Resolution 6
<p>"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 (DRP) 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."</p>	
7. Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act 2016	Ordinary Resolution 7
<p>"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.</p> <p>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.</p> <p>AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company."</p>	

8. Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares

Ordinary Resolution 8

“THAT, subject to the Companies Act 2016 (Act), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Malaysia) (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 Malaysia (Proposed Renewal of Share Buy-Back Authority) at any time through Bursa Malaysia, 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 Malaysia 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 34th Annual General Meeting (AGM) of the Company, at which time the authority will lapse unless by ordinary resolution passed at the 34th AGM, the authority is renewed, either unconditionally or subject to conditions;
- (b) the expiration of the period within which the 34th 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 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.”

- 9. To transact any other business of which due notice shall have been received.

Notice of 33rd Annual General Meeting

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to participate and vote at the 33rd AGM, the Company shall be requesting from Bursa Malaysia Depository Sdn Bhd in accordance with the provisions under Clauses 67(1), 67(2) and 67(3) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 to issue a General Meeting Record of Depositors (ROD) as at 13 August 2024. Only a depositor whose name appears in the ROD as at 13 August 2024 shall be entitled to participate and vote at the 33rd AGM or appoint a proxy(ies) to participate and vote on his/her behalf.

By Order of the Board

Koid Phaik Gunn

(MAICSA 7007433)

(SSM Practising Certificate No. 202008003140)

Group Company Secretary

Kuala Lumpur

19 July 2024

NOTES:

(A) REMOTE PARTICIPATION AND ELECTRONIC VOTING

- (1) The 33rd AGM will be conducted virtually through live streaming at the Broadcast Venue where members are only allowed to participate in the AGM and vote remotely. The Remote Participation and Voting (RPV) facilities will be provided by the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd (Boardroom) at <https://meeting.boardroomlimited.my>. Please follow the procedures provided in the Administrative Guide for the AGM in order to register, participate and vote remotely via the RPV facilities.
- (2) The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act 2016 (Act) which requires the Chairman of the meeting to be present at the main venue of the meeting. Shareholders/proxies/corporate representatives will not be allowed to be physically present at the Broadcast Venue on the day of the AGM.
- (3) All resolutions set out in the Notice of the 33rd AGM will be put to vote by way of a poll.

(B) APPOINTMENT OF PROXY

- (1) A member of the Company entitled to participate and vote at the AGM is entitled to appoint more than one proxy to participate and vote on his/her behalf, provided he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- (2) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to participate and vote at the AGM shall have the same rights as the member to pose questions at the AGM.
- (3) Where a member of the Company is an authorised nominee, as defined in the Securities Industry (Central Depositories) Act 1991 (SICDA), it may appoint more than one proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.

- (4) Where a member of the Company is an exempt authorised nominee, which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. Where such member appoints two or more proxies, the appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.
- (5) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or if the appointor is a corporation, either under seal or under the hand of an officer or attorney of the corporation duly authorised.
- (6) If the instrument appointing a proxy is returned without indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
- (7) The duly completed instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Boardroom at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The instrument appointing a proxy may also be submitted to Boardroom electronically via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>. Please follow the procedures provided in the Administrative Guide for the AGM if members wish to submit the instrument appointing a proxy electronically.

All completed instrument appointing a proxy must be received by the Company not less than 48 hours before the time fixed for holding the 33rd AGM, i.e. latest by Monday, 19 August 2024 at 10.00 a.m.

(C) EXPLANATORY NOTES TO THE AGENDA

- (1) The Audited Financial Statements are laid out in accordance with Section 340(1)(a) of the Act for discussion only. They do not require shareholders' approval and hence, item 1 of the Agenda will not be put forward for voting.

(2) Ordinary Resolution 1 – Directors' Fees

The Directors' fees to be paid to the Non-Executive Directors of the Company amounting to RM1,850,000 are for their services rendered in respect of the financial year ended 31 March 2024 (FY2024). The payment of RM1,850,000 does not include the fee of a Deputy Chairman as currently, the Company does not have one.

