AMMB Holdings Berhad

[Registration No. 199101012723 (223035-V)]
(Incorporated in Malaysia)

MINUTES OF THE 35TH ANNUAL GENERAL MEETING (‘AGM’ or ‘the Meeting’) OF AMMB HOLDINGS BERHAD (‘AMMB’ or ‘the Company’) HELD AND BROADCASTED LIVE FROM THE GRAND BALLROOM, FIRST FLOOR, KLGCC CONVENTION CENTRE (FORMERLY KNOWN AS SIME DARBY CONVENTION CENTRE), 1A JALAN BUKIT KIARA 1, 60000 KUALA LUMPUR ON THURSDAY, 20 AUGUST 2026 AT 10.00 A.M.

DIRECTORS	Tan Sri Md Nor bin Md Yusof *(Chairman, Independent Non-Executive Director)*
	Mr Soo Kim Wai *(Non-Independent Non-Executive Director)*
	Mr Jeyaratnam A/L Tamotharam Pillai *(Senior Independent Non-Executive Director)*
	Mr Hong Kean Yong *(Independent Non-Executive Director)*
	Dato’ Kong Sooi Lin *(Independent Non-Executive Director)*
	Mr U Chen Hock* *(Independent Non-Executive Director)*
	Puan Sharifatu Laila binti Syed Ali *(Independent Non-Executive Director)*
	Ms Chan Siew Mei *(Independent Non-Executive Director)*
	Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican *(Independent Non-Executive Director)*
SENIOR MANAGEMENT	Mr Ling Fou-Tsong @ Jamie Ling (‘Mr Jamie Ling’) *(Group Chief Executive Officer (‘Group CEO’))*
	Ms Phuah Shok Cheng *(Group Chief Financial Officer (‘Group CFO’))*
GROUP COMPANY SECRETARY	Ms Koid Phaik Gunn *(Group Company Secretary)*
OTHERS (BY INVITATION)	Mr Chan Hooi Lam (‘Mr Chan’) *(Representative from Messrs Ernst & Young PLT)*
	Mr Krishman Varges *(Moderator from Deloitte Malaysia Assurance Sdn Bhd)*
	Mr Chuah Poo Sian *(Scrutineer from Coopers Professional Scrutineers Sdn Bhd)*

*Note: * via video-conferencing*

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35/1 ATTENDANCE

In addition to members of the Board of Directors ('the Board') and Senior Management present, the attendance (including physical and virtual participants) at the AGM were as follow:

- 1,331 shareholders
- 283 proxies

The attendance of shareholders and proxies was as set out in the Attendance Details.

35/2 CHAIRMAN'S WELCOME REMARKS

Tan Sri Md Nor bin Md Yusof, the Chairman of the Board of Directors of the Company ('Board') ('Chairman'), welcomed the shareholders and proxies who were present physically and those who logged in virtually for the Meeting. The Meeting was called to order at 10.00 a.m.

The Chairman highlighted that the Group delivered another strong year of performance, recording a profit of RM2.1 billion, enabling the Company to declare higher cash dividends amounting to RM1.16 billion, representing 55% of the Company's earnings and that was the highest dividend payout in recent years. The Chairman commented that due to the good performance, the Group's capital position had strengthened further with Common Equity Tier 1 ('CET1') capital and total capital ratio standing at 14.82% and 17.23% respectively.

The Chairman remarked that the Group's performance was underpinned by the commitment of its management team, the trust of its customers and the support of its shareholders. He added that the Group's Winning Together strategy for financial year ended 31 March 2025 ('FY2025') to financial year ending 31 March 2029 ('FY2029') ('WT29 strategy') plan had reached a significant milestone in its journey towards the Group's established objective.

The Chairman stated that over the past two (2) years, the Group's market capitalisation had increased from RM13.2 billion to RM23.9 billion, while its price-to-book multiple had improved from approximately 0.7 times to 1.1 times. The Group had achieved a good result contributed from the resilience of its strategy as well as the steadiness of its management team, notwithstanding the trade disruption and geopolitical uncertainty in the market. He further added that the achievements were also underpinned by the continued sponsorship of its shareholders and the support of its customers.

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The Chairman informed that the Group remained on track in its WT29 strategy journey and highlighted that the Group had begun with a phase of reformulation, progressed through testing paradigm shifts and was currently moving into the compounding stage. The operating environment continued to evolve rapidly driven by emerging technologies that would reshape the established paradigms and highlighted the Group's resilience in responding to those evolving demands.

The Group was also privileged to have the continued counsel from YBhg. Tan Sri Azman Hashim ('Tan Sri Azman'), the Company's Chairman Emeritus/Honorary Adviser.

The Chairman then introduced the members of the Board, the Group CEO, the Group CFO, the Group Company Secretary and the representative from Messrs Ernst & Young PLT, the Company's external auditors. Aside from the Group CEO and the Group CFO, the Senior Management team also joined the meeting physically.

The Chairman further informed the shareholders and proxies present that AMMB had appointed Deloitte Malaysia Assurance Sdn Bhd ('Deloitte') as the independent Moderator to stream questions raised by shareholders during the AGM as well as the pre-submitted questions emailed to the Group's Investor Relations or via Boardroom Smart Investor portal.

35/3 QUORUM AND PROXY

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

The Group Company Secretary further reported that a total of 1,100 proxy forms were received, representing 73.24% or 2,426,888,220 of the total issued shares (exclude treasury shares) of the Company.

The Chairman encouraged shareholders to download AMMB's Integrated Annual Report and Share Buy-Back Statement from the Company's website in support of AMMB's green effort.

35/4 NOTICE OF MEETING

The Chairman stated that the Notice of the 35th AGM, which was circulated to all shareholders and advertised in The Star newspaper on 17 July 2026, was taken as read.

