AmBank Group

Your Bank. Malaysia's Bank. AmBank.®

Winning Together

INTEGRATED ANNUAL REPORT 2026

COVER RATIONALE

AmBank Group's success is built on the strength of the relationships it fosters across customers, businesses, communities and industries. The imagery reflects these connections, illustrating how the Group continues to enable progress through financial solutions, innovation, sustainable development and community empowerment, while navigating a dynamic operating environment with resilience and purpose.

From supporting financial wellbeing and entrepreneurship to advancing renewable energy and nurturing future generations, each scene represents a shared achievement, made possible through collaboration and trust. Together, these stories illustrate how collaboration with customers, businesses and communities creates lasting impact.

Through shared purpose and effort, AmBank Group continues to drive sustainable growth and lasting impact—truly Winning Together.

AMMB
HOLDINGS BERHAD

35th Annual General Meeting

Venue
Grand Ballroom, First Floor, KLGCC Convention Centre (formerly known as Sime Darby Convention Centre), 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia

Date
Thursday
20 August 2026

Time
10.00 a.m.

Broadcasted Live
https://meeting.boardroomlimited.my

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This Integrated Annual Report is available at

ambankgroup.com

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Navigating This Report

OUR RESOURCES

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

OUR STAKEHOLDERS

- S1 Customers
- S3 Government and Regulators
- S5 Communities
- S2 Employees
- S4 Shareholders and Investors

OUR WT29 STRATEGY PILLARS

- D Digitalisation
- OE Operational Excellence
- S Sustainability

OUR SUSTAINABILITY MATERIAL MATTERS

- M1 Responsible Financing
- M2 Climate and Environmental Resilience
- M3 Customer Experience and Satisfaction
- M4 Digital Innovation
- M5 Cybersecurity and Data Privacy
- M6 Financial Inclusion
- M7 Integrity and Preventing Financial Crime
- M8 Employee Well-being and Development
- M9 Diversity, Equity and Inclusion
- M10 Responsible Consumption
- M11 Supporting Communities

KEY MARKET TRENDS

- T1 Economic Uncertainties
- T2 AI, Cloud and Digital Transformation
- T3 Rising Digital Payment Adoption
- T4 Expanding Markets for Islamic Banking
- T5 Shifting Customer Preferences
- T6 Sustainability and Climate Change

OUR SUSTAINABILITY RISKS AND OPPORTUNITIES (SROs)

IFRS S2

- O1 Responsible Financing Opportunities
- R1 Physical Risk
- R2 Transition Risk

IFRS S1

- R3 Cybersecurity and Data Privacy Risk
- R4 Anti-bribery & Corruption and Anti-money Laundering Risk
- O2 Strengthening Workforce Capabilities

OUR PRINCIPAL RISKS

- R1 Credit Risk
- R2 Operational Risk
- R3 Technology and Cyber Risk
- R4 Fraud Risk
- R5 Sustainability Risk (including Climate-related risks)
- R6 Regulatory Non-Compliance Risk
- R7 Market Risk
- R8 Liquidity Risk
- R9 Model Risk
- R10 Shariah Non-Compliance Risk

POINT OF CONTACT

We welcome feedback, comments, and inquiries to help improve our IAR. For any suggestions or questions, please email us via the following contact:

ir@ambankgroup.com

CROSS REFERENCES

You can find more information within the report

You can find more information online at **ambankgroup.com**

SR You can find more information within the Sustainability Report 2026 (SR)

FR You can find more information within the Financial Report 2026 (FR)

About This Report

In this Integrated Annual Report (IAR) 2026, we set out how we are executing our Winning Together 2029 (WT29) strategy and the value we are building over time. It brings together our performance and progress against strategic priorities, alongside how we manage risks, advance our sustainability commitments and strengthen the Group's resilience.

While historical data provides context, the report focuses on how our governance, strategy, and resources are structured to support resilient growth. Through this integrated reporting, we aim to maintain trust-based stakeholder relationships by providing clear accounts of our direction, priorities and commitment to long-term value creation.

OUR INTEGRATED REPORTING <IR> JOURNEY

2019
Foundation
Introduced key <IR> concepts and aligned reporting disclosures with the International <IR> Framework, establishing the foundation for integrated thinking and value creation reporting.

2020
Strengthening
Expanded disclosures across strategy, governance, risk management and performance, improving transparency and stakeholder understanding of the Group's operations.

2021
Integration
Enhanced connectivity between strategy, stakeholder considerations, risks and performance, demonstrating stronger linkages between decision-making and value creation.

2022
Maturity
Achieved greater consistency in applying <IR> principles across the report, with improved integration of governance, strategy, performance and sustainability considerations.

2023
Enhancement
Strengthened articulation of the value creation process through clearer alignment between strategy, business model, capitals, stakeholder outcomes and long-term value creation.

2024
Advancement
Enhanced decision-useful disclosures through improved reporting of risks, opportunities, sustainability matters and performance outcomes, supporting more informed stakeholder assessment.

2025
Leading Practice
Achieved stronger alignment with <IR> principles through integrated, concise and forward-looking disclosures, supported by enhanced strategic storytelling and stakeholder communication.

2026
Integrated Value Creation
Deepened integrated thinking through stronger alignment between WT29 strategy, stakeholder outcomes, sustainability-related risks and opportunities (SROs), value creation, and long-term organisational resilience, supported by IFRS S1 and IFRS S2-aligned disclosures.

<IR> FRAMEWORK'S GUIDING PRINCIPLES

Guiding Principles	2019	2020	2021	2022	2023	2024	2025	2026
Strategic Focus & Future Orientation	25%-40%	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	90%-95%	Fully Complied
Connectivity of Information	25%-40%	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	90%-95%	Fully Complied
Stakeholder Relationships	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	Fully Complied	Fully Complied	Fully Complied
Materiality	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	Fully Complied	Fully Complied
Conciseness	25%-40%	25%-40%	50%-65%	50%-65%	75%-85%	75%-85%	75%-85%	Fully Complied
Reliability & Completeness	50%-65%	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	Fully Complied	Fully Complied
Consistency & Comparability	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	Fully Complied	Fully Complied	Fully Complied

<IR> FRAMEWORK'S CONTENT ELEMENTS

Content Elements	2019	2020	2021	2022	2023	2024	2025	2026
Organisational Overview & External Environment	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	75%-85%	90%-95%	Fully Complied
Governance	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	Fully Complied	Fully Complied	Fully Complied
Business Model	50%-65%	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	90%-95%	Fully Complied
Risks & Opportunities	NIL	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	90%-95%	Fully Complied
Strategy & Resource Allocation	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	Fully Complied	90%-95%	Fully Complied
Performance	75%-85%	Fully Complied	Fully Complied	Fully Complied	Fully Complied	Fully Complied	Fully Complied	Fully Complied
Outlook	25%-40%	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	Fully Complied
Basis of Presentation	25%-40%	50%-65%	75%-85%	75%-85%	75%-85%	75%-85%	90%-95%	Fully Complied

Legend:

Fully Complied | 90%-95% | 75%-85% | 50%-65% | 25%-40%

REPORTING SCOPE AND BOUNDARIES

This report covers AMMB Holdings Berhad, a public company listed on the Main Market of Bursa Malaysia and its subsidiary companies (collectively referred to as "AmBank Group", "the Group", or "we"), with the exception of joint ventures and associates due to the Group's non-controlling interest.

The reporting period spans from 1 April 2025 to 31 March 2026 (FY2026), unless stated otherwise. To demonstrate year-on-year progress, we provide comparative data from the past three years where possible. Some data and disclosures in this report are based on information available not earlier than six weeks from the date of Notice of Annual General Meeting (AGM).

REPORTING ECOSYSTEM

Our reporting suite is prepared in alignment with recognised local and international frameworks to ensure transparency and comparability.

Integrated Annual Report 2026 (IR)

Provides a holistic view of our strategy, performance and value creation across financial and non-financial dimensions

Frameworks & Standards

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

Sustainability Report 2026 (SR)

Documents AmBank Group's sustainability performance and impact

Frameworks & Standards

- Bursa Malaysia Securities Berhad's (Bursa Malaysia) Main Market Listing Requirements (MMLR) on Sustainability Reporting
- Securities Commission Malaysia's National Sustainability Reporting Framework (NSRF)
- International Sustainability Standards Board (ISSB)'s IFRS S1 and IFRS S2
- Sustainability Accounting Standards Board (SASB) Standards for the Financial Services Industry
- Global Reporting Initiative (GRI) Standards 2021
- United Nations Sustainable Development Goals (UN SDGs)

Financial Report 2026 (FR)

Documents AmBank Group's Financial Statements and Audited Financial Results

Frameworks & Standards

- Bursa Malaysia Securities Berhad's Main Market Listing Requirements (MMLR)
- Companies Act 2016
- Financial Services Act (FSA) 2013
- Islamic Financial Services Act (IFSA) 2013
- Bank Negara Malaysia's (BNM) Policy Documents and Guidelines
- MFRS Accounting Standards
- IFRS Accounting Standards

MATERIALITY ASSESSMENT

This year, we conducted an impact materiality assessment that has been incorporated into our sustainability framework. Additionally, we have identified the associated sustainability-related risks and opportunities (SROs) through a financial materiality exercise, which form the basis of disclosures aligned to the IFRS S1 and S2.