The proposed increase of Directors' fees for Chairman and Deputy Chairman, as follows, if passed, shall take effect from FY2024:

Director's Fee (<i>per annum</i>)	Existing	Proposed
Chairman	RM210,000	RM250,000
Deputy Chairman	RM210,000	RM250,000
Member	RM200,000	RM200,000 (No change)

Notes:

The proposed revision is to better align remuneration of the Chairman of the Board to practices of local peer banks to:

- reflect the competitive nature of the industry and, to attract and retain suitably qualified talent for the Board.
- reflect the increased level of their responsibilities and accountabilities, in addition to their added commitment to enable proper exercise of their duties.
- compensate appropriately and fairly for time, effort and accountability in the preparation for and contribution at the meetings.

Notice of 33rd Annual General Meeting

(3) Ordinary Resolution 2 – Directors’ Benefits (excluding Directors’ Fees)

The Company is seeking shareholders’ approval for the payment of benefits to the Board of AMMB, all of whom are Non-Executive Directors, up to an aggregate amount of RM2,100,000 for the period from 21 August 2024 until the next AGM of the Company.

The estimated amount payable to the Directors for the benefits is based on the Board composition of eight members.

The proposed payment of benefits comprise the following allowances and other emoluments payable/accorded to the Chairman of the Board, the Chairmen and members of the Board Committees:

Board Committee Allowances (per annum)	Chairman		Member	
	Existing	Starting 21 August 2024	Existing	Starting 21 August 2024
Audit and Examination Committee	RM40,000	RM50,000	RM20,000	RM35,000
Risk Management Committee	RM30,000	RM50,000	RM20,000	RM35,000
Group Nomination and Remuneration Committee	RM30,000	RM50,000	RM20,000	RM35,000
Group Information Technology Committee	RM30,000	RM50,000	RM20,000	RM35,000

Notes:

The proposed revision is to better align remuneration of the Chairmen and members of the Board Committees to practices of local peer banks to:

1. reflect the competitive nature of the industry and, to attract and retain suitably qualified talent for the Board.
2. reflect the increased level of their responsibilities and accountabilities, in addition to their added commitment to enable proper exercise of their duties.
3. compensate appropriately and fairly for time, effort and accountability in the preparation for and contribution at the meetings.

Meeting Allowance

Board	} RM2,500 per meeting (No change)
Board Committee	
Other Meeting	

Allowance to the Chairman (per annum)

Board	RM300,000 (No change)
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Benefits-in-kind (per annum)

Medical (on claim basis) and any expenses incurred by the Directors in performing their duties.

Directors’ and Officers’ Liability Insurance

A combined and shared policy limit of RM200 million (or any other amount as approved by the Board at the Company from time-to-time) in aggregate during the policy period covers the Group’s Directors in respect of any liabilities arising from any act committed in their capacity as Directors and Officers of the Group. The Directors and Officers are required to contribute jointly towards a portion of the premiums of the said policy.

(4) Ordinary Resolutions 3 and 4 – Re-Election of Directors

Clause 94 of the Company's Constitution provides that one-third of the Directors of the Company for the time being shall retire from office at least once in three years and shall be eligible for re-election. Mr Soo Kim Wai and Mr Seow Yoo Lin are standing for re-election as Directors and being eligible, have offered themselves for re-election.

The Group Nomination and Remuneration Committee (GNRC) had considered the performance and contribution of each of the retiring Director.

Based on the results of the Board Effectiveness Evaluation conducted for FY2024, the performance of each of the retiring Director was found to be satisfactory and the Directors have met the Board's expectation in the discharge of their duties and responsibilities.

Each of the retiring Director has met the fit and proper criteria prescribed in the Policy Document on Fit and Proper Criteria issued by Bank Negara Malaysia (BNM) and the Group's Fit and Proper Criteria Policy. The retiring Director, namely Mr Seow Yoo Lin has also fulfilled the independence criteria set out in BNM Policy Document on Corporate Governance and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Board endorsed the GNRC's recommendation on the re-election of the retiring Directors. The retiring Directors had abstained from deliberations and decisions on their re-elections at the Board meeting.