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35/5 GENERAL INSTRUCTIONS ON VOTING PROCEDURES

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

In that regard, the Chairman stated that shareholders and proxies could submit their votes for Ordinary Resolutions 1 to 10 as set out in the AGM notice at any time from the commencement of the 35th AGM at 10.00 a.m. or during the voting session.

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

a) Boardroom Share Registrars Sdn Bhd ('Boardroom') as the Poll Administrator to conduct the poll voting remotely; and

b) Coopers Professional Scrutineers Sdn Bhd as the Scrutineer to verify and validate the poll results.

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

35/6 GROUP CHIEF EXECUTIVE OFFICER PRESENTATION

The Chairman invited Mr Jamie Ling, the Group CEO to give a brief presentation to the shareholders and proxies covering the following areas:

a) Senior Management Team in Action

b) Key Messages

c) WT29 Strategy and Mid-Term Scorecard

d) The Next Phase (financial year ending 31 March 2027 ('FY2027') to FY2029)

e) Financial Snapshot for the first quarter of financial year ending 31 March 2027 ('Q1FY2027')

For the benefit of the shareholders and proxies present, the Group CEO presented the questions raised by Employees Provident Fund ('EPF') and Permodalan Nasional Berhad ('PNB') which were received before the AGM. The corresponding responses were as set out in ***Appendix 1*** to the Minutes.

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ORDINARY BUSINESS (AGENDA 1 – 6)

35/7 AGENDA 1: AUDITED FINANCIAL STATEMENTS AND REPORTS OF THE DIRECTORS AND AUDITORS FOR FINANCIAL YEAR ENDED 31 MARCH 2026

The Chairman stated that the first item on the agenda was to receive the audited financial statements (‘AFS’) of the Company for financial year ended 31 March 2026 (‘FY2026’) and the Reports of the Directors and Auditors thereon.

The AFS for FY2026 and the Reports of the Directors and Auditors were taken as received and tabled at the 35th AGM by the shareholders and proxies present.

The Chairman explained to the shareholders and proxies that the AFS for FY2026 tabled at the Meeting were for discussion and not for shareholders’ approval. Hence, it was not put forth for voting.

35/8 AGENDA 2: PAYMENT OF DIRECTORS' FEES FOR FINANCIAL YEAR ENDED 31 MARCH 2026

The Chairman proceeded to Ordinary Resolution 1 which was to seek shareholders’ approval for the payment of Directors’ fees for FY2026.

Ordinary Resolution 1 on the payment of Directors' fees of RM1,783,699 for FY2026 was duly proposed by Mr Soon Le Meng and seconded by Puan Suriana Aisah binti Saiful Yazan.

35/9 AGENDA 3: BENEFITS PAYABLE TO DIRECTORS (EXCLUDING DIRECTORS’ FEES) FOR THE PERIOD FROM 11 MAY 2026 UNTIL THE NEXT ANNUAL GENERAL MEETING OF THE COMPANY

The Chairman stated that the benefits payable to the Directors (excluding Directors’ fees) up to an aggregate amount of RM2,100,000 for the period from 11 May 2026 until the next AGM of the Company include a revision to the following allowances:

	Chairman		**Member**	
Board Committee Allowances *(per annum)*	**Existing**	**Starting from 11 May 2026**	**Existing**	**Starting from 11 May 2026**
Joint Audit and Examination Committee	-	RM60,000	-	RM40,000
Joint Risk Management Committee	-	RM60,000	-	RM40,000
Group Nomination & Remuneration Committee	RM50,000	RM60,000	RM35,000	RM40,000
Group Information Technology Committee	RM50,000	RM60,000	RM35,000	RM40,000

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Allowance to Director	Existing	Starting from 11 May 2026
Meeting Allowance	RM2,500 per meeting	RM3,000 per meeting

Ordinary Resolution 2 on the benefits payable to the Directors (excluding Directors' fees) up to an aggregate amount of RM2,100,000 as recommended by the Board for the period from 11 May 2026 until the next AGM of the Company was tabled to the Meeting.

Ordinary Resolution 2 on the benefits payable to the Directors was duly proposed by Puan Maimon binti Sheikh Allaudin and seconded by Ms Kang Sook Lin.

35/10 AGENDA 4: RE-ELECTION OF DIRECTORS RETIRING BY ROTATION PURSUANT TO CLAUSE 94 OF THE COMPANY'S CONSTITUTION

The Chairman stated that three (3) Directors retired by rotation in accordance with Clause 94 of the Company's Constitution and being eligible offered themselves for re-election under the following resolutions: -

i) Mr Soo Kim Wai ('Mr Soo) – Ordinary Resolution 3
ii) Mr Jeyaratnam A/L Tamotharam Pillai ('Mr Jeyaratnam') – Ordinary Resolution 4
iii) Mr U Chen Hock ('Mr U') – Ordinary Resolution 5

The profiles of Mr Soo, Mr Jeyaratnam and Mr U were set out on pages 151, 152 and 155 of the 2026 Integrated Annual Report of the Company.

Ordinary Resolution 3 on the re-election of Mr Soo was duly proposed by Mr Lee Poh Woh and seconded by Ms Koh Suet Peng.

Ordinary Resolution 4 on the re-election of Mr Jeyaratnam was duly proposed by Mr Soon Le Meng and seconded by Ms Kang Sook Lin.

Ordinary Resolution 5 on the re-election of Mr U was duly proposed by Puan Maimon binti Sheikh Allaudin and seconded by Mr Lee Poh Woh.

35/11 AGENDA 5: RE-ELECTION OF DIRECTOR RETIRING PURSUANT TO CLAUSE 102 OF THE COMPANY'S CONSTITUTION

The Chairman stated that Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican ('Dato' Mohamed Rafique') who was appointed as Director during the financial year and retired pursuant to Clause 102 of the Company's Constitution, had offered himself for re-election under Ordinary Resolution 6.

The profile of Dato' Mohamed Rafique was set out on pages 158 of the 2026 Integrated Annual Report.