For more information on our material matters and materiality matrix, please refer to page 42-43 of this report.

INDEPENDENT ASSURANCE

To enhance credibility of our disclosures, selected sustainability indicators stated below have been subjected to an independent assurance by PricewaterhouseCoopers PLT (PwC) for the period from 1 April 2025 to 31 March 2026 (FY2026):

- Green Financing, Affordable & Low-income Financing, Sustainable Investments and Sustainable Capital Market Issuances Facilitated, collectively known as Sustainable Financing mobilised
- Scope 1 Greenhouse Gas Emissions
- Scope 2 Greenhouse Gas Emissions
- Net Scope 2 Greenhouse Gas Emissions

SR *For the assurance report, please refer to page 242-245 of the Sustainability Report 2026.*

FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements regarding the Group's financial and non-financial performance, strategies and future plans across its business, operations and sustainability efforts. The forward-looking statements may contain terms such as "expects", "targets", "intends", "anticipates", "believes", "estimates", "may", "plans", "projects", "should", "would", and "will".

These statements do not guarantee future performance. Actual outcomes may differ materially due to shifting national, regional, and global economic conditions, or changes in the Group's strategic direction. Readers should exercise caution and not place undue reliance on forward looking statements.

The Choice to Put People First

PEOPLE AS THE DRIVING FORCE

When I describe our people as the driving force of AmBank Group, I am describing the very foundation of our success. Buildings, systems and capital form the skeleton of a bank, yet they do not create an institution, people do. It is their character, their commitment and their sense of belonging that determine whether we merely function or truly thrive.

This belief was shaped in the early years of our journey. Back then, we did not have the scale or the vast resources of our competitors. What we had was a close-knit team that believed in the dream. I remember clearly the periods of deep uncertainty where our people stood together, often going far beyond what was expected. I realised then that human capital is our primary value driver to cultivate a dedicated workforce and safeguard AmBank's future.

To me, culture and commercial success are inseparable. A strong culture builds trust, and trust drives performance. Customers can feel when they are being treated with sincerity, and employees perform better when they feel respected and valued. This is why I have always championed the "family spirit" within AmBank Group.

It is a conscious choice to remain human in a large, listed institution. Whether it is through the bonding of *Kelab AmBank Group* (KAG), celebrating festivals as one, or recognising personal milestones with a simple gift, we choose to be more than just colleagues. That sense of belonging creates a resilience that money cannot buy.

A CULTURE TESTED AND PROVEN

Values only mean something when they are tested. It is easy to speak of a "people-first" culture when the economy is booming, but the true measure of an organisation is its conduct during a crisis.

During the pandemic, and indeed during the Asian Financial Crisis, we were faced with a choice to either protect the balance sheet at all costs or protect our people.

We chose our people.

"The last fifty-one years have been a journey of character. I see the faces of those who stayed when times were hard and the families who have trusted us for generations. Last year, we honoured the milestones of our history. But this year, I want to speak of our heart."

We made the deliberate decision to maintain bonuses and, crucially, to avoid retrenchments. I believed then, as I do now, that our staff should not bear the brunt of circumstances beyond their control. Leadership is responsibility, and that responsibility is greatest when times are hardest.

I am often told of staff who leave for other banks, only to realise that the grass is not always greener as the culture can be different elsewhere. Many eventually return home to AmBank Group. This consistency builds trust that cannot be manufactured. It must be earned over decades of doing the right things.

ENDURING VALUES THAT WE MUST CARRY FORWARD

As AmBank Group continues to evolve, we must anchor ourselves in non-negotiable values. Fairness is the first. Everyone must be treated with respect and given equal opportunity, regardless of background. Meritocracy must guide our rewards, and inclusivity must remain our strength by embracing the diversity that makes Malaysia unique.

My only fear is that as we grow and modernise, we might unintentionally overlook the human element. Processes can become more efficient, but they can also become impersonal. We must guard against this. Digitalisation will accelerate and it must, but banking remains a relationship business. The future belongs to those who can combine technological excellence with genuine human engagement.

A SHARED JOURNEY FORWARD

Malaysia remains a land of immense potential, rooted in its strategic position and resilient foundations. AmBank Group will continue to play its part in the nation's growth by supporting businesses and empowering individuals. To the next generation of bankers, technical skills are the entry requirement, but integrity and empathy are what will define your success.

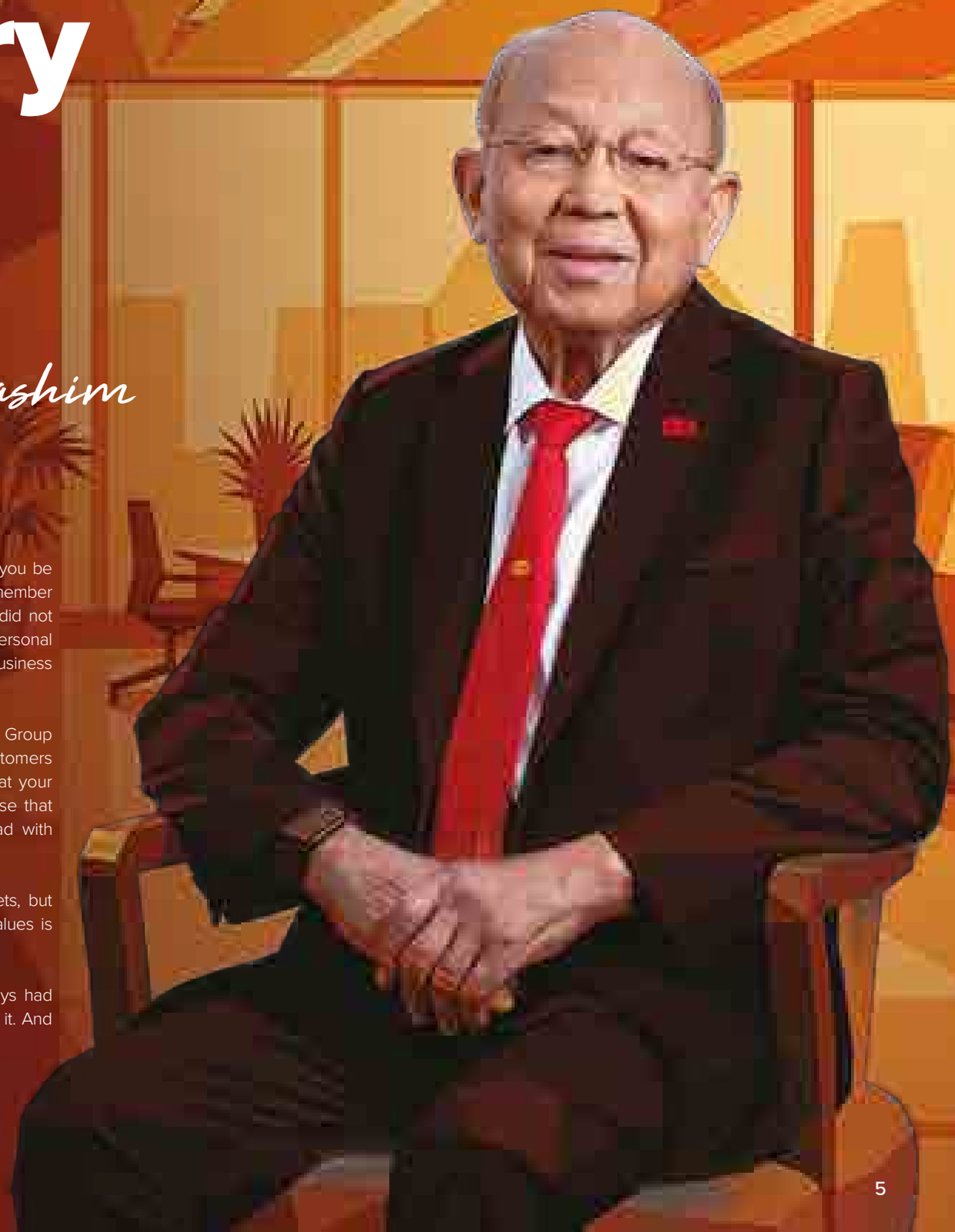
As I look to the next fifty years, my message to every AmBanker is simple – **Never lose sight of who you are.** This organisation was built on relationships where we treat customers as friends and colleagues as family.

If I could ask one thing of you, it would be to embrace stewardship. Care about your work, the people around you, and the impact you have on the community. A bank can be efficient and profitable, but to be truly meaningful, it must have heart.

That is what it means to be a people's bank. That is the legacy we carry forward together.

Honorary Adviser Tribute

Tan Sri Azman Hashim



TO THE NEXT GENERATION

As you step into the next fifty years, the world will demand that you be faster, more digital, and more efficient. And you must be. But remember that while technology is our tool, humanity is our purpose. We did not build this institution on algorithms; we built it on handshakes, personal conversations, and the unwavering belief that we are in the business of people, not just the business of money.

I have one request of every person who wears the AmBank Group name: let that care be the lens through which you see our customers as friends and your colleagues as family. When you ensure that your work leaves our community better than you found it, you realise that true success belongs to those who have the courage to lead with their heart.

The next generation's responsibility is not merely to grow assets, but to guard the bank's spirit – because progress that costs our values is empty, and profit without purpose is fleeting.

This bank has always been a "People's Bank", and it has always had a heart. I am now placing that heart in your hands. Guard it. Live it. And above all, never stop caring.