The details of the Directors who are standing for re-election are provided in the Board of Directors' profiles on pages 118 and 119 of the Integrated Annual Report 2024.

The Directors referred to in Ordinary Resolutions 3 and 4 who are shareholders of the Company will abstain from voting on the resolution in respect of their respective re-election at this AGM.

(5) Ordinary Resolution 5 – Re-appointment of Auditors and Audit Fees

The Audit and Examination Committee (AEC) had, at its meeting held on 26 April 2024, conducted an annual review of the suitability and independence of the external auditors, Messrs Ernst & Young PLT (EY) in accordance with BNM Policy Document on External Auditor and the Company's Policy on Non-Audit Services by Group External Audit Firm. In its assessment, the AEC considered several factors which included the following areas:

- (a) Level of knowledge, capabilities, experience and quality of previous work;
- (b) Level of engagement with the AEC;
- (c) Ability to provide constructive observations, implications and recommendations in areas which require improvements;
- (d) Adequacy in audit coverage, effectiveness in planning and conduct of audit;
- (e) Ability to perform audit work within agreed timeframe;
- (f) Non-audit services rendered by the external auditors which does not impede independence; and
- (g) The unbiased stance of the external auditors when interpreting the standards/policies adopted by the Company.

Being satisfied with the performance, technical competency, audit approach as well as audit independence of EY, the AEC has recommended the re-appointment of EY as external auditors of the Company for financial year ending 31 March 2025 (FY2025).

The Board had, at its meeting held on 29 April 2024, endorsed the AEC's recommendation for shareholders' approval to be sought at the 33rd AGM on the re-appointment of EY as the external auditors of the Company for FY2025.

The Board is also seeking shareholders' approval to authorise the Directors to fix the remuneration of the external auditors for FY2025.

Notice of 33rd Annual General Meeting

(6) **Ordinary Resolution 6 – Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company’s Dividend Reinvestment Plan**

Ordinary Resolution 6, if passed, will empower the Directors of the Company to issue new ordinary shares pursuant to the terms and conditions of the Company’s Dividend Reinvestment Plan (DRP) which are contained in the DRP Statement set out in Appendix I to the Circular to Shareholders dated 11 August 2010 (as may be amended in accordance with the provisions of the said DRP).

The authority conferred by such renewed mandate will be effective from the date of the forthcoming AGM and unless revoked or varied at a general meeting, will lapse at the conclusion of the next AGM of the Company.

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

(7) **Ordinary Resolution 7 – Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act 2016**

Ordinary Resolution 7, if passed, will give the Directors of the Company, from the date of the forthcoming AGM, authority to allot and issue new ordinary shares in the Company up to an aggregate amount not exceeding ten percent (10%) of the total number of issued shares of the Company for the time being, as and when the need or business opportunities arise which the Directors consider would be in the interest of the Company. This authority, unless revoked or varied at a general meeting, will lapse at the conclusion of the next AGM of the Company.

The Company has not issued any new ordinary shares pursuant to Section 75 of the Act under the general mandate sought at the 32nd AGM held on 23 August 2023, which will lapse upon the conclusion of the forthcoming 33rd AGM to be held on 21 August 2024.

(8) **Ordinary Resolution 8 – Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares**

Ordinary Resolution 8, if passed, will give the Directors of the Company, from the date of the forthcoming AGM, authority to purchase the ordinary shares of the Company up to an aggregate amount not exceeding three percent (3%) of the total number of issued shares of the Company for the time being, as and when the need arise which the Directors consider would be in the interest of the Company. This authority, unless revoked or varied at a general meeting, will lapse at the conclusion of the next AGM of the Company.

Statement Accompanying Notice of 33rd Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. Details of persons who are standing for election as Directors (excluding Directors standing for re-election).

