



Notice of 35th Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 35th Annual General Meeting (AGM) of AMMB Holdings Berhad ('AMMB' or 'the Company') will be held at the Grand Ballroom, First Floor, KLGCC Convention Centre (formerly known as Sime Darby Convention Centre), 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia (Meeting Venue) and will be broadcasted live from the Meeting Venue on Thursday, 20 August 2026 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 financial year ended 31 March 2026 together with the Reports of the Directors and Auditors thereon.	
2. To approve the payment of Directors' fees of RM1,783,699 in respect of financial year ended 31 March 2026.	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 11 May 2026 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 ii. Jeyaratnam A/L Tamotharam Pillai iii. U Chen Hock	Ordinary Resolution 3 Ordinary Resolution 4 Ordinary Resolution 5
5. To re-elect the following Director who was appointed as Director since the last AGM and retire pursuant to Clause 102 of the Company's Constitution: i. Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	Ordinary Resolution 6
6. To reappoint Messrs Ernst & Young PLT as Auditors of the Company for financial year ending 31 March 2027 and to authorise the Directors to determine their remuneration.	Ordinary Resolution 7
As Special Business	
To consider and if thought fit, to pass the following resolutions:	
7. Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company's Dividend Reinvestment Plan "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."	Ordinary Resolution 8
8. Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act 2016 "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."	Ordinary Resolution 9



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9. Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares

Ordinary Resolution 10

"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,

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."

- 10. To transact any other business of which due notice shall have been received.



FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to participate and vote at the 35th 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 12 August 2026. Only a depositor whose name appears in the ROD as at 12 August 2026 shall be entitled to participate and vote at the 35th 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

17 July 2026

NOTES:

(A) HYBRID ANNUAL GENERAL MEETING

- (1) The 35th AGM of the Company will be held in a hybrid mode and members/proxies/corporate representatives are given options, either:
 - (i) to attend physically (Physical Attendance) at the Meeting Venue. Members/proxies/corporate representatives who wish to attend and participate at the 35th AGM physically are required to register for the AGM at the Meeting Venue; or
 - (ii) to attend virtually (Virtual Attendance) using the Remote Participation and Voting (RPV) facilities to be provided by the appointed Share Registrar for this AGM, Boardroom Share Registrars Sdn Bhd (Boardroom). For members/proxies/corporate representatives who wish to attend and participate at the 35th AGM remotely, the virtual meeting will be conducted through live streaming and online remote voting via the RPV facilities to be provided by Boardroom Smart Investor portal (BSIP) platform at <https://investor.boardroomlimited.com>.

Refer to the procedures provided in the Administrative Guide to register, participate and vote remotely.

- (2) All resolutions set out in the Notice of the 35th 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.

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- (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 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 instruments appointing a proxy must be received by the Company not less than 48 hours before the time fixed for holding the 35th AGM, i.e. latest by Tuesday, 18 August 2026 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 RM1,783,699 are for their services rendered in respect of financial year ended 31 March 2026 (FY2026). The payment of RM1,783,699 does not include the fee for a Deputy Chairman as currently, the Company does not have one.

The Directors' fees remains unchanged.

(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 11 May 2026 until the next AGM of the Company.

The estimated amount payable to the Directors for the benefits is based on the Board composition of nine members.



The proposed payment of benefits comprises the following allowances and other emoluments payable/accorded to the Chairman of the Board and the Chairmen and Members of the Board Committees:

Board Committee Allowances (per annum)	Chairman		Member	
	Existing	Starting from 11 May 2026	Existing	Starting from 11 May 2026
Joint Audit and Examination Committee	— ¹	RM60,000 ²	— ¹	RM40,000 ²
Joint Risk Management Committee	— ¹	RM60,000 ²	— ¹	RM40,000 ²
Group Nomination & Remuneration Committee	RM50,000	RM60,000 ²	RM35,000	RM40,000 ²
Group Information Technology Committee	RM50,000	RM60,000 ²	RM35,000	RM40,000 ²

Notes:

¹ The allowances of the Chairman and Members of the Audit and Examination Committee (AEC) and Risk Management Committee (RMC) (prior to the establishment of Joint AEC and Joint RMC) were RM50,000 and RM35,000 respectively.

² Revision to the remuneration of the Chairmen and members of the Board Committees are targeted and calibrated:

- to remain broadly appropriate and competitive relative to peers of comparable size.
- taking into account the expected time commitment, level of effort and responsibilities required of Directors, as well as the impact of committee consolidation, selective fee refreshes and peer alignment.
- to remain effective in attracting suitably qualified talent and retaining experienced Directors to support the Group's governance and oversight needs.

Allowance to Director	Existing	Starting from 11 May 2026
Meeting Allowance	RM2,500 per meeting	RM3,000 per meeting ¹

Note:

¹ Revision is to better align the meeting allowance against peers.

Allowance to the Chairman (per annum)	
Board	RM300,000 (No change)
Car	RM120,000 (No change)

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.

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(4) Ordinary Resolutions 3 to 6 – 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. Soo Kim Wai (Mr Soo), Jeyaratnam A/L Tamotharam Pillai (Mr Jeyaratnam) and U Chen Hock (Mr U) are standing for re-election as Directors and being eligible, have offered themselves for re-election.

Clause 102 of the Company's Constitution provides that any newly appointed Director shall hold office only until the next annual general meeting and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at the meeting. Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican (Dato' Mohamed Rafique) who was appointed on 2 January 2026 is standing for re-election as Director of the Company and being eligible, has offered himself 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 FY2026, 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 Directors, namely Mr Jeyaratnam, Mr U and Dato' Mohamed Rafique have 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. Additionally, BNM's approvals for the tenure of the Directors seeking for re-election under Ordinary Resolutions 3 to 6 are still effective.

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 151, 152, 155 and 158 of the Integrated Annual Report 2026.

The Directors referred to in Ordinary Resolutions 3 to 6 who are shareholders of the Company will abstain from voting on the resolution in respect of their respective re-elections at the AGM.

(5) Ordinary Resolution 7 – Reappointment of Auditors and Audit Fees

The Audit and Examination Committee (AEC) had, at its meeting held on 29 April 2026, 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-Assurance 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) Audit worked performed within agreed duration;
- (f) Non-audit/non-assurance services rendered by external auditor does not impede independence; and
- (g) External auditor demonstrates unbiased stance when interpreting the standards/policies adopted by the Company.

Being satisfied with the performance, technical competency, audit approach as well as independence of EY, the AEC has recommended the reappointment of EY as external auditors of the Company for financial year ending 31 March 2027 (FY2027).



The Board had, at its meeting held on 30 April 2026, endorsed the AEC's recommendation for shareholders' approval to be sought at the 35th AGM on the reappointment of EY as the external auditors of the Company for FY2027. BNM had on 19 June 2026 approved the reappointment of EY as the external auditors of the Company for FY2027.

The Board is also seeking shareholders' approval to authorise the Directors to fix the remuneration of the external auditors for FY2027.

(6) **Ordinary Resolution 8 – 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 8, 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 9 – Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act 2016**

Ordinary Resolution 9, 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 34th AGM held on 20 August 2025, which will lapse upon the conclusion of the forthcoming 35th AGM to be held on 20 August 2026.

(8) **Ordinary Resolution 10 – Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares**

Ordinary Resolution 10, 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.