That is the AmBank Group way.

Dear Stakeholders,

We have emerged from a half-century of growth anchored by the legacy of integrity and nation-building instilled by our founder, Tan Sri Azman Hashim. However, we recognise that the formulas that brought us to this milestone must now evolve. We are at a pivotal inflection point, representing a paradigm shift where global realignments and technological acceleration are rewriting the rules of our industry. We enter FY2026 with the capital capacity to underwrite growth and the clarity of purpose to ensure that this growth remains sustainable and deeply rooted in our responsibility to Malaysia.

Chairman's Letter

The World and AmBank's Standing

It is not about being the biggest, but about being the best in our class.

TAN SRI MD NOR BIN MD YUSOF
Chairman

If FY2025 was defined by intentional groundwork, FY2026 has been about testing the fundamental paradigm shift. We are witnessing a realignment of the global map across economic, technological, and geopolitical dimensions. These shifts are not merely structural; they are changing how we produce, organise work and respond to emerging technologies. As supply chains restructure and global cost bases reach new plateaus, we must recognise that the formulas that brought us here may not necessarily carry us through to the future.

The volatility of the current environment has validated our unique positioning. AmBank Group is large enough to fund significant growth and transition, while remaining agile enough to respond to events without the need to rewrite our entire strategy. In a landscape where systems and paradigms are shifting, this agility allows us to move with precision, ensuring that our resources are deployed where they can create the most impact.

At AmBank Group, we view this not as a disruption but as a transition to a new level of play. While Malaysia's domestic economy remains a resilient anchor within our 4.0% to 4.5% growth projection, we are preparing for a world where change is the only constant. Thankfully, this shift is already reflected in our five-year plan. If you look at Winning Together 2029 (WT29), our focus is not just on shareholders, but on our stakeholders and employees as well.

Our unique positioning of being "large enough to lead yet focused enough to pivot" has become our greatest competitive moat. While others may be forced into a reactive posture by unpredictable global shifts, our focused organisational structure ensures we do not become bogged down by inertia, allowing us to stay firmly on course with our WT29 strategy.

To safely navigate this market uncertainty, the Board's immediate priority is to preserve the competitive edge and long-term resilience of the Bank and its people. Rather than reacting defensively, we are maintaining a vigilant, agile posture to protect our lending capacity while aggressively defending our market share in key growth segments. As competitors introduce lower-cost digital alternatives, we are focused on strengthening our unique positioning through continuous, strategic reviews between the Board and Management. This internal discipline ensures our execution remains flawlessly aligned with long-term value creation and positive shareholder returns, while our operational readiness and cybersecurity frameworks are constantly upgraded to protect customer interests against emerging threats.

GOVERNANCE: DEEPENING THE DISCIPLINE

Governance remains the bedrock of our institution and the first item on every Board agenda. This commitment is rooted in the understanding that even with significant capacity, success is impossible without the rigour of discipline. By maintaining a strong capital base, the Group is empowered to plan ahead with confidence, remaining selective and focusing on being best-in-class.

In FY2026, our focus centred on the intersection of compliance and operational strength, shifting the question from "Are we compliant?" to "Are we future-ready?". We believe strong operations are the principal drivers of profitability, which in turn provides the capacity for us to fulfil our role as an intermediary and enabler for national policymakers.

As technology accelerates, the Board's oversight has matured into 'System Design and Governance'. We are careful not to treat Artificial Intelligence as a mere buzzword. Instead, we are exploring its practical utility in improving internal productivity and customer interfaces.

Beyond technology transformation, the Board dedicated substantive deliberations to critical structural and portfolio adjustments during the year. First, following the recent changes to key organisational roles, we prioritised institutional continuity and succession planning within our Risk and IT divisions to eliminate over-dependence on critical positions. Second, following the integration of our Retail SME and Enterprise Banking businesses, the Board proactively monitored the health of the impaired loans book.

We directed the establishment of a dedicated team within the SME business to actively manage portfolio quality, review legacy underwriting practices, and mitigate credit deterioration, maintaining regular, transparent briefings with our regulators throughout the process. Finally, against a backdrop of macroeconomic headwinds, the Board rigorously reviewed our WT29 financial aspirations, accelerating our operational excellence agenda to manage overall cost-to-income (CTI) metrics without losing growth momentum.

Chairman's Letter

Sustainability: From Commitment to Accountability

"Sustainability starts with profitability. Only when we are profitable can we build the capacity to do all the other things expected of us."

Another key topic of discussion is the Bank's financial aspiration for WT29. In light of ongoing macroeconomic volatility and external pressures, the Board continues to assess whether the Group remains on track to meet its targets. While we remain completely committed to our strategic plans, we are closely monitoring emerging headwinds, actively managing costs and accelerating our operational excellence agenda across the organisation. The focus remains firmly on driving efficiency as a key lever in supporting overall CTI management.

Our internal discipline also extends to regular reporting and updates to Bank Negara Malaysia (BNM), helping us maintain an effective relationship as we navigate a changing operating environment. A key regulatory theme this year has been Fairness, which involves recognising that as cost structures change and supply chains shift, not all customers can absorb economic impacts at the same pace. Consequently, the Board has held extensive deliberations on how we assess asset quality, ensuring that our response to customer challenges remains realistic and empathetic without compromising our commercial obligations.

This focus on future-ready governance is supported by a strong and evolving Board composition. Following the recent appointment of Dato' Mohamed Rafique, who brings extensive specialised expertise in Islamic banking and finance to support our next phase of growth, our current Board includes 33% women directors, representing three out of nine board seats.

At AmBank Group, we believe sustainability must be grounded in reality—quantitative in our reporting and qualitative in our character. In FY2026, we focused our efforts on ten of the 17 United Nations Sustainable Development Goals (UN SDGs), which act as 'bookends' for our strategy, ranging from poverty alleviation to the power of partnerships.

The National Sustainability Reporting Framework (NSRF) represents the technical and accounting layer of our commitment. While we are rigorous in our carbon measurements and methodologies, we view these disclosures as the manifestation of a deeper sense of responsibility. In FY2026, this has translated into more nuanced lending decisions where we walk alongside our customers as they navigate their own transitions, particularly in sectors most exposed to climate risk.

We translated this commitment into action during the year, mobilising RM18 billion across green and sustainable financing, affordable housing, low-income support, and capital market issuances. We actively empowered our clients to accelerate their transition journeys through targeted financing for renewable energy, battery storage, green industrial parks, sustainable commercial real estate, and biogas projects. Furthermore, we broke new ground in the capital markets by launching Malaysia's first SRI-qualified Exchange Traded Fund on Bursa Malaysia, proving that commercial innovation can directly advance sustainable goals.

This resilient transition ecosystem was further strengthened by expanding engagement across our broader value chain. By initiating meaningful conversations regarding sustainability and digital adoption during our formal Supplier Engagement Day, we successfully aligned our procurement partners with our sustainability agenda while enhancing overall value chain resilience.

"Through a strong volunteer movement, 3,635 employees dedicated 12,584 hours of service–directly benefiting 31,993 individuals."

Our commitment to building long-term capacity is reinforced by a measurable community presence. Through a strong volunteer movement, 3,635 employees dedicated 12,584 hours of service–directly benefiting 31,993 individuals, demonstrating our ongoing focus on creating tangible value beyond banking operations.

SHARED VALUE: SERVING EVERY STAKEHOLDER

True value creation is reflected in our character. This year, the Board placed significant emphasis on knowing our customers (KYC) at a deeper level. As rising costs affect housing and personal commitments, we have sought to show solidarity through realistic restructuring and support. We understand that lower-income borrowers face the steepest hurdles, and how we manage these relationships is a true measure of our sustainability.

Our impact extends beyond our balance sheet. Through initiatives like FINCO and food support programmes and the vibrant spirit of Kelab AmBank Group (KAG), we engage with the community in a way that is seen rather than shouted. It reflects a naturally caring Malaysian culture, representing a quiet, consistent commitment to social good that defines our identity as a national institution.

This focus on stakeholder trust directly addresses the primary conversations we held with our shareholders this year. Investors raised material concerns about our capacity to meet our WT29 targets amid ongoing macroeconomic headwinds. While prolonged global conflicts and market uncertainty put pressure on the entire financial sector, the Board and Management are continuously executing tactical adjustments to manage costs and optimise returns. Our focus remains entirely on delivering sustainable financial performance for our shareholders while steadily growing the wealth and trust of our customers.

OUTLOOK AND ACKNOWLEDGEMENTS

As we move toward FY2027, the global environment remains difficult to anticipate, but we expect an eventual inflection point of stabilisation. We remain generally optimistic because we are small enough to remain agile yet possess the resources to thrive. We have built significant capacity to underwrite growth, and with that growth comes responsibility. Our evolution is also reflected in our people as we have intentionally brought in younger talent who are attuned to technology and innovation to help move the bank forward.

It is with this collective strength that we address our shareholders, customers, and employees. Your trust is the capital that truly sustains us. We are an institution built to endure, and we enter the second half of the WT29 strategy with the resources, agility and character required to lead through this paradigm shift.

Looking into the future, we also take a moment to acknowledge the leadership that continues to guide us forward. We warmly welcome Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican, whose expertise and insights will be valuable as we embark on our next phase of growth. We continue to be inspired by the legacy of our Founder, Tan Sri Azman Hashim, as we step into this next chapter of our 50-year journey.

