

Profile of Directors



Y Bhg Tan Sri Azman Hashim

Non-Independent Non-Executive Chairman

Y Bhg Tan Sri Azman Hashim, a Malaysian, aged 72, was appointed to the Board of AMMB Holdings Berhad on 15 August 1991 and has been the Chairman of the Company since 1991. He is the Non-Independent Non-Executive Chairman of the Company. He is a member of the Company's Group Nomination Committee and Group Remuneration Committee.

He is also the Chairman of the Board of several subsidiaries of the Company, namely AmInvestment Group Berhad, AMFB Holdings Berhad, AmBank (M) Berhad, AmInvestment Bank Berhad, AmIslamic Bank Berhad, AmG Insurance Berhad, AmLife Insurance Berhad and AmFamily Takaful Berhad.

Tan Sri Azman, a Chartered Accountant (FCPA), a Fellow of the Institute of Chartered Accountants and a Fellow of the Institute of Chartered Secretaries and Administrators, has been in the banking industry since 1960 when he joined Bank Negara Malaysia and served there until 1964. He practised as a Chartered Accountant in Azman Wong Salleh and Co. from 1964 to 1971. He joined the Board of Malayan Banking Berhad from 1966 until 1980 and was its Executive

Director from 1971 until 1980. He was the Executive Chairman of Kwong Yik Bank Berhad, a subsidiary of Malayan Banking Berhad, from 1980 until April 1982 when he acquired AmInvestment Bank Berhad.

Tan Sri Azman is the Executive Chairman of Amcorp Group Berhad and RCE Capital Berhad, and Chairman of Malaysian South-South Corporation Berhad, MCM Technologies Berhad and the Institute of Bankers Malaysia. He serves as a member on the Board of Pembangunan MasMelayu Berhad and the Asian Institute of Finance Berhad. Tan Sri Azman is also involved in several charitable organisations as Chairman and Trustee of AmGroup Foundation, ECM Libra Foundation and Perdana Leadership Foundation and Trustee for Yayasan Azman Hashim, Yayasan Perpaduan Nasional, Malaysian Liver Foundation, Yayasan Tuanku Najihah and Yayasan Canselor Open University Malaysia.

Tan Sri Azman is the Chairman of Malaysian Investment Banking Association, Malaysia Productivity Corporation and East Asia Business Council. He is the Chairman Emeritus of

Pacific Basin Economic Council (PBEC) International and Co-Chairman of Malaysia – Singapore Roundtable. He is the President of Malaysia South-South Association, Malaysia-Japan Economic Association, Malaysian Prison FRIENDS Club and Non-Aligned Movement's (NAM) Business Council, and Treasurer of Malaysia-Australia Foundation. He is a Member of the APEC Business Advisory Council, the Trilateral Commission (Asia-Pacific Group), the Malaysian-British and Malaysia-China Business Councils. He is also the Leader of the ASEAN-Japanese Business Meeting (Malaysia Committee, Keizai Doyukai) and is on the Board of Advisors of AIM Centre for Corporate Social Responsibility. He is the Pro-Chancellor of Open University of Malaysia, a member of the Governing Body of Asian Productivity Organisation and the International Advisory Panel of Bank Negara Malaysia International Centre for Education in Islamic Finance (INCEIF).

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Y Bhg Dato' Azlan Hashim

Non-Independent Non-Executive Deputy Chairman

Y Bhg Dato' Azlan Hashim, a Malaysian, aged 69, was appointed to the Board of AMMB Holdings Berhad on 12 February 1992 and has been the Deputy Chairman of the Company since 1992. He is the Chairman of the Company's Group Information Technology Committee and a member of the Audit and Examination Committee.

Dato' Azlan is currently the Non-Executive Chairman of AmFraser International Pte Ltd, AmFraser Securities Pte Ltd, AmInternational (L) Ltd, PT. AmCapital Indonesia, Am Ara REIT Holdings Sdn Bhd and Am Ara REIT Managers Sdn Bhd. He also serves on the Boards of Metrod (M) Berhad, Paramount Corporation Berhad, Sapura Industrial

Berhad, Kesas Holdings Berhad and Global Carriers Berhad. He is a Trustee of AmGroup Foundation.