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	Ordinary Resolution 6 on the re-election of Dato' Mohamed Rafique was duly proposed by Puan Suriana Aisah binti Saiful Yazan and seconded by Ms Koh Suet Peng.

35/12 AGENDA 6: REAPPOINTMENT OF AUDITORS

The Chairman stated that after due assessment, the Board concurred with the recommendation of the Audit and Examination Committee on the reappointment of Messrs Ernst & Young PLT as Auditors of the Company for FY2027.

The Auditors, Messrs Ernst & Young PLT had given their consent for reappointment as Auditors of the Company and Bank Negara Malaysia had, vide its letter dated 19 June 2026, given its approval on the reappointment.

Ordinary Resolution 7 on the reappointment of Messrs Ernst & Young PLT as Auditors of the Company and authority for the Directors to determine their remuneration was duly proposed by Mr Lee Khar Choon and seconded by Mr Lee Poh Woh.

SPECIAL BUSINESS (AGENDA 7 – 9)

35/13 AGENDA 7: RENEWAL OF AUTHORITY TO ALLOT AND ISSUE NEW ORDINARY SHARES IN THE COMPANY FOR THE PURPOSE OF THE COMPANY'S DIVIDEND REINVESTMENT PLAN

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

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

Ordinary Resolution 8 on the renewal of authority for the Directors of the Company to allot and issue new ordinary shares in the Company for the purpose of the Company's DRP was duly proposed by Mr Lee Khar Choon and seconded by Mr Soon Le Meng.

35/14 AGENDA 8: AUTHORITY TO ALLOT AND ISSUE NEW ORDINARY SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

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

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	The Directors of the Company did not allot, or issue new ordinary shares pursuant to the authority given by the shareholders at the last AGM. Ordinary Resolution 9 on the authority for the Directors of the Company to allot and issue new ordinary shares pursuant to Sections 75 and 76 of the Companies Act 2016 was duly proposed by Mr Albert Zahn and seconded by Mr Lee Khar Choon.
35/15	**AGENDA 9: RENEWAL OF AUTHORITY FOR THE PURCHASE BY THE COMPANY OF ITS OWN ORDINARY SHARES** The Chairman stated that the aggregate number of ordinary shares which might be purchased and/or held by the Company should not exceed three percent (3%) of the total number of issued shares of the Company at any point in time. The Chairman reported that since the last AGM in August 2025 and up to 30 June 2026, 2,304,000 shares had been bought back by the Company using internal funds. During the preceding 12 months and up to 30 June 2026 a total of 7,590,800 of the shares bought back had been transferred to eligible employees under AMMB Executives' Share Scheme. As at to-date, 704,600 shares were retained as treasury shares. Ordinary Resolution 10 on the renewal of authority for the Company to purchase its own ordinary shares was duly proposed by Ms Koh Suet Peng and seconded by Mr Lee Khar Choon.
35/16	**ANY OTHER BUSINESS** The Chairman stated that no notice had been received by the Company to consider any other business at the Meeting.
35/17	**QUESTIONS & ANSWERS ('Q&A') SESSION** As all resolutions had been tabled, the Chairman proceeded with the Q&A session and invited questions from the shareholders and proxies. Deloitte, the independent Moderator appointed by the Company for the AGM, had gone through the questions submitted virtually by the shareholders/ proxies, and the responses for the questions received from the physical and virtual participants were provided by the Chairman, the Chairperson of the Group Nomination & Remuneration Committee, the Group CEO and the Group CFO. A summary of the questions raised during the AGM together with the corresponding responses as set out in ***Appendix 2*** to the Minutes.

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35/18 VOTING SESSION

The Chairman announced the close of registration and the Q&A session.

The Chairman informed the shareholders and proxies that he had been appointed to act as proxy for several shareholders and he would vote in accordance with the instructions given.

The Chairman announced the commencement of the voting session and stated that shareholders and proxies who had yet to vote would be given ten (10) minutes to cast their votes. The Chairman further announced that upon the closure of the voting session, the independent Scrutineer would take approximately 20 minutes to tabulate and verify the votes casted. The Meeting was adjourned at 1.05 p.m. for the voting session and verification of votes to take place.

35/19 ANNOUNCEMENT OF POLL RESULTS

The Chairman called the Meeting to order at 1.35 p.m. to announce the results of the poll.

19.1 Directors’ fees for Financial Year Ended 31 March 2026

The Chairman announced the poll result in respect of Ordinary Resolution 1 which was carried as follows:

Resolution	**FOR**		**AGAINST**	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 1	2,432,950,536	99.9718	686,946	0.0282

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

THAT the Directors' fees of RM1,783,699 for financial year ended 31 March 2026 be approved for payment.

19.2 Benefits payable to Directors (excluding Directors’ fees) for the period from 11 May 2026 until the next Annual General Meeting of the Company

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

Resolution	**FOR**		**AGAINST**	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 2	2,432,735,633	99.9664	818,253	0.0336

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

THAT the benefits payable to the Directors (excluding Directors' fees) up to an aggregate amount of RM2,100,000 for the period from 11 May 2026 until the next Annual General Meeting of the Company be approved.

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

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

Resolution	FOR		AGAINST	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 3	2,403,761,320	98.7769	29,765,159	1.2231

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

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

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

Resolution	FOR		AGAINST	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 4	2,429,071,551	99.8171	4,451,928	0.1829

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

THAT Mr Jeyaratnam A/L Tamotharam Pillai, who retired by rotation pursuant to Clause 94 of the Company's Constitution, be re-elected as a Director of the Company.

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

Resolution	FOR		AGAINST	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 5	2,428,875,933	99.8087	4,656,041	0.1913

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

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

19.4 Re-election of Director Retiring pursuant to Clause 102 of the Company's Constitution

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

Resolution	**FOR**		**AGAINST**	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 6	2,433,091,744	99.9823	431,095	0.0177

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

THAT Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican, who was appointed during the financial year and retired pursuant to Clause 102 of the Company's Constitution be hereby re-elected as Director of the Company.