TAN SRI MD NOR BIN MD YUSOF
Chairman

Dear Stakeholders,

This year marks a defining chapter in AmBank Group's history as we celebrate our 50th anniversary.

I am proud to report that we have delivered a strong set of results, achieving record profits and dividends. This is testament to the disciplined execution of our teams across every business line and support function, as well as the trust we continue to earn daily from our customers, regulators, shareholders and stakeholders.

GROUP CEO'S STATEMENT

"We start the new financial year from a position of strength, earned through execution rather than aspiration."

JAMIE LING
Group Chief Executive Officer

Income Growth (YoY) ▲ **5%**
RM5,158.4 million
FY2025: RM4,928.9 million

Profit Before Provisions (PBP) Growth (YoY) ▲ **5%**
RM2,854.8 million
FY2025: RM2,731.1 million

PATMI Growth (YoY) ▲ **5%**
RM2,100.8 million
FY2025: RM2,001.2 million

It has been a challenging period, defined by ongoing geopolitical tensions, trade conflicts and more recently, armed conflicts in the Middle East. Indeed, since we launched our Winning Together 2029 (WT29) strategy over two years ago, the operating environment has become increasingly unpredictable for both our customers and ourselves.

The geopolitical conflicts have disrupted global trade supply chains and driven energy and petrochemical product prices significantly higher. Additionally, we have to contend with the advent of new technologies such as artificial intelligence (AI) capabilities. These are disruptions to the status quo and represent profound, multi-layered transformation opportunities for business models across nearly every industry, as well as threats to existing business models that fail to adapt.

Our core pillars underpinning the WT29 strategy of Digitalisation, Operational Excellence and Sustainability remain very relevant in this fast-changing environment. While these pillars endure, we are assessing how AI will reshape value creation, service delivery and customer acquisition, ensuring our competitive advantages are both enhanced and secured. Ultimately, success depends on integrating AI into our strategy, culture and ethics, rather than just our technology stacks.

FY2026 represents two years of focused effort: streamlining our organisation, refreshing our leadership, sharpening our risk posture and building the capabilities that will drive our next phase of growth.

I would like to summarise the key progress we have made during the year as follows:

FINANCIAL OUTCOMES

Record Profit

We entered FY2026 with a clear financial ambition: to grow income, Profit Before Provisions (PBP) and Profit After Taxation and Minority Interests (PATMI) simultaneously. I am pleased to confirm that we achieved this in FY2026, delivering year-on-year improvements across all three metrics.

More meaningfully, we delivered our highest-ever profit to close the Group's 50th anniversary year on a high.

Shareholder Returns

We declared dividend per share (DPS) of 35.0 sen for FY2026, representing a 16% increase year-on-year. We delivered a 1-year Total Shareholder Return (TSR) of 19.6%, with a 3-year TSR of 94.9% and a 5-year TSR of 149.2%.

These outcomes rank AmBank Group among the top performing banking stocks on Bursa Malaysia. The dividend yield for FY2026 stands at 6.1%, providing our shareholders with both income and capital appreciation.

Critically, at the end of year two of our WT29 strategy execution, we are ahead of schedule on our goal to double dividend per share. This reflects our commitment to delivering sustainable returns alongside strong profit performance.

Balance Sheet and Capital Efficiency

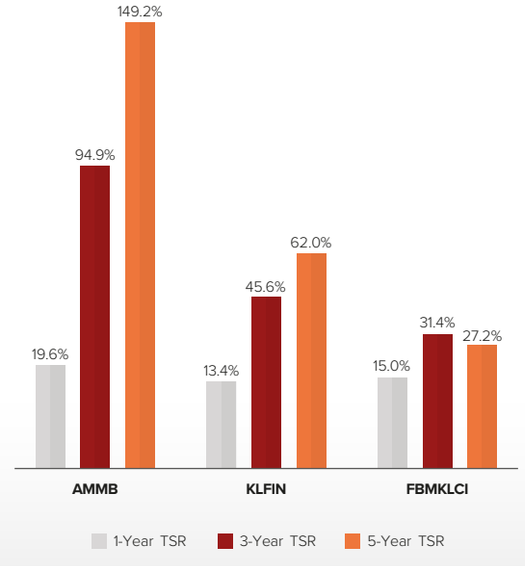
Disciplined liability management enabled us to protect and expand our Net Interest Margin (NIM) in a competitive rate environment, contributing meaningfully to income growth. Net interest margin expanded to 1.98% from 1.94% despite a cut in the Overnight Policy Rate (OPR) in July 2025.

Our focus on Risk-Weighted Asset (RWA) efficiency continued to yield results, with gross RWA savings of RM5.0 billion in FY2026 (compared to RM4.8 billion in FY2025). 64% of our annual dividend was funded through these capital efficiency gains, reinforcing the sustainability of our dividend policy.

35.0 sen
Dividend Per Share
▲ **16% YoY**

RM21.8 billion
Market Capitalisation as at 31 March 2026
▲ **18% YoY**

Total Shareholder Returns of AMMB Against Industry Benchmarks



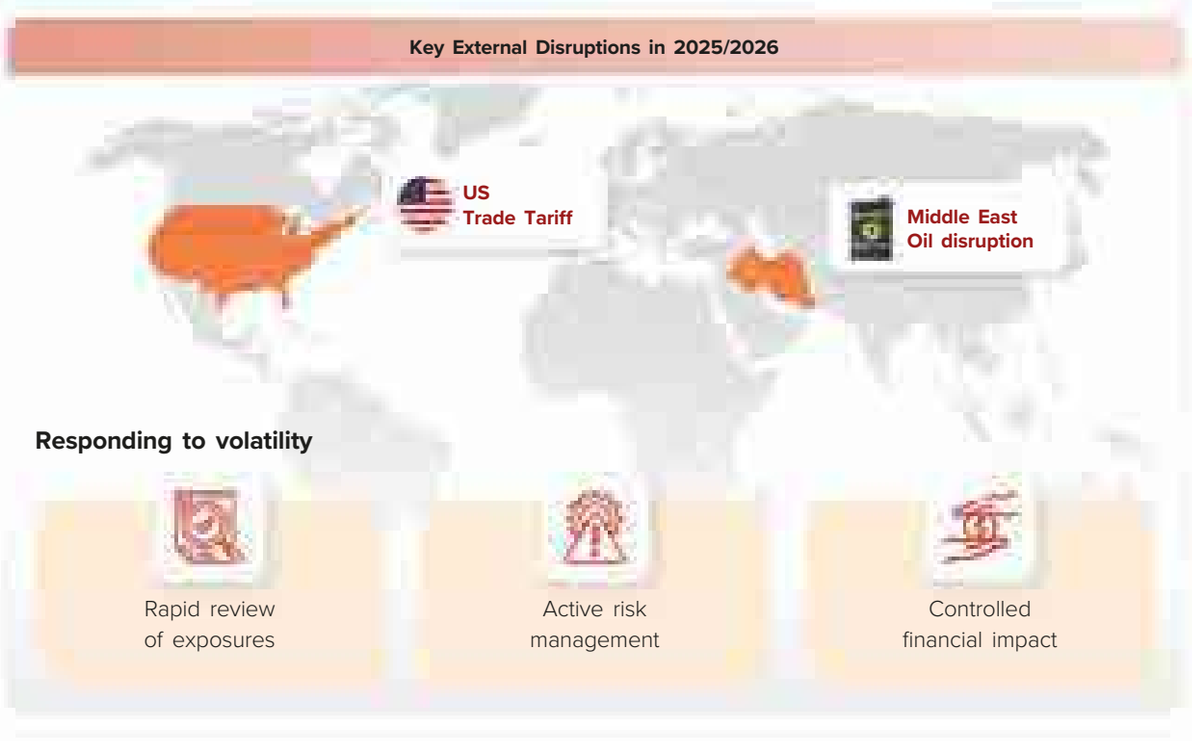
Group CEO's Statement

Navigating Geopolitical Tensions and Market Volatilities

In the first quarter of 2025, the escalation of US tariff actions introduced financial market volatility and disrupted global trade supply chains, requiring a rapid reassessment of our trading book positions and client exposures.

In the first quarter of 2026, the renewed conflicts in the Middle East again disrupted the supply chains of oil and petrochemical products, immediately increasing the cost of fuel, other petrochemical products which fed through to transport and freight costs. Inflation remains a risk for most economies and may dampen economic growth.

In both instances, our teams responded with agility, assessing risk exposures in a timely manner. The impact on our financial outcomes was contained.



Credit Portfolio Quality and Retail and SME Lending Direction

The deliberate de-risking actions we took in retail lending in FY2025 produced tangible results. Credit quality in our retail portfolio improved across the year and delinquency trends have stabilised. This reflects the strategic shift in the lending direction, accepting lower volume in exchange for better risk-adjusted returns.

In the Retail SME (RSME) segment, we undertook rigorous segmentation of portfolio vulnerabilities. We took proactive overlay provisions of RM99 million for the most at-risk sub-portfolios. We have organised the RSME higher risk exposures into discrete portfolios with distinct resolution plans and dedicated resources.

Overall, loans growth was intentional and highly focused. We achieved meaningful expansion in the Wholesale Banking (WB) and Business Banking (BB) segments consistent with our WT29 priority on higher-quality, relationship-anchored lending. Meanwhile, Retail Banking (RB) loans growth was deliberately held flat and higher-risk SME lending exposures were reduced.