No individual is seeking election as a Director at the 33rd AGM.

2. A statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The proposed Ordinary Resolution 7 for the general mandate for the issue of securities is a renewal mandate. As at the date of this Notice, no new ordinary shares were allotted and issued pursuant to the general mandate granted to the Directors at the last AGM held on 23 August 2023, which will lapse upon the conclusion of the 33rd AGM.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof), and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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**AmBank Group**

AMMB HOLDINGS BERHAD
 Registration No. 199101012723 (223035-V)
 (Incorporated in Malaysia)

Form of Proxy

No. of Shares Held	CDS Account No.

I/We _____
 (Full Name of Shareholder)

NRIC/Passport/Company No. _____

of _____
 (Current Address)

Contact No. _____ being a member/members of AMMB Holdings Berhad (the Company), hereby appoint:

Proxy 1	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC/Passport No.		
Current Address		
Email Address		
Contact No.		

And/or failing him/her;

Proxy 2	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC/Passport No.		
Current Address		
Email Address		
Contact No.		

or failing him/her, THE CHAIRMAN OF THE MEETING, as my/our proxy to vote for me/us and on my/our behalf at the 33rd Annual General Meeting (AGM) of the Company to be held virtually through live streaming at Board Room, 26th Floor, Bangunan AmBank Group, No. 55, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia on Wednesday, 21 August 2024 at 10.00 a.m. or at any adjournment thereof.

Please indicate with a "X" or "√" in the boxes below how you wish your vote to be cast. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit. My/our proxy is to vote as indicated below:

Resolutions		For	Against
Ordinary Resolution 1	To approve the payment of Directors' fees in respect of the financial year ended 31 March 2024.		
Ordinary Resolution 2	To approve the payment of benefits payable to the Directors (excluding Directors' fees) for the period from 21 August 2024 until the next AGM of the Company.		
Ordinary Resolution 3	To re-elect Soo Kim Wai as Director.		
Ordinary Resolution 4	To re-elect Seow Yoo Lin as Director.		
Ordinary Resolution 5	To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Directors to determine their remuneration.		
Ordinary Resolution 6	To authorise the Directors to allot and issue new ordinary shares for the purpose of the Company's Dividend Reinvestment Plan.		
Ordinary Resolution 7	To authorise the Directors to allot and issue new ordinary shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
Ordinary Resolution 8	To approve the Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares.		

Dated this _____ day of _____ 2024.

Signature of Shareholder

(If the shareholder is a corporation, this part should be executed under seal or under the hand of an officer or attorney of the corporation duly authorised)

NOTES:

- (1) A member of the Company entitled to participate and vote at the AGM is entitled to appoint more than one proxy to participate and vote on his/her behalf, provided he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- (2) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to participate and vote at the AGM shall have the same rights as the member to pose questions at the AGM.
- (3) Where a member of the Company is an authorised nominee, as defined in the Securities Industry (Central Depositories) Act, 1991 (SICDA), it may appoint more than one proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.
- (4) Where a member of the Company is an exempt authorised nominee, which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. Where such member appoints two or more proxies, the appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.
- (5) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or if the appointor is a corporation, either under seal or under the hand of an officer or attorney of the corporation duly authorised.
- (6) If the instrument appointing a proxy is returned without indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
- (7) The duly completed instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd (Boardroom) at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The instrument appointing a proxy may also be submitted to Boardroom electronically via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>. Please follow the procedures provided in the Administrative Guide for the AGM if members wish to submit the instrument appointing a proxy electronically.

All completed instrument appointing a proxy must be received by the Company not less than 48 hours before the time fixed for holding the 33rd AGM, i.e. latest by Monday, 19 August 2024 at 10.00 a.m.

AFFIX
STAMP

The Share Registrar of AMMB Holdings Berhad
Boardroom Share Registrars Sdn Bhd

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof), and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

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50200 Kuala Lumpur
Malaysia

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