19.5 Reappointment of Auditors

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

Resolution	**FOR**		**AGAINST**	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 7	2,413,781,438	99.1884	19,751,048	0.8116

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

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

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

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

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

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Resolution	FOR		AGAINST	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 8	2,426,452,395	99.7090	7,081,291	0.2910

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

THAT the Directors of the Company be and are hereby authorised to allot and issue such number of new ordinary shares in the Company from time to time as may be required for the purpose of the Company's Dividend Reinvestment Plan ('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.

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

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

Resolution	FOR		AGAINST	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 9	2,070,282,591	85.0733	363,244,895	14.9267

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

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

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

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

19.8 Renewal of Authority for the Purchase by the Company of its own Ordinary Shares

The Chairman announced the poll result in respect of Ordinary Resolution 10 which was carried as follows:

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Resolution	FOR		AGAINST	
	No. of Shares	**%**	**No. of Shares**	**%**
Ordinary Resolution 10	2,411,264,697	99.0899	22,147,648	0.9101

The Chairman declared that Ordinary Resolution 10 was duly passed as follows:

THAT, subject to the Companies Act 2016 ('Act'), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ('Bursa 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 36th Annual General Meeting ('AGM') of the Company, at which time the authority will lapse unless by ordinary resolution passed at the 36th AGM, the authority is renewed, either unconditionally or subject to conditions;

b) the expiration of the period within which the 36th 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,

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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.

35/20 CLOSURE

There being no other business, the Meeting ended at 1.40 p.m. with a vote of thanks to the Chairman and the Board.

Appendix 1

Response to Pre-AGM Questions

raised by EPF

Our response to EPF's Questions

Question 1

Who are the employees eligible under the ESS programme and approximately how large is the pool of eligible employees?

Our response:

- Eligible employees are for SVPs and above population which is approximately **300 employees** at 31 March 2026. This represents less than 5% of the total group population.
- One of the grant eligibility criteria is employee's performance rating and employees must be in service as at **31 December**.

Our response to EPF's Questions

Question 2

Could you provide an overview of the grant and vesting structure (e.g. grant frequency, vesting period and vesting schedule)?

Our response:

- The current Long-Term Incentive of AMMB Holdings Berhad Executives Shares Scheme ("LTI") is a **10-year programme** which took effect from 5 October 2018 and will expire by 4 October 2028.
- The Management is establishing a new LTI scheme to ensure continuity of the Group's LTI Framework and ensure we maintain strong governance and alignment to long-term performance outcome. The final grant (Grant 8) was issued in July 2025, with vesting scheduled by June 2028.
- AmBank Group's current LTI plan is in line with observed market practice among Malaysia top banks with the following features:
  - Grant Structure: Annually
  - Vesting structure: 100% cliff vesting after 3 years
  - Performance metrics and period: Internal performance is measured against Absolute ROE, while external performance assesses the Group's relative TSR against selected peer banks, over 3 years' period.

Our response to EPF's Questions

Question 3

What are the key criteria used in determining the grant allocation to eligible employees?

Our response:

- The award value varies by job grades.
- For GCEO, the award value is 12 months' salary (as disclosed in FY26 Annual Report page 197)
- For senior management, the award ranges between 3 months' to 6 months' of salary.

Our response to EPF's Questions

Question 4

Are there any performance conditions or performance metrics attached to the vesting of the awards? If so, could you share an overview of these performance measures?

Our response:

- Refer to FY26 Annual Report page 197. The LTI performance measures incorporate both **internal and external performance factors** to provide a balanced assessment of long-term value creation.
- Internal performance is measured against the Group's financial outcomes – **Absolute ROE**, while external performance assesses the Group's relative **TSR** against selected peer banks.
- This ensures that **vesting outcomes** reflect not only the Group's underlying performance, but also the value delivered to shareholders relative to the broader market.

Response to Pre-AGM Questions

raised by PNB

Our response to PNB's Questions

Question 1

To disclose the Total Shareholders' Returns ("TSR") of AMMB for the past 1, 3, and 5 years up to the end of the financial year ended 2026 ("FY2026").

What would the Board attribute the performance to?

Our response:

Our TSR for the past 1, 3, and 5 years up to the end of FY2026 is as disclosed below and can be found on page 107 of our Integrated Annual Report.

Holding Period (Years)	1-Year	3-Year	5-Year
Invested on 31 Mar of	2025	2023	2021
AMMB	**19.6%**	**94.9%**	**149.2%**
KLFIN Index	13.4%	45.6%	62.0%
FBMKLCI	15.0%	31.4%	27.2%

AMMB **outperformed both the KLFIN Index and the FBMKLCI** across all measured periods, reflecting sustained shareholder value creation and confidence in the Group's strategic direction.

This performance was supported by:

- stronger earnings,
- improved business performance,
- disciplined execution of our strategy, and
- consistent shareholder returns through dividends.

Our response to PNB's Questions

Question 2

AMMB has set a 40% CTI target under its Winning Together 2029 ("WT29") strategy. Given the ongoing cost pressures from technology investments and personnel expenses across the industry, we recognise that achieving this target may be challenging.

As investment costs taper and the J-curve effect progresses, what would the Board consider to be a reasonable medium-term CTI level under current macroeconomic conditions?

Our response:

Our priority under WT29 is to invest in the capabilities required to execute our strategy and deliver on our growth ambitions. We expect to deploy approximately **RM700 million** through FY2029 on critical initiatives encompassing **technology refresh, infrastructure modernisation, cybersecurity, enterprise data capabilities, regulatory compliance and talent**, positioning AMMB for sustainable growth and long-term value creation.