Investment Banking Milestones

Our Investment Banking (IB) franchise continued to build its market presence. The team completed a number of notable mandates during the year, reinforcing AmBank's position as a credible and capable partner for corporate Malaysia. These deals spanned capital markets, advisory and structured finance, showcasing the full breadth of IB capabilities we have.

OPERATIONAL EXCELLENCE AND RE-ENGINEERING

Operational excellence (OPEX) remained a key execution priority as we continued to simplify customer journeys, digitise the operating backbone and strengthen execution discipline across the franchise. During the year, we moved from process redesign into scaled execution in Retail Banking, while also laying the groundwork for the next phase of operational improvement in SME through a dedicated SME OPEX programme.

In Retail Banking, we accelerated end-to-end process improvements across core products through tablet-enabled onboarding and digital submission journeys. This delivered significant improvements in turnaround times, with credit card applications moved from days to within hours, auto finance processing was reduced to approximately one day, and mortgage approval cycles were shortened by more than half. These gains represent more than faster processing. They reflect a simpler, more responsive customer journey.

These improvements were underpinned by continued investment in digitisation and automation tools. We expanded digital submissions and onboarding capabilities to unify customer onboarding journeys and adopted digital tools such as digital letter of offer and acceptance. At the same time, automation was scaled across nearly 200 processes, supported by more than 170 bots, reducing repetitive manual work and improving workflow consistency. More non-sales processing activities were also centralised within Group Operations, helping to standardise execution and strengthen control points across the workflows.

In parallel, we initiated the SME OPEX programme to drive the next phase of operational excellence for the SME segment. The programme targets revenue uplift, productivity gains and cost optimisation across several priority areas, including client onboarding, credit policy and process optimisation, product and programme enhancements, capability and rewards, centralisation of Business Banking operations and collections, as well as technology enablement. With 19 initiatives underway, our operational excellence agenda is focused on simplifying the SME entrepreneurs' journeys, improving credit and servicing processes, and building a more scalable operating model.

We also sharpened our collections and recovery model as part of our broader effort to strengthen credit discipline. In FY2026, RSME and Business Banking collections were transferred into Group Loan Recovery (GLR) to create clearer ownership of delinquent accounts and a more focused recovery platform. This structural change improves visibility into the problem book, supports more disciplined recovery actions and strengthens recovery capabilities across the SME portfolios.

Overall, FY2026 marked a clear shift from redesign to delivery. We translated Retail process improvements to better customer experience and productivity, while establishing an SME OPEX programme. Combined with strengthened collections discipline, these efforts position the franchise to operate with greater speed, consistency and resilience.

Improvements in Turnaround Times Through Simplified Customer Journeys

95%	80%	57%
Faster	Faster	Faster
Credit Card	**Auto Finance**	**Mortgage**

TECHNOLOGY AND DATA CAPABILITIES: BUILDING THE FUTURE FOUNDATION

We have mobilised our Digitalisation agenda as follows:

Technology and data foundation

Our technology and data roadmaps have advanced materially in FY2026. We are modernising our technology infrastructure by moving to a hybrid-cloud model and adapting to a microservices and API-first architecture. Our data roadmap has similarly progressed, with foundational capabilities improving to support more sophisticated analytics and customer intelligence in the coming years. These investments are long-cycle in nature and will compound over time. The decisions made in FY2026 lay the groundwork for operational agility and customer insights. Going forward, we will continue to pace our capital expenditure investments to balance our short-term and longer-term objectives.

Talent and skills

As part of building digital-first talent capabilities, we assessed our future skills requirements and established a digital skills pillar to develop our employees to leverage technology more effectively. Over 7,500 employees participated in digital-related courses on data, cybersecurity and operational excellence as part of our upskilling and capability building.

Responsible AI framework

Our Responsible AI framework provides the governance and control structures to support the responsible use of AI across the Group. This includes appropriate oversight, transparency and alignment with our existing data governance and information security frameworks. As AI adoption scales, these capabilities will support consistent, controlled deployment, enabling better decision-making and operational effectiveness over time.

Cybersecurity

As digital capabilities expand, the speed and complexity of cyber threats rise. Advances in frontier AI are accelerating attack execution, expanding attack surfaces and enabling coordinated multi-path attacks. We continue to strengthen our cybersecurity posture spanning network, cloud, email, endpoint and data security. This ensures that our digitalisation agenda is built on a secure and resilient foundation to safeguard customer trust as we scale.

Group CEO's Statement

SUSTAINABILITY

Decarbonisation Pathways

On the climate agenda, we have made some progress towards meeting our 2030 Net Zero commitments across seven harder-to-abate sectors.

In our first year of measurement for sector decarbonisation, we are on track in three out of seven sectors. In the four sectors of Oil and Gas, Palm Oil, Iron and Steel and Commercial Real Estate, we are currently trending above projected decarbonisation pathways. We continue to support our customers in these sectors and we also recognise their challenges in assessing the feasibility of their mitigation strategies, which require higher capital expenditures to address technology maturity gaps, fragmented value chains, policy uncertainty and the higher cost of green alternatives.

We have mobilised RM18.0 billion of sustainable finance, representing an increase of 24% from FY2025. The journey to decarbonisation is not a single linear path, but a multi-decade, iterative roadmap that combines near-term actions with long-term technology deployment.

MSCI

AMMB Holdings Berhad MSCI ESG Rating Score:

AAA

FTSE4Good

AMMB Holdings Berhad FTSE4Good ESG Rating:

4 Stars

PEOPLE, CULTURE AND BRAND

Leadership and Organisational Renewal

We completed the renewal of our senior management team, ensuring we have the right capabilities for the next phase of growth. In our AmMetLife insurance joint venture, we also refreshed the CEO positions of both the conventional and Takaful entities.

People Development

We reinforced our people strategy with a more disciplined approach across the full employee lifecycle. Robust frameworks are in place to guide recruitment, performance, succession and rewards, ensuring consistency, accountability and stronger governance in how we manage our talent. Succession planning is reviewed regularly, supported by a dedicated talent council to strengthen our leadership pipeline and ensure continuity in critical roles.

We continued to invest in development programmes across all levels of the organisation. Targeted learning and capability-building programmes covered technical role-specific training, digital technology adoption, sustainability and responsible practices, soft skills for interpersonal capabilities and strategic management and transformation.

Over 7,500 employees participated in digital-related courses

Over 3,400 employees underwent role-based training

Over 2,700 employees attended sustainability-related programmes

Over 1,800 employees participated in our health & well-being programmes

Over 1,600 employees joined the AmFutureSkills speaker series

We have also been recognised by the Asian Institute of Chartered Bankers as the 2025 Leading Bank for Chartered Bankers. Our collaboration with 42 Malaysia, where we support the development of digital and technology talent through industry-aligned learning and practical exposure, contributed to a broader pipeline of future skills both for the Group and the industry.

Together, these efforts are strengthening how we attract, develop and retain talent. Our aim is not merely to fill roles, but to grow the next generation of AmBank Group leaders who embody our values, think strategically and execute with excellence.

Culture Refresh

We undertook a Culture Refresh initiative in FY2026, establishing clear measurements that will be embedded into the FY2027 Group Scorecard. By anchoring cultural dimensions within our performance framework, we make behavioural expectations explicit and measurable. The outputs of this work will be visible in how we recruit, how we recognise and how we hold ourselves accountable.

Reinforcing the AmBank Group Brand

Brand investment continued in FY2026 as part of our effort to deepen the relevance and recognition of the AmBank Group name across our target segments. In a competitive banking landscape, brand is a differentiator that influences customer acquisition, retention and advocacy. Our brand work in FY2026 builds on the 50th anniversary milestone, carrying the credibility of five decades of service into a sharper, more contemporary identity for the next chapter.

LOOKING AHEAD

As we enter FY2027, we look ahead with confidence. We start the new financial year from a position of strength, earned through execution rather than aspiration. Two years into WT29, our strategy has been validated. The work ahead is no less demanding, and the operating environment in the coming year may be tougher.

Our record profits, improved shareholder returns, stronger risk posture, refreshed leadership and advancing capabilities are not coincidences. They are the result of deliberate choices made by a unified leadership team and a group of over 7,600 colleagues who are committed to building a better AmBank Group.

I am grateful to our Board for their guidance and governance, to my leadership team for their relentless focus and to every AmBanker who has contributed to this remarkable year.

Most importantly, I thank our customers and shareholders for their continued trust and partnership. We will continue to earn it.

JAMIE LING
Group Chief Executive Officer

Overview of AmBank Group

About AmBank Group

For over 50 years, AmBank Group has played a meaningful role in Malaysia's economic growth as a leading financial institution. We are Malaysia's sixth-largest banking group by assets, with a market capitalisation of RM21.8 billion (as at end of March 2026). With this position comes a clear responsibility to create lasting impact.

Our purpose, "Winning Together", represents the trusted relationships we have built across Malaysian communities. Beyond providing financial services, we embed sustainability into our operations, investments, and customer engagements, ensuring that our growth supports broader economic, environmental, and social outcomes.

Who We Are

AmBank Group has over five decades of experience as a leading financial services institution, proudly serving over three million customers nationwide.