Dato' Azlan served the Malayan Railways from 1966 to 1971, where he was the Chief Accountant for two years. In 1972, he became a Partner of a public accounting firm, Azman Wong Salleh & Co., and was a Senior Partner there prior to joining Amcorp Properties Berhad's Board from 1982 to July 2007.

Dato' Azlan is a Fellow of the Institute of Chartered Accountants (Ireland), Economic Development Institute, World Bank, Washington D.C., U.S.A. and Institute of Bankers Malaysia. He is also a Certified Public Accountant.

Y A Bhg Tun Mohammed Hanif Omar

Non-Independent Non-Executive Director

Y A Bhg Tun Mohammed Hanif Omar, a Malaysian, aged 72, was appointed to the Board of AMMB Holdings Berhad on 6 May 1994. He is the Chairman of the Company's Group Nomination Committee.

Tun Mohammed Hanif is also a Board member of the Company's subsidiaries, namely AMFB Holdings Berhad, AmBank (M) Berhad, AmIslamic Bank Berhad and AmInvestment Bank Berhad. He is currently the Deputy Executive Chairman of Genting Berhad and Genting Malaysia Berhad. He has

been the President of the Malaysian Institute of Management since 2001. He is also the President of the Malaysian Branch of the Royal Asiatic Society. He was the Inspector-General of the Royal Malaysia Police for 20 years until his retirement in January 1994.

He received his Bachelor of Arts from the then University of Malaya, Singapore in 1959, Bachelor of Law (Honours) from Buckingham University, United Kingdom in 1986 and Certificate of Legal Practice (Honours) from the Legal Qualifying Board in 1987.



Y Bhg Tan Sri Datuk Clifford Francis Herbert

Senior Independent Non-Executive Director



Y Bhg Tan Sri Datuk Clifford Francis Herbert, a Malaysian, aged 69, was appointed to the Board of AMMB Holdings Berhad on 16 April 2004. He is the Chairman of the Company's Group Risk Management Committee, and a member of the Company's Audit and Examination Committee and Group Nomination Committee.

Tan Sri Datuk Clifford at present sits on the Boards of AmInvestment Bank Berhad, AmBank (M) Berhad, AmIslamic Bank Berhad, Genting Malaysia Berhad and Shell Refining Company (Federation of Malaya) Berhad.

Tan Sri Datuk Clifford joined the Malaysian Civil Service in 1964 as Assistant Secretary in the Public Services Department from 1964 to 1968. Subsequently, he served in the Ministry of Finance from 1975 to 1997, culminating as Secretary General to the Treasury. He retired from the civil service in 1997.

As Secretary General in the Ministry of Finance, he was also appointed as alternate Governor of the World Bank. From 1994 to 2000, Tan Sri Datuk Clifford was the Chairman of KL International Airport Berhad which built the Kuala Lumpur International Airport. He had been a Board member of numerous statutory bodies and government related public companies among them being Kumpulan Khazanah Nasional Berhad, Malaysian Airline System Berhad, Petroliaam Nasional Berhad, Bank Negara Malaysia, the Securities Commission and Chairman of Percetakan Nasional Malaysia Berhad. Additionally, Tan Sri Datuk Clifford is also involved in several NGOs.

Tan Sri Datuk Clifford holds a Masters of Public Administration from University of Pittsburgh, U.S.A. and a Bachelor of Arts (Honours) in Economics from University of Malaya.

Y Bhg Tan Sri Datuk Dr Aris Othman

Independent Non-Executive Director

Y Bhg Tan Sri Datuk Dr Aris Othman, a Malaysian, aged 66, was appointed to the Board of AMMB Holdings Berhad on 1 April 2004. He is the Chairman of the Company's Audit and Examination Committee, and a member of the Group Nomination Committee, Group Remuneration Committee and Group Risk Management Committee.

Tan Sri Datuk Dr Aris is also a Board member of the Company's subsidiary, AmInvestment Bank Berhad. He is currently the Chairman of Malaysia Airports Holdings Berhad and a Director of YTL Power International Berhad.