As a result, we have adjusted our CTI goal to move towards 40% over time. Our priority is to ensure **revenue grows faster than expense** each year through **better productivity, cost discipline and quality business growth**. We remain committed to keeping CTI well below the mid-40% range while making steady progress towards 40%.

Our response to PNB's Questions

Question 3

Given AMMB's aspiration to increase dividend payout supported by potential capital release opportunities following the Basel III reforms, does the Board view AMMB as evolving into a stable dividend-paying stock rather than a growth-oriented stock?

Our response:

Strong dividend growth: Since the launch of WT29, we have delivered strong shareholder returns, with dividends growing at a 2-year CAGR of 24% and dividend payout ratios exceeding 50% in each of the past two financial years. Over the last three financial years alone, we have returned more than RM2.9 billion to shareholders through dividends.

Basel III: The Basel III reforms are expected to provide an estimated RM2 billion capital uplift, enhancing our flexibility to support shareholder distributions while improving capital efficiency, particularly in our Wholesale Banking and Business Banking segments.

Dividend growth stock: Our strategy is to deliver sustainable earnings growth alongside growing dividends. As we progress through WT29, we remain committed to achieving a sustainable dividend payout ratio of 60% in the second half of WT29, with the Basel III capital uplift providing additional capacity for shareholder distributions from FY2028 onwards while supporting future growth.

Our response to PNB's Questions

Question 4

We note that AMMB's Gross Impaired Loan ("GIL") ratio stood at 1.59% in FY2026.

In this regard, could the Board provide views on AMMB's asset quality outlook, including key areas requiring closer monitoring and measures to reduce the GIL ratio over the medium term?

Our response:

Asset quality is strong: Our GIL ratio increased marginally to 1.59% in FY2026 from 1.54% in FY2025, mainly due to higher impairments in Retail Banking and Investment Banking. Asset quality remains sound, and we continue to closely monitor customers and sectors that may be affected by economic uncertainty, inflationary pressures and geopolitical developments.

Continuous monitoring: To maintain strong asset quality and reduce the GIL ratio over time, we remain focused on strengthening early warning indicators, conducting regular portfolio reviews and maintaining prudent underwriting standards. We also actively engage customers at an early stage when repayment concerns arise and continue to drive recovery efforts on impaired loans.

Conduct stress tests: When warranted by changing market conditions, to conduct stress tests, assess portfolio resilience and identify emerging risks early. This helps us remain vigilant and take proactive measures to preserve asset quality and manage the GIL ratio over time.

Our response to PNB’s Questions

Question 5

We note that AMMB recorded 5.2% growth in non-interest income ("NOII") in FY2026, with wealth management being one of the key contributors.

As wealth management continues to support fee income growth and deliver returns above the Group’s return on assets (“ROA”), what are the key levers to accelerate growth, and how significant could its contribution to the Group’s earnings become by the end of the WT29 period?

Our response:

Wealth management is becoming an increasingly important source of fee income and **earnings diversification** for the Group.

Growth will be driven by:

- Expanding services to affluent customers, entrepreneurs and SME owners.
- Offering more investment, advisory and Islamic wealth products.
- Enhancing digital wealth platforms.
- Strengthening cross-selling opportunities through our "One Customer, Served Whole" approach.

We expect wealth management to continue growing and becoming an even more meaningful contributor to NOII over the WT29 period.

Our response to PNB's Questions

Question 6

Under WT29, the Group has progressively allocated more capital towards Business Banking given its superior returns profile (FY2026 ROA of 1.3% vs the Group ROA of 1.05%).

As the segment continues to expand its contribution to total earnings, what does the Board view as the key opportunities and challenges in sustaining this momentum while continuing to create long-term value for shareholders?

Our response:

Business Banking remains one of our key growth engines due to its **strong returns** and alignment with our strategy of **serving entrepreneurs and SMEs**.

Key **opportunities** include:

- Increased demand for trade finance, cash management and foreign exchange services.
- Growth from infrastructure projects, foreign investments and supply chain relocation into Malaysia.
- Deeper relationships with SME and commercial customers.

The main **challenge** is that SME customers can be more sensitive to economic changes. To manage this, we continue to strengthen risk management, underwriting standards, portfolio monitoring and digital capabilities.

Our focus is on achieving sustainable growth with strong asset quality and attractive risk-adjusted returns, rather than pursuing growth at any cost.

Appendix 2

AMMB Holdings Berhad
(hereinafter refer to as 'AMMB' or 'the Group')
[Registration No. 199101012723 (223035-V)]

RESPONSE TO QUESTIONS RECEIVED FROM SHAREHOLDERS AT THE 35th Annual General Meeting ('AGM')

(Unless indicated otherwise, all questions here were addressed by Mr Jamie Ling, the Group Chief Executive Officer ('Group CEO') at the AGM and reproduced here for shareholders' information.)

CONDUCT OF AGM

1. Mr Kong Tun Na @ Kong Toon Nan, Mr Yong Joon Fah and other shareholders, enquire on the following questions:

   a) Will AMMB provide door gift to shareholders?

      - *There is no distribution of door gifts to shareholders who participate in the AGM. AMMB prefers to reward shareholders via dividend payout.*

   b) Will refreshments be served at the AGM?

      - *Yes, light refreshments are provided at the AGM.*

   c) Will the printed Integrated Annual Report 2026 ('IAR 2026') be provided to the shareholders and proxies?

      - *Yes, printed copies of the IAR 2026 will be provided upon request.*

FINANCIALS AND STRATEGY

2. Mr Foo Chi Khing, a proxy, makes reference to Note 40 on page 123 of the Financial Report 2026 and enquires on the nature of income that falls under tax recoverable recognised on income subject to tax remission.