Market Capitalisation
(as at end of March 2026):
RM21.8 billion

Total Assets:
RM207.7 billion

Workforce:
Over **7,600** employees

Shareholders' Equity:
RM21.6 billion

More than **three million**
customers nationwide

Our Purpose

Winning Together

To help individuals and businesses grow and win together

Core Values

PRINCIPLED PROACTIVE APPRECIATIVE COLLABORATIVE EXPERIMENTAL — p²ace

PURPOSE

WINNING TOGETHER

VALUES

Principled	Proactive	Appreciative	Collaborative	Experimental
PRINCIPLES				
Do the Right Thing	Deliver More than Expected	Recognise and Celebrate Contributions	Work Together for Win-Win Solutions	Explore New Possibilities
WAYS OF WORK (BEHAVIOURS)				
Uphold AmBank Group's Code of Conduct, commit to promises, and take accountability.	Anticipate customer needs, deliver beyond expectations, and drive excellence.	Listen actively, provide constructive feedback, and celebrate achievement.	Encourage collaboration, communicate openly, and support one another.	Innovate by generating, testing, and transforming ideas into impactful solutions.

Our Presence and Reach

AmBank Group has a nationwide presence, delivering sustainable financial solutions that support inclusive economic growth and long-term social progress. Through our extensive network, we serve individuals and businesses across Malaysia, including underserved communities, with responsible financing and tailored solutions grounded in ethical investment principles.

Our role extends beyond traditional banking, as we integrate ESG principles into our offerings to support a more resilient and sustainable financial ecosystem in Malaysia.

TOTAL

163 Branches

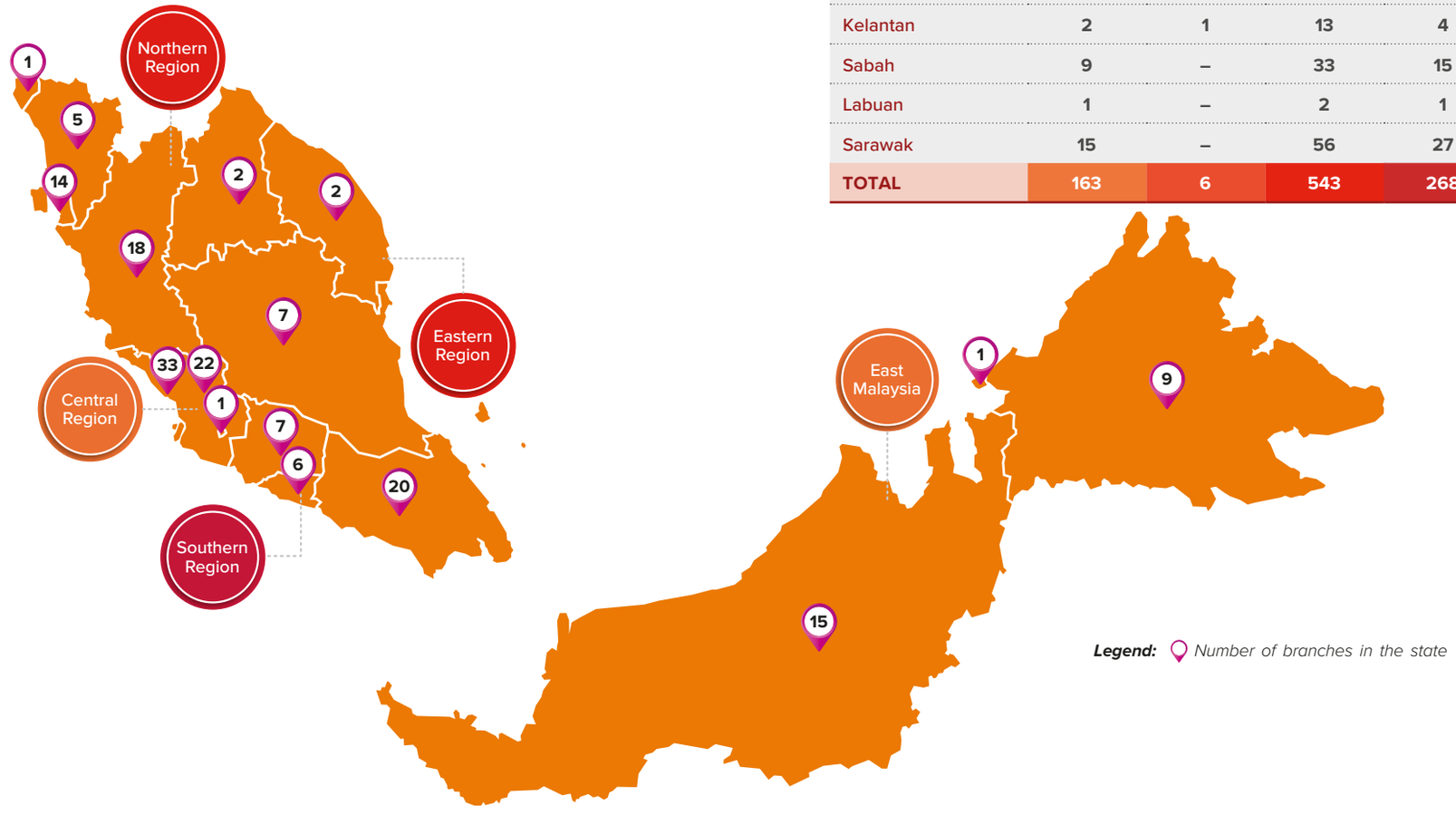
6 Sales Kiosks

543 ATMs

268 Cash Recycler Machines (CRMs)

182 Cheque Deposit Machines (CQMs)

States	Branches	Sales Kiosks	ATMs	CRMs	CQMs
Perlis	1	–	3	1	1
Kedah	5	1	15	10	5
Pulau Pinang	14	–	33	17	15
Perak	18	–	41	24	19
Selangor	33	1	133	58	39
Kuala Lumpur	22	3	59	36	30
Putrajaya	1	–	3	1	1
Negeri Sembilan	7	–	38	11	7
Melaka	6	–	25	10	8
Johor	20	–	57	34	21
Pahang	7	–	21	13	6
Terengganu	2	–	11	6	2
Kelantan	2	1	13	4	3
Sabah	9	–	33	15	9
Labuan	1	–	2	1	1
Sarawak	15	–	56	27	15
TOTAL	**163**	**6**	**543**	**268**	**182**



Performance Highlights at a Glance

Financial Highlights

Total Income	Shareholders' Equity	Common Equity Tier 1 (CET1) Capital Ratio
RM5,158.4 million	**RM21.6** billion	**14.82%**
Profit After Taxation and Minority Interests (PATMI)	Gross Loans, Advances and Financing	Total Capital Ratio
RM2,100.8 million	**RM146.7** billion	**17.23%**
Cost-to-Income Ratio	Deposits from Customers	Return on Equity (ROE)
44.7%	**RM147.0** billion	**10.0%**
Return on Assets (ROA)	Total Assets	Dividend per Share	Dividend Payout Ratio
1.05%	**RM207.7** billion	**35.0** sen	**55%**

Business Highlights

Signing Ceremony of RM4.86 billion Syndicated Financing facility to Weststar Aviation Services Sdn. Bhd.

Wholesale Banking

Awarded Best Syndicated Financing in Asia 2025 by Alpha Southeast Asia for a RM4.86 billion Syndicated Islamic Term Financing facility.

Business Banking

Mobilised a total of RM53.9 billion in gross loans as at FY2026 across infrastructure, property, renewable energy, advanced manufacturing, digital infrastructure and Foreign Direct Investment (FDI).

Retail Banking

Recorded over 50% year-on-year (YoY) growth in Hire Purchase new sales.

Investment Banking

Ranked as #1 in CY2025 on the Bloomberg's Mergers & Acquisitions (M&A) League Table.

Group Wealth Management

Assets Under Management (AUM) increased by 10% YoY to a record high of RM73.8 billion.

Islamic Banking

Delivered 22.1% YoY growth in Profit after Zakat and Taxation, while retail deposits in the East Coast region grew 19.4% YoY through focused strategic imperatives.

Life Insurance Business

Enhanced affluent segment insurance solutions with an extension of the entry age to offer a balanced proposition of protection and investment, contributing 20% to new business premiums.

Family Takaful Business

Delivered 59% YoY growth in regular contributions and improved revenue balance, supporting a more stable and sustainable income profile.

Sustainability Highlights

Mobilised RM18 billion into sustainable finance, 24% increase from the previous year, driving sustainable economic impact.

Launched the Group's Sustainability Academy, with 17,823 training hours completed.

MSCI Rating upgraded to AAA, reflecting stronger sustainability standards and transparent reporting.

Initiated 167 community-related programmes benefiting 31,993 individuals across Malaysia.

12,584 volunteer hours recorded involving 47% of our employees.

Ranked 3rd overall in the GRADUAN Malaysia Most Preferred Employer 2025, rising from 7th place in 2024.

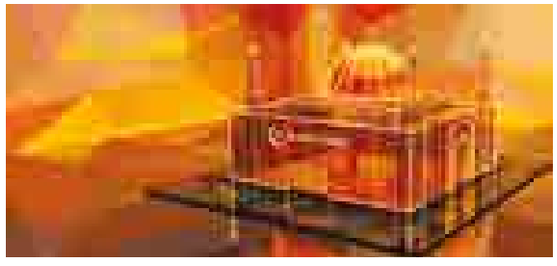
Our Core Business Segments

We offer a diverse range of financial services that create meaningful impact and drive growth. Each business segment reflects how we provide solutions to empower individuals and businesses alike.