Tan Sri Datuk Dr Aris had served in various positions in the Economic Planning Unit, Prime Minister's Department from 1966 to 1986. He was seconded to Bank Bumiputra Malaysia Berhad, Kuala Lumpur as Chief General Manager (Corporate Planning, Financial Subsidiaries, Treasury and Human Resources) from 1986 to

1989. From 1989 to 1999, Tan Sri Datuk Dr Aris was with the Ministry of Finance, during which he had served as Executive Director (South-East Asia Group) of the World Bank, Washington D.C., U.S.A. from 1991 to 1994 and Secretary General to the Treasury from 1998 to mid-1999. This was followed by a career in banking, where he had held the positions of Executive Chairman and Managing Director/Chief Executive Officer of Bank Pembangunan dan Infrastruktur Malaysia Berhad. He was also the Chairman of Malaysia Design and Innovation Centre, Cyberjaya.

Tan Sri Datuk Dr Aris holds a PhD in Development Economics and a Master of Arts in Political Economy both from Boston University, Massachusetts, a Master of Arts in Development Economics from Williams College, Massachusetts, and a Bachelor of Arts (Honours) in Analytical Economics from University of Malaya.



Profile of Directors



Y Bhg Dato' Izham Mahmud Independent Non-Executive Director

Y Bhg Dato' Izham Mahmud, a Malaysian, aged 70, was appointed to the Board of AMMB Holdings Berhad on 16 October 2003. He is the Chairman of the Company's Group Remuneration Committee and a member of the Audit and Examination Committee.

Dato' Izham is also a Board member of the Company's subsidiary, AmlInvestment Bank Berhad. He is currently the Non-Executive Chairman of Deleum Berhad and its group of companies.

Dato' Izham joined the Federal Treasury in 1965 and attained the level of Principal Assistant Secretary before being seconded to the Malacca State Development Corporation as General Manager in 1972. He embarked on his banking career in 1974 when he joined

Aseambankers Malaysia Berhad, where he served as General Manager and later Managing Director in 1979 until his retirement. During this period, he also served as a Director of various subsidiaries of Maybank Group and Cagamas Berhad.

Upon his retirement in 1996, he joined Delcom Services Sdn Bhd as its Chairman and was subsequently appointed the Executive Chairman in 2000. He also served as a Director of RHB Capital Berhad, RHB Bank Berhad, Renong Berhad and Opus Berhad.

He holds a Bachelor of Science (Honours) in Economics from Queen's University, Belfast, Northern Ireland and a Master of Arts in Economic Development from Vanderbilt University, U.S.A.

Y Bhg Datuk Rohana Tan Sri Mahmood Independent Non-Executive Director

Y Bhg Datuk Rohana Tan Sri Mahmood, a Malaysian, aged 57, was appointed to the Board of AMMB Holdings Berhad on 8 July 2011. She is a member of the Company's Group Information Technology Committee.

Datuk Rohana is currently the Chairman and co-founder of Ethos Capital, a Malaysian private equity fund since 2007.

Datuk Rohana is the Chairman of Dijaya Corporation Berhad and OMNI Petromaritime Sdn Bhd, and a Board member of various private and listed companies including Paramount Corporation Berhad, KDU College Sdn Bhd, YIM Technology Resources Sdn Bhd and AmWater Investments Management Pte Ltd.

Datuk Rohana is the President and founding member of the Kuala Lumpur Business Club, an exclusive (by invitation only) networking, and business development organization limited to 100 members of Malaysia's leading corporate and business leaders. She is a Founding Board Member of the

Malaysian Strategic Research Centre, an independent policy think tank focused on national politics and economic issues. She is also a Distinguished Fellow and Board member of the Institute of Strategic and International Studies (ISIS) Malaysia. Prior to ISIS, Datuk Rohana was attached to the Ministry of Foreign Affairs Malaysia.

She is a Member of Board of Trustees of the Asia Society, New York.

She is also a Member Founder and Member of Board of Trustees of Yayasan Inovasi Malaysia, Member of the Malaysian Committee of the Council for Security Cooperation in the Asia Pacific, Member of the National Information Technology Council. She is the Chairman of National Science Centre and Trustee of Malaysian Youth Orchestra Foundation.

Datuk Rohana holds a Bachelor of Arts (Honours) in Politics, Essex University and Masters in International Relations, Sussex University, United Kingdom.





Mr Alexander Vincent Thursby
Non-Independent Non-Executive Director

Mr Alexander Vincent Thursby, a British, aged 51, was appointed to the Board of AMMB Holdings Berhad on 2 January 2008.

He is currently the Chief Executive Officer, Asia Pacific, Europe & America of Australia and New Zealand Banking Group Limited (“ANZ”). He is a Director of ANZ Bank (China). He was a Director of ANZ Royal Bank (Cambodia) Ltd and ANZ Bank (Vietnam) Limited.

Prior to this, Mr Thursby was the Senior Managing Director and Group Head of Corporate and Institutional Client Relationships in Standard Chartered Bank plc (“SCB”) from mid-2005 to 2007. He has been with SCB for more than two decades holding various senior positions, inter-alia, as Regional Head of Corporation and Institutional Client Relationships in North East Asia and Greater China, Chief Executive Officer in the United Arab Emirates, Regional

Head of Corporate Banking in Middle East South Asia (MESA), Chief of Staff to Group Chief Executive Officer and Executive Director, Regional Head of Corporate and Institutional Banking and Strategy in Africa and London, Senior Manager of Derivatives in South East Asia, Singapore and President Director (CEO) of Standard Chartered Leasing, Indonesia.

He was a director and committee member in a number of companies in the SCB Group. He was Chairman of the British Chamber of Commerce, Hong Kong and was subsequently made a life member.

He holds a Bachelor of Business Administration from Kuring-Gai College of Education, Sydney and has attended the London Business School – International Business Consortium and Insead, France – Senior International Management Programmes.

Dr Robert John Edgar
Non-Independent Non-Executive Director

Dr Robert John Edgar, an Australian, aged 65, was appointed to the Board of AMMB Holdings Berhad on 15 August 2007. He is a member of the Company’s Audit and Examination Committee, Group Nomination Committee and Group Remuneration Committee.

Dr Edgar is currently a Director of NUFARM Limited, TRANSURBAN Holdings Ltd, TRANSURBAN Infrastructure Management Ltd, ASCIANO Limited and LINFOX ARMAGUARD Pty. Ltd. He is the Chairman of Prince Henry’s Institute.

Dr Edgar was the Deputy Chief Executive Officer before he retired from Australia and New Zealand Banking Group Limited (“ANZ”) in May 2009. Prior to this, he was the Senior Managing Director of ANZ. In addition to being generally responsible for ANZ Group’s operations and performance, he was

specifically responsible for ANZ’s joint venture with the ING Group, ING Australia, Private Banking, and Boards of ANZ’s joint ventures in Asia. He was also responsible for leading ANZ Group’s strategic agenda.

He was a Director of a number of companies in the ANZ Group and Chairman of Esanda Finance Corporation Limited, ING Australia and ANZIB Special Asset Management Ltd, a Director of ANZ National Bank Limited (New Zealand), ANZ Royal Bank (Cambodia) Ltd, Bank of Tianjin (China), Shanghai Rural Commercial Bank, ANZ INSAGE Pty Ltd and Metrobank Card Corporation (Philippines).

He holds a Bachelor of Economics (Honours) from the University of Adelaide, Australia and a PhD from the Ohio State University, U.S.A.



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Mr Mark David Whelan

Non-Independent Non-Executive Director

Mr Mark David Whelan, an Australian, aged 51, was appointed to the Board of AMMB Holdings Berhad on 2 January 2009. He is a member of the Company's Group Risk Management Committee.

He is currently the Managing Director, Commercial Banking (Australia) of Australia and New Zealand Banking Group Limited ("ANZ").