   - *The income that subject to tax remission is interest income received under loan guarantees.*

3. Ms Long Ah Yong @ Leong Chiew Ying, a shareholder, enquires on the following questions:

a) Having noted that the Group's customer deposits for Q1FY2027 fell 2% from the amount recorded in Q4FY2026, resulting in a 10% decline in current account and savings account ('CASA') deposit, and the Q1FY2027 net interest margin ('NIM') moderated to 1.93% from 1.98% as recorded in financial year ended 31 March 2026 ('FY2026') and 2.01% in Q1FY2026, she enquires on the expected NIM for financial year ending 31 March 2027 ('FY2027') and the root cause of the CASA outflow, as well as actions taken (including timeline) to restore the CASA mix without overpaying for deposits.

- *Ms Phuah Shok Cheng ('Ms Phuah'), the Group Chief Financial Officer states that the Group expects NIM to remain stable for FY2027, subject to market volatility. As for the CASA outflow, she states that the outflow is due to the proactive initiative taken by the Group for not retaining expensive deposits. That said, the Group will continue to manage its cost of funds ('COF') while at the same time, optimise its funding mix.*

b) Retail Banking recorded an increase in profit after taxation ('PAT') of RM111.9 million, yet the income decreased by 2.1% and the loan portfolio had only grown by 0.7%. It was noted that the PAT result included an impairment write-back of RM19.7 million. She enquires:

i) What is the underlying profit for Retail Banking excluding the write-backs, and when will genuine income and loan growth replace recovery-led improvement?

- *The decline in income by 2.1% year-on-year was due to the cut in the overnight policy rate ('OPR') in July 2025, impacting Retail Banking performance due to its large mortgage portfolio.*

- *Regarding the RM19.7 million impairment write-back, Retail Banking undertook a strategic repositioning of its mortgage portfolio three (3) years ago to optimise profitability and reduce portfolio risk, following elevated business risk levels at the time. Consequently, substantial provisions were established over the subsequent two (2) years to strengthen asset quality. As the risk profile of the mortgage portfolio improved and overall risk exposure declined, the provisions previously allocated were no longer needed, resulting in the reversal of the overlay and the recognition of the impairment write-back.*

ii) How will Business Banking maintain funding and credit discipline when loan growth continues to outpace deposit growth?

- *Business Banking continues to be the key driver of lending growth, driven by strong financing demand from the entrepreneurs of mid-market segment for working capital and business expansion. Business Banking recorded an 11% growth in FY2026 despite the reduction in the small and medium enterprise ('SME') portfolio, following the Group's strategic decision to scale back lending to smaller SMEs to de-risk its exposure in the SME segment.*

- *In addition, Business Banking is not solely funded by deposits from the SME segment. The business also benefits from a diversified and sustainable funding base, supported by Wholesale Banking's supply chain and cash management relationships, as well as deposits from Retail Banking.*

4. Ms Law Kung Hoo, a shareholder, enquires on the Group's outlook for further Retail SME impairment in FY2027 and whether the current overlay is sufficient given the tariff and inflation headwinds, in view of the decrease in the PAT for Business Banking of 20.6% in FY2026 mainly due to higher impairment, with the Retail SME portfolio flagged as the most at-risk (i.e. RM99.3 million in overlay provisions).

   - *Previously, the SME portfolios were managed separately under Business Banking and Retail Banking, resulting in differing management approaches across the two (2) businesses. Following a comprehensive review, the Group consolidated the Retail SME portfolio under Business Banking, led by Mr Christopher Yap, Managing Director of Business Banking. Following the merger, the Group allocated an overlay provision of approximately RM100 million in FY2026 to address risks within the legacy portfolio, resulting in the lower PAT for Business Banking.*

   - *As for the Retail SME segment (legacy portfolio), the Group has categorised this portfolio into five (5) buckets: (1) defaulted accounts; (2) accounts in arrears; (3) accounts that fall outside the Group's risk appetite going forward; (4) normal accounts and (5) growth accounts. Tailored strategies have been developed for each segment to optimise portfolio outcomes and manage risk. Overall, the portfolio remains stable, and management continues to closely monitor its performance and risk profile.*

   - *The Group continues to support its SME customers in this uncertain business environment by providing them with liquidity where appropriate.*

5. Mr Chua Song Yun, a shareholder, enquires on the following questions:

   a) The Group's PAT improved 5% year-on-year from RM2.0 billion to RM2.1 billion, driven by higher net interest income, income from Islamic Banking business, other operating income, and lower net allowances. Having noted that the increase in the operating income is mainly due to higher trading gains and lower net allowances are due to a large writeback on financial investments of RM153.2 million, he enquires as to how the Group will be sustaining such a performance.

      - *The Group continues to demonstrate resilient earnings performance, as reflected in its Q1FY2027 financial results as well as in previous quarters, delivering consistent growth through disciplined execution of its business plans. Moving forward, the Group remains focused on executing its strategic priorities to drive sustainable growth and long-term value creation.*

   b) Maybank Investment Bank analyst estimated that Basel III reforms could release up to RM2.0 billion in capital in 2028, equivalent to about RM0.60 per share and seek confirmation on such statement. If yes, how will such capital be allocated in terms of special dividends and/or buybacks against the Group's funding in growing its loan portfolio?

      - *The proposed allocation is subject to regulatory approvals and the Group will update shareholders and analysts accordingly in due course.*

c) Making reference to Group CEO presentation slides on Q1FY2027 financial results:

i) Excluding the RM40 million overlay reversal, underlying Stage 3 impairment rose 20% year-on-year. He enquires whether the new overlay provision was linked to the geopolitical tensions, and whether the management team expects further deterioration in loan quality in FY2027.

- *Several borrower accounts are downgraded from Stage 1 to Stage 2 for closer monitoring in light of heightened geopolitical tensions in the Middle East, which affects some of the Group's export-oriented customers. In response, the Group introduces targeted temporary relief measures to support affected customers. Based on the assessment conducted to date, management does not expect any material increase in provisions. Management continues to monitor the situation closely and remain vigilant to emerging risks.*

ii) Which sectors/exposures drive the new RM52.5 million geopolitical-risk overlay and what will trigger the increase?