BUSINESS SEGMENT	WHO WE ARE	PRODUCTS AND SERVICES WE OFFER
WHOLESALE BANKING	We cater to corporates, government-linked, and institutional customers across all sectors, meeting their financial and sustainability goals with our comprehensive array of conventional and Islamic financial products and solutions. *For a detailed business review, refer to pages 108-113 of this report.*	• Corporate Financing and Investment Banking Solutions • Sustainable, Transition and Green Financing • Supply Chain Financing • Trade and Working Capital Solutions • Digital Payment and Collection Solutions, including Cross Border Solutions • Investment and Hedging Solutions across asset classes • Foreign Exchange Services • Economic Insights • Bancassurance
BUSINESS BANKING	We empower the small and medium enterprises (SMEs) and Commercial Banking segment with customised financial solutions, including business loans, trade financing, green financing, cash management, transaction banking, business wealth management and bancassurance, all supported by a high-touch customer relationship model. *For a detailed business review, refer to pages 114-117 of this report.*	• Business Financing Solutions • Foreign Exchange Services • Business Wealth Management • Trade and Cash Management Solutions • Supply Chain Financing • Sustainable, Transition and Green Financing • Digital Payment and Collection Solutions, including Cross Border Solutions • Bancassurance
RETAIL BANKING	We provide value propositions for affluent mass affluent, and mass retail consumers. By integrating physical and digital channels, we expand our customer base and deepen customer relationships, offering value that extends beyond finance to lifestyle enhancements, business opportunities, and sustainability initiatives. *For a detailed business review, refer to pages 118-121 of this report.*	• Deposit • Home Loan/Financing • Auto Loan/Financing • Personal Loan/Financing • Credit and Debit Cards • Wealth Management Solutions • Digital and Self-Serving Banking
INVESTMENT BANKING	We offer a comprehensive service tailored to corporate, retail, and institutional customers, including corporate finance, Mergers & Acquisitions (M&A) advisory, equity and debt capital markets, and stockbroking services. *For a detailed business review, refer to pages 122-130 of this report.*	• Advisory and capital markets solutions spanning IPOs, M&A, restructuring and capital raising • Debt financing solutions, including bonds, sukuk and structured financing • Equity markets and research capabilities, encompassing broking, margin financing and market insights

CONTRIBUTION TO THE GROUP		AREAS OF DIFFERENTIATION AND STRENGTH
Income: **RM1,563.8** million Gross Loans, Advances & Financing: **RM23.5** billion	PAT: **RM1,040.5** million Customer Deposits: **RM45.7** billion	• Maintained a resilient portfolio with well-diversified asset mix, supported by strong institutional customer relationships. • Strengthened supply chain financing capabilities through the establishment of a dedicated Centre of Excellence, driving trade asset growth with scalable, anchor-led financing structures across chosen sectors. • Accelerated sustainable customer flow income by leveraging FX solutions and wealth and investment product sales, reinforced by continuous product innovation.
Income: **RM1,737.8** million Gross Loans, Advances & Financing: **RM53.9** billion	PAT: **RM667.3** million Customer Deposits: **RM41.1** billion	• Strengthened capital markets readiness by supporting businesses through structured education and direct advisory via the Road to Capital Markets programme, preparing SMEs for public listings. • Expanded and deepened geographic reach across key growth regions while scaling SME servicing capabilities through a strengthened, regionally deployed Relationship Manager workforce. • Attracted over 50 multinational clients through a dedicated one-stop foreign direct investment (FDI) desk.
Income: **RM1,437.9** million Gross Loans, Advances & Financing: **RM67.4** billion	PAT: **RM244.1** million Customer Deposits: **RM59.3** billion	• Accelerated digital adoption through enhanced onboarding journeys and scaled capabilities, driving strong customer growth (100% increase in digital account opening in six months) and engagement (11% increase in mobile app users). • Capitalised on growing demand for low-risk, capital-preservation products through dynamic pricing strategies and agile portfolio management, with a continued focus on higher-quality segments. • Strengthened segment strategy through targeted product propositions and integrated wealth solutions.
Income: **RM157.4** million Gross Loans, Advances & Financing: **RM1.4** billion	PAT: **RM19.0** million	• Delivers seamless, end-to-end financial and capital-raising solutions across primary and secondary markets. • Ranked #1 in Bloomberg's M&A League Table for CY2025. • Recognised as the Best Small to Mid-Cap Corporate Finance House in Malaysia for six consecutive years by Alpha Southeast Asia. • Provides full-spectrum execution capabilities spanning Shariah-compliant syndicated facilities, large-scale IPOs, M&A advisory and integrated capital markets execution.

Our Core Business Segments

BUSINESS SEGMENT	WHO WE ARE	PRODUCTS AND SERVICES WE OFFER
GROUP WEALTH MANAGEMENT	We deliver wealth solutions to broad customer segments, ranging from mass affluent, affluent and high-net-worth individuals to institutional and corporate clients. Group Wealth Management comprises Retail Wealth, Funds Management and Private Banking. *For a detailed business review, refer to pages 131-134 of this report.*	• Wealth distribution and advisory • Asset manufacturing and management • Private Banking
ISLAMIC BANKING 	We provide a diverse range of Shariah-compliant banking products and services for retail and non-retail customers. *For a detailed business review, refer to pages 135-138 of this report.*	• Financing products • Wealth management products • Treasury solutions • Cross-border and trade-related offerings
LIFE INSURANCE BUSINESS	We offer insurance and financial solutions covering protection, medical, retirement and credit-related needs for customers at every life stage. *For a detailed business review, refer to pages 139-142 of this report.*	• Life insurance • Health and medical coverage • Savings and investment solutions • Retirement and legacy planning • Credit-Related Insurance • Group Term Life Insurance • Group Hospital and Surgical Insurance
FAMILY TAKAFUL BUSINESS	We extend Shariah-compliant Takaful solutions, guided by ethical standards and a customer-centric approach, to help them achieve their financial goals. *For a detailed business review, refer to pages 143-146 of this report.*	• Shariah-compliant protection and savings

CONTRIBUTION TO THE GROUP	AREAS OF DIFFERENTIATION AND STRENGTH
Income: **RM363.9** million PAT: **RM100.9** million Gross Loans, Advances & Financing: **RM0.5** billion AUM: **RM73.8** billion	• Leverages our three business lines to drive branding synergies, optimise marketing investments and enhance collaboration, delivering end-to-end wealth solutions with greater efficiency and value. • Leverages the specialised capabilities of AmFunds Management Berhad and AmIslamic Funds Management Sdn. Bhd. to deliver market-leading conventional and Shariah-compliant wealth solutions. • Delivers personalised, life-stage-based portfolios to support long-term value preservation and creation.
Income: **RM1,355.9** million PAZT: **RM683.2** million Gross Financing and Advances: **RM51.3** billion Customer Deposits: **RM51.2** billion	• Leading AmBank Group's penetration in the East Coast region to strengthen market share and successfully delivered early positive momentum as manifested by the higher growth rates for Islamic deposits and ASB Financing-i compared to the overall growth of these products. • Re-engineered Mudarabah Term Investment Account-i (MTIA-i) into MTIA-i 2.0 by diversifying underlying assets to consist of both retail and non-retail fixed rate financing to facilitate sustainable returns for investment account holders and the optimisation of AmBank Islamic's capital utilisation. MTIA-i 2.0 achieved a balance of more than RM2.0 billion since launched in June 2025.
Income: **RM1,002.9** million PAT: **RM37.8** million Gross Written Premium: **RM774.8** million New Business Premium: **RM524.0** million	• Advanced automation, digital-first payment workflows and digital capabilities, enhancing customer experience and improving processing time. • Leveraged a local-global partnership between AmBank Group and MetLife to drive resilient premium growth nationwide across a balanced mix of bancassurance, agency force and corporate brokers. • Enhanced affluent segment offerings by extending entry age to deliver a balanced protection-and-investment proposition.
Gross Written Contribution: **RM288.9** million New Business Contribution: **RM249.6** million	• Combines AmBank Group's deep local distribution strength with MetLife's global insurance and takaful expertise to deliver highly competitive, Shariah-compliant retail solutions. • Drives product innovation through the launch of tailored takaful solutions, like Prestige Wealth-i and BizSolution-i, strengthening market relevance and expanding customer reach to capture growth opportunities. • Achieved deeper market penetration across Business and Corporate Banking to build a highly sustainable and stable revenue profile.

Our Integrated Approach to Value Creation

Our approach to value creation is a dynamic process of transforming our core strengths into meaningful outcomes. Guided by our Winning Together 2029 (WT29) strategy, we navigate the global landscape to deliver consistent financial returns while empowering our stakeholders on their sustainability journeys.

Assessing the Business Context

We ground our strategy in a deep understanding of our environment.

INTERPRETING THE EXTERNAL LANDSCAPE

We continuously monitor macroeconomic conditions, digital advancements, sustainability trends and talent development to guide strategic decisions and identify emerging risks and opportunities.

Refer to pages 65-67 for more information.