Mr Whelan is a key member of the Australia Leadership Team, overall responsible for leading Commercial Banking in delivering solutions to customers for the Commercial market focussing on Business Banking, Small Business, the Regional Commercial and Agribusiness segments, comprising 2,700 Esanda Finance Corporation Limited ("Esanda"). It also includes Esanda, ANZ's auto finance specialists, but not Global Commercial.

Prior to this, Mr Whelan was the Managing Director of ANZ's Institutional, Commercial and Private Bank businesses in Asia Pacific, Europe & America ("APEA"), based in Hong Kong. Within this capacity, Mr Whelan's responsibilities included a full range of ANZ corporate, institutional and commercial financial products and services throughout

APEA. His duties also included Relationship Banking, Specialised Lending, Markets and Transaction Banking across the region.

He has held roles across Australia, the United States of America, Singapore and Hong Kong. He joined ANZ in November 2004 as Head of Sales, Markets before taking on the role of Joint Managing Director, Markets in 2005 and then Managing Director, Institutional Asia in 2007. Prior to joining ANZ, Mr Whelan worked at Westpac Bank where he held several senior roles including General Manager, Global Investor Sales and General Manager, Institutional Banking, Victoria. Within this capacity, his responsibilities included distribution of Markets products into the Commercial segment. Before joining Westpac Bank, Mr Whelan worked for Citibank and Caterpillar.

Mr Whelan holds a Graduate Diploma in Taxation and a Diploma in Accounting from the Royal Melbourne Institute of Technology. He is a Fellow of the Certified Practising Accountants, and a member of the Financial Treasury Association Limited, the Australian Financial Markets Association and the Australian Institute of Company Directors.

Mr Cheah Tek Kuang

Group Managing Director

Mr Cheah Tek Kuang, a Malaysian, aged 64, was appointed to the Board of AMMB Holdings Berhad on 14 January 1994 and is currently the Group Managing Director of the Company. He is a member of the Company's Group Information Technology Committee. He is also the Chief Executive Officer of AmBank (M) Berhad.

He joined AmInvestment Bank Berhad ("AmInvestment Bank") in 1978 and held various senior positions. In 1994, he was promoted to Managing Director, and he became the Group Managing Director of AmInvestment Bank from January 2002 to December 2004 before assuming the office of Group Managing Director in the Company. He remains a Non-Independent Non-Executive Director of AmInvestment Bank.

He is also a Board member of the Company's subsidiaries. His directorships in other public companies include Bursa Malaysia Berhad and Cagamas Berhad. He is a member of the Investment Panel of Retirement Fund Incorporated (Kumpulan Wang Persaraan {Diperbadankan}). He also currently serves as a Council Member of the Association of Banks in Malaysia and is the Alternate Chairman of Malaysian Investment Banking Association.

Mr Cheah has a Bachelor of Economics (Honours) from the University of Malaya and is a Fellow of the Institute of Bankers Malaysia.





Mr Soo Kim Wai

Non-Independent Non-Executive Director

Mr Soo Kim Wai, a Malaysian, aged 50, was appointed to the Board of AMMB Holdings Berhad on 4 October 2002. He is a member of the Company's Group Remuneration Committee.

He is currently the Group Managing Director of Amcorp Group Berhad. Mr Soo 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 RCE Capital Berhad, MCM Technologies Berhad, Amcorp Properties Berhad and other private limited companies.

Mr Soo is a Chartered Accountant (Malaysian Institute of Accountants), a Certified Public Accountant (Malaysian Institute of Certified Public Accountants) and Fellow of the Certified Practising Accountant (CPA), Australia and Association of Chartered Certified Accountants (ACCA), United Kingdom.

Mr Alistair Marshall Bulloch

(Alternate Director to Mr Alexander Vincent Thursby and Mr Mark David Whelan)

Mr Alistair Marshall Bulloch, a British, aged 53, is the Alternate Director to Mr Alexander Vincent Thursby and Mr Mark David Whelan.

He is currently the Managing Director/Senior Advisor of Asia Pacific, Europe and America ("APEA") of Australia and New Zealand Banking Group Limited ("ANZ").

Mr Bulloch is responsible for developing critical government and other relationships, taking strategic leadership with key clients and has responsibility for all of ANZ partners in the region.

He is the Chairman and Director of ANZ Insurance Broker Co. Ltd (Taiwan), ANZ Bank (Vietnam) Limited and Chongqing Liangping ANZ Rural Bank Company Limited (China), a Director of ANZ Royal Bank (Cambodia) Ltd., ANZ Global Services and Operations (Chengdu) Company Limited (China), Saigon Securities Inc. (Vietnam), ANZ Bank (China), ANZ Pensions (UK) Limited,

ANZ Bank (Europe) Limited (United Kingdom), ANZ Capital (PVT) Limited (India), Shanghai Rural Commercial Bank (China) and Bank of Tianjin (China).

Prior to this role, Mr Bulloch was the Deputy Chief Executive Officer of APEA and the Chief Executive Officer of North East Asia of ANZ. He was responsible for driving growth and innovation in ANZ's businesses and partnerships in China, Hong Kong, Taiwan, Japan and Korea.

Mr Bulloch was the Head of Wholesale and Commercial Banking in Korea for Standard Chartered First Bank. He has more than 20 years banking experience and was previously Head of Client Relationships in both China and Taiwan. Mr Bulloch spent his childhood and a considerable part of his earlier career in Hong Kong and has also worked in the Middle East and Ireland.

He holds a Bachelor of Arts (Honours) in Business Studies from Dundee College of Technology, Scotland.



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Mr Mark Timothy Robinson (Alternate Director to Dr Robert John Edgar)

Mark Timothy Robinson, a New Zealander, aged 50, is the Alternate Director to Dr Robert John Edgar.

Mr Robinson is currently the Chief Executive Officer (“CEO”) of South and South East Asia in Australia and New Zealand Banking Group Limited (“ANZ”)’s Asia Pacific, Europe and America Division. In this role, he has geographic responsibility for ANZ’s businesses in Singapore, Indonesia, India, Vietnam, Cambodia, Laos, the Philippines, Malaysia, Thailand and the United Arab Emirates. Mr Robinson holds directorship in Wing Holdings Pte Ltd, an investment holding company of ANZ. He is the Chairman of the Board of ANZ Royal Bank (Cambodia) Ltd.

Mr Robinson joined ANZ in June 2010, having held various senior leadership roles in Europe and Asia during his 25 years

with Citigroup, including CEO South Asia, CEO Russia/CIS (Kazakhstan & Ukraine), Head of Turkey/Israel and Country Officer of Hungary.

Early in his career at Citigroup, Mr Robinson held various roles including Relationship Management, Human Resources and Corporate Finance in Pakistan, the United States of America and Hong Kong.

Immediately prior to joining ANZ, Mr Robinson was CEO for Citigroup’s South Asia business, encompassing India, Sri Lanka and Bangladesh.

Mr Robinson has a Master of Business Administration in Business Finance and Bachelor of Arts in Economics both from the University of Chicago.

Additional Information:

None of the Directors has any family relationships with other Directors or major shareholders of the Company, except as disclosed herein.

Y Bhg Tan Sri Azman Hashim and Y Bhg Dato’ Azlan Hashim are brothers.

Y Bhg Tan Sri Azman Hashim is the Executive Chairman and a substantial shareholder of Amcorp Group Berhad (“Amcorp”), which in turn is a substantial shareholder of AMMB Holdings Berhad.

Y Bhg Tan Sri Azman Hashim is a Director of Clear Goal Sdn Bhd, his family-owned company, which is deemed a substantial shareholder of AMMB Holdings Berhad by virtue of its interest in Amcorp.

Mr Soo Kim Wai is the Group Managing Director of Amcorp, which is a substantial shareholder of AMMB Holdings Berhad.

Mr Alexander Vincent Thursby, Dr Robert John Edgar and Mr Mark David Whelan are Board representatives of Australia and New Zealand Banking Group Limited, which is a substantial shareholder of AMMB Holdings Berhad.

None of the Directors has been convicted for offences within the past 10 years. None of the Directors has any conflict of interest with the Company other than as announced or set out in Note 37 to Financial Statements under “Significant Related Party Transactions and Balances”.