- *The allocation of geopolitical-risk overlay of RM52.5 million is a prudent approach taken by the Group to mitigate the potential risk associated with portfolios which are downgraded to Stage 2. As of now, no arrears are recorded in Stage 3 provisions as proactive repayment assistance has been proposed to those customers.*

d) In Q1FY2027, it was noted that CASA ratio fell from 35.4% to 32.5% quarter-on-quarter ('QoQ'), while deposits fell 2% QoQ. What is behind the CASA outflow and what is the plan to rebuild low-cost deposits?

- *Ms Phuah states the CASA outflow is due to the proactive initiative taken by the Group for not retaining expensive deposits as the COF is high. That said, the Group will continue to manage its COF while at the same time, optimise its funding mix.*

e) Under WT29 strategy plan, the Group expects to achieve a cost to income ('CTI') below 40% and a return of assets ('ROA') of 1.1%. If this is achieved, what will the return of equity ('ROE') be?

- *The Group targets to achieve an ROE of 11%.*

6. Mr Chan Fung Han, a shareholder, highlights that page 145 of IAR 2026 disclosed the performance of the Family Takaful business were behind plans and in previous financial year, the Group indicated that there were opportunities to strengthen the business performance. How far has the results of Takaful Agency fallen behind the plan compared to prior year (i.e. 2025) and what are the steps taken to strengthen its business performance?

- *The business underperformed for a certain period, the Board and the management team of AmMetLife Insurance Berhad ('AmMetLife Insurance') and AmMetLife Takaful Berhad ('AmMetLife Takaful') has decided to first address the leadership matter by appointing a new Chief Executive Officer and a new Chairman, before undertaking the groundwork to reform the business directions for both Life Insurance and Family Takaful. The reconfiguration of the Life Insurance and Family Takaful businesses are currently* *underway, and the strategic transformation will focus on rebuilding the business and enhancing its future performance. Further details of the transformation of the insurance business will be communicated in due course.*

7. Mr Fong Chee Hung, a shareholder, enquires on the amount of contribution from the insurance business to the Group's underlying profit, in both absolute terms and in percentage. Also, the Group's expectations towards the future growth of the insurance business as well as its contributions.

   - *Ms Phuah states that AMMB holds a 30% stake in Liberty General Insurance Berhad (general insurance business) and a 50%-1 and 50%+1 stake in AmMetLife Insurance and AmMetLife Takaful (Life Insurance and Family Takaful business) respectively, and the insurance business has collectively contributed 5% (RM105 million) to the Group's PAT in FY2026. The insurance products complement the existing banking products and services the Group offers to cater to its customers' needs.*

8. Mr Ho Yueh Weng, a shareholder, enquires on the following questions:

   a) Having noted that the credit ratings rated on the Group differ among different credit rating agencies, he enquires about the impact of the ratings on the Group's share price.

      - *AMMB's credit rating remains stable and there is no indication that the Group's rating will be downgraded nor will it have any impact on the Group's share price. The Group maintains active engagements with credit rating agencies, i.e. RAM Ratings Services Berhad, Moody's Ratings and S&P Global Ratings to keep them informed of the Group's financial strength and performance.*

   b) Referring to page 112 of the Financial Report 2026, he comments that the value of the treasury shares has decreased from RM53,522,000 (FY2025) to RM41,739,000 (FY2026).

      - *The Group acquires shares from the open market to facilitate the vesting/ transfer of treasury shares pursuant to employee share scheme programmes as approved by the Board, which is part of the Group's compensation package for its performing executives. Group CEO then briefs the participants on the mechanics and accounting treatment of the Executive Share Scheme ('ESS').*

   c) Referring to page 82 of the Financial Report 2026, he notes that the Group has recorded impaired loans, advances and financing of RM2,331,357,000 in total and seeks clarification on the matter.

      - *The nature of the Group's business is to provide financing to its customers and the impaired loans, advances and financing amounting to RM2,331,357,000 represents approximately 1.6% of the Group's total loan book.*

d) What happened to the RM2.83 billion settlement relating to the 1Malaysia Development Berhad ('1MDB') case?

- *The Group reported a significant loss following the settlement of the 1MDB case in FY2021. In the subsequent financial year (FY2022), the Group recorded a profit of approximately RM1.5 billion.*

- *In FY2026, the Group reported a record profit of RM2.1 billion. Hence, the Group has moved forward from that event and will continue to focus on executing its strategic priorities.*

RISK MANAGEMENT

9. Mr Chan Fung Han, a shareholder, notes that the number of incidents on data leakage/loss had increased significantly, from three (3) incidents in FY2024 to 16 incidents in FY2025 and subsequently, 27 incidents in FY2026. What are the measures AMMB is taking to address the increasing trend, and how will the Group ensure its customers and internal data are adequately protected.

   - *The rise in the incidents is due to the expansion of the Group's scope in detection coverage as well as the robustness of the newly implemented detection capabilities and tools. That said, some of the incidents are attributed to human errors (i.e. lost in post, misdelivering emails, etc.). With such comprehensive monitoring of the Group's data pathway, it will have a holistic view on incidents occurred. The Group has also strengthened its network and endpoint security, including controls to prevent unauthorised transmission of emails containing sensitive information. In addition, the data loss prevention tools installed by the Group will ensure that its perimeters are secured. As for the third-party risks, management continues to work closely with the Group's vendors to improve their controls, thereby minimising the risk of being compromised.*

NOMINATION AND REMUNERATION

10. Mr Foo Chi Khing, a proxy, makes reference to page 28 of the Financial Report 2026 in relation to the cash distributions paid for ESS and seeks clarification on the nature and reason for the payments.

    - *Dato' Kong Sooi Lin, the Chairperson of Group Nomination and Remuneration Committee states that the Group's existing long term incentive scheme (i.e. ESS) was incepted on 5 October 2018 and the scheme runs for ten (10) years which will expire on 4 October 2028.*

    - *The dividend attachment rights as stated under the scheme rules allows cash dividends to be vested together with the shares for eligible participants every three (3) years. The dividend payouts made to the recipients of the scheme, upon the vesting of the shares, are the same to all shareholders.*

11. Mr Lee Mun Hoe, a shareholder, enquires on the contract tenure of the current Group CEO and whether savviness in Malaysian corporate governance requirements and investor relations matters (including adopting a balanced approach to shareholders' requests) are criteria that were being considered in the selection of a CEO.

- *The Chairman states that the current contract of the Group CEO will expire at the end of 2028 and the reappointment of the Group CEO is subject to BNM's approval. He adds that the Group CEO is a respected corporate figure who is savvy in Malaysian corporate governance requirements and investor relation matters, and the Board will like to continue to retain him as the Group CEO.*

SUSTAINABILITY

12. Mr Lim Choke Eait, a shareholder, enquires on the total expenditure the Group spent on its sustainability initiatives and Sustainability Report.

- *The Group spent RM7.0 million on sustainability-related initiatives and the production of IAR 2026, including the Sustainability Report 2026. Breakdown of the total expenditure is as follows:*

    - *RM0.7 million for production of IAR 2026, including the Sustainability Report 2026.*
    - *RM4.5 million for development of climate risk tools, management of the Group and its customers' carbon emissions, engagement of third-party consultants for verification of the Group's environmental claims to avoid greenwashing and investment in energy efficiency to reduce carbon footprints and greenhouse gas emission as well as for cost savings.*
    - *RM1.8 million for the Group's corporate social responsibility activities.*

13. Mr Chan Fung Han, a shareholder, notes that the transition risk disclosures as disclosed on pages 116 to 131 of the Sustainability Report 2026 appear to rely on FY2024 and FY2025 data and there is no corresponding data presented for FY2026. He then seeks clarification whether there is one (1) year gap in reporting and when the transition risk data for FY2026 will be available.

- *There is a time gap in the reporting of the data as the Group has applied the transition reliefs which are available under the new accounting standards for International Financial Reporting Standards ('IFRS') on Sustainability Disclosure Standards and the Group used the FY2024 and FY2025 data to carry out the analysis first without incorporating the most recent data (FY2026 data). The reporting is to comply with regulatory requirements and the FY2024 and FY2025 data disclosed are accurately captured.*

FUTURE PLAN

14. Mr Teh Kian Lang, a shareholder, enquires whether the outlook for year 2026 will be better than year 2025 for AMMB.

    - *Based on Q1FY2027 financial results, the Group continues to deliver a positive performance trajectory, with 3% increase in the total income, 3% increase in profit before provision and 4% increase in profit before taxation. These results demonstrate disciplined execution of the Group's strategic priorities and are in line with management's expectations. While the operating environment remains challenging, the Group is well-positioned to navigate these conditions from a position of strength.*

15. Ms Yeoh Ooi Phoe @ Yeoh Wooi Poay ('Ms Yeoh'), a shareholder, quotes a message in the IAR 2026 of "seeing customers as friends" and enquires whether the Group can consider lowering the minimum threshold of RM50,000 for the placement of fixed deposit to be done over the counter.

    - *The placement of the fixed deposit requiring a minimum threshold of RM50,000 is most likely referring to a promotional campaign offered by the Group bundled with other investment products. The standard minimum threshold for the placement of fixed deposit is RM5,000 for a tenure of one (1) month, and RM500 for tenures of more than one (1) month.*

16. Ms Chin Yue Kiet, a shareholder, enquires on the future direction of AmBank (M) Berhad, in particularly the possibility of any takeover bids from other banks.

    - *The Chairman states that as of now, the Group has no plan for merger & acquisition.*

17. Mr Lim San Kim, a shareholder, enquires whether AMMB will consider implementing a floor or minimum shareholding level (e.g. 100 shares) to be entitled to a token of e-wallet credit for those who attend the AGM, moving forward.

    - *AMMB prefers to reward shareholders via dividend payout.*

18. Mr Leo Ann Puat ('Mr Leo'), a shareholder, notes the informative presentation delivered and advises that future AGM is to be conducted in a more concise and compact manner so that more opportunities are given for shareholders' engagement.

    He asks the Board to consider providing packed lunch/refreshment to shareholders after the conclusion of the AGM.

    Mr Leo then acknowledges the improvement shown in the Group's profits, dividend payouts and share price performance and expresses his appreciation to the Group for rewarding shareholders with good dividend payouts.

Besides that, he is of the view that majority of the members of the Board come with banking backgrounds and suggests the Board to consider individuals from diverse professional backgrounds and industries to be on the Board.

- *The Chairman thanks Mr Leo for his comments and suggestions, and states that the Board and the management will take his feedback into consideration.*

19. Dr Ismet Al-Bakri bin Yusoff Al-Bakri, the representative of Minority Shareholders Watch Group ('MSWG'), congratulates the Group for recording a positive performance for FY2026. He notes that, despite recording a profit of RM2.1 billion during FY2026, the Group's ROE remained unchanged at 10% year-on-year. He then enquires on the factors constraining further ROE improvement and the ROE target set by the Board for management under the WT29 strategy.

    - *Under the WT29 strategic plan, the Group aims to achieve an ROE of 11% by 2029. To achieve this, management remains focused on disciplined capital management, sustainable earnings growth, and prudent balance sheet optimisation. A key priority is to ensure that capital is deployed efficiently, as holding excess capital can dilute ROE. Where appropriate, excess capital may be returned to shareholders through dividend distributions.*

    - *The Group's current ROE remains above its cost of capital, reflecting its ability to create value for shareholders. Moving forward, the Group will continue to enhance ROE in a measured and responsible manner, balancing profitability, growth opportunities, capital efficiency, and risk considerations to support long-term sustainable value creation.*