DEEPENING STAKEHOLDER RELATIONSHIPS

We engage regularly with stakeholders to understand their expectations and incorporate these insights into our strategic and operational decisions.

Refer to pages 30-35 for more information.

APPLYING MATERIALITY

We assess materiality to evaluate:

- Impact/inside-out: how our activities affect stakeholders, society, the economy and environment
- Outside-in: what SROs through financial materiality lens may reasonably affect the Group's prospects

Refer to pages 43-45 for more information.

NAVIGATING RISKS AND OPPORTUNITIES

We proactively review and manage risks while capitalising on emerging opportunities across our business segments to strengthen performance, resilience and sustainable growth.

Refer to pages 68-74 for more information.

Integrating Strategic Resource Allocation in Our Business Model

We activate our business model by aligning our six capitals and strategic capabilities to WT29.

THE WT29 ROADMAP

Our Winning Together 2029 (WT29) strategy is the Group's five-year roadmap, charting a sharper and more focused direction to drive execution and build long-term financial resilience. With disciplined cost management and our three strategic pillars: Digitalisation, Operational Excellence and Sustainability (D.OE.S) embedded at the core of our business, WT29 will steer us towards profitable growth and deliver enhanced value to our stakeholders.

Refer to pages 75-81 for more information.

STRATEGIC CAPITAL DEPLOYMENT

We leverage our six capitals, financial and non-financial, to execute WT29, strengthen business capabilities and unlock new growth opportunities.

Refer to pages 26-29 for more information.

AN OPTIMISED BUSINESS MODEL

We manage our operations to deliver the best possible outcomes for all stakeholders, while minimising adverse impacts. We continuously improve our business model to remain agile, efficient and value driven.

Refer to pages 26-29 for more information.

Winning Through Sustainability

Sustainability is integral to our strategy and business model, supporting responsible growth, stronger resilience and long-term value creation.

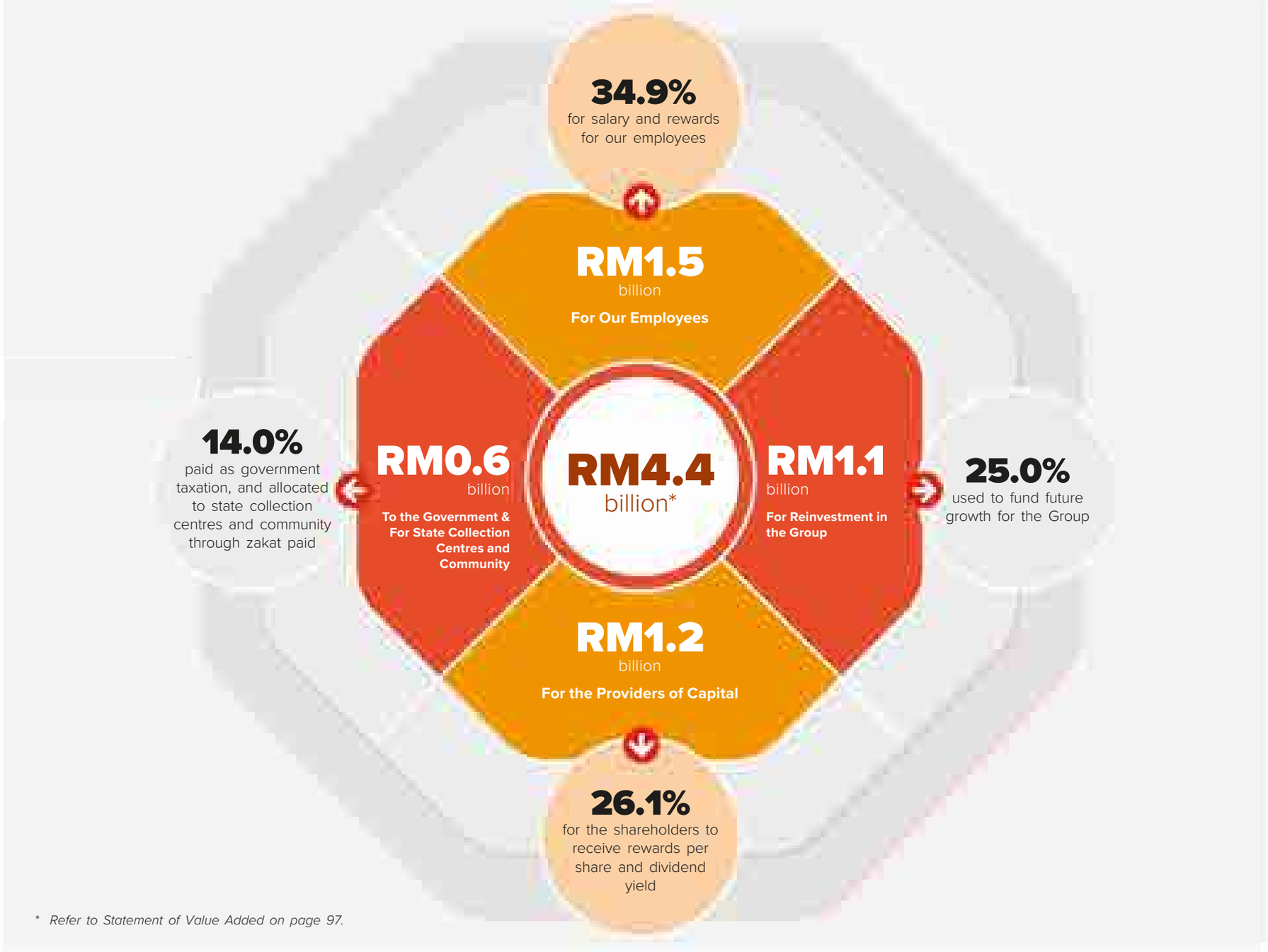
Our Sustainability Framework provides the foundation for embedding sustainability and Value-Based Intermediation (VBI) principles across the Group through three core themes:

- Responsible Banking
- Conscious Self-Conduct
- Positive Societal Impact

Refer to page 16 of the Sustainability Report 2026. **SR**

How We Distribute Value Created

The value generated through our operations is distributed across key stakeholders in a disciplined manner, balancing reinvestment, shareholder returns and broader stakeholder contributions to support long-term growth and financial resilience under our Winning Together 2029 (WT29) strategy.



* *Refer to Statement of Value Added on page 97.*

Our Value Creation Business Model

Guided by our purpose of Winning Together, our core values of P²ACE serve as guiding principles in how we operate and deliver value.

WE APPLY OUR SIX CAPITALS AND STRATEGIC CAPABILITIES

INPUTS

FC FINANCIAL

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

- **RM21.8 billion** in market capitalisation as at end of March 2026
- **RM207.7 billion** in total assets
- **RM21.6 billion** in shareholders' equity

MC MANUFACTURED

The digital infrastructure and intangible assets that support the delivery of our products and services to customers.

- **169** retail branches nationwide (including Sales Kiosks)
- **268** cash recycler machines
- **543** ATMs
- Digital payments integration

HC HUMAN

The knowledge, capabilities, and experience of our employees that drive the Group's strategy and contribute to long-term value creation.

- **Over 7,600** employees
- Invest **over RM15 million** in training (**681,435** training hours)

IC INTELLECTUAL

Non-physical assets such as brand reputation, organisational structure, proprietary innovation, internal capabilities, and strategic partnerships.

- **51 years** of banking expertise
- **Strong brand and presence** in key business segments

SC SOCIAL AND RELATIONSHIP

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

- Provide access to financing through government schemes
- **RM5.8 million** in CSR programmes and zakat
- **RM8.3 million** since implementation to facilitate SME capacity building

NC NATURAL

The natural resources used in our operations and the environmental impact resulting from our business activities

- Out of a total of **29,450,893 kWh** of total electricity consumed, **14,921,457 kWh** (51%) was sourced from renewable energy
- Facilitate sustainable, green and transition financing

OUR STRATEGIC PILLARS

- D Digitalisation
- OE Operational Excellence
- S Sustainability

Refer to pages 76-81.

KEY MARKET TRENDS

- T1 Economic Uncertainties
- T2 AI, Cloud and Digital Transformation
- T3 Rising Digital Payment Adoption
- T4 Expanding Markets for Islamic Banking
- T5 Shifting Customer Preferences
- T6 Sustainability and Climate Change

Refer to pages 65-67.

SUSTAINABILITY THEMES

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

Conscious Self-Conduct
We are conscious that our internal conduct integrates sustainability and climate-related implications.

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

Refer to page 44.

KEY RISKS

- R1 Credit Risk
- R2 Operational Risk
- R3 Technology and Cyber Risk
- R4 Fraud Risk
- R5 Sustainability Risk (including Climate-related risks)
- R6 Regulatory Non-Compliance Risk
- R7 Market Risk
- R8 Liquidity Risk
- R9 Model Risk
- R10 Shariah Non-Compliance Risk

Refer to pages 68-74.

MATERIAL MATTERS

- M1 Responsible Financing
- M2 Climate and Environmental Resilience
- M3 Customer Experience and Satisfaction
- M4 Digital Innovation
- M5 Cybersecurity and Data Privacy
- M6 Financial Inclusion
- M7 Integrity and Preventing Financial Crime
- M8 Employee Well-being and Development
- M9 Diversity, Equity and Inclusion
- M10 Responsible Consumption
- M11 Supporting Communities

Refer to page 43.

UNDERPINNED BY **OUR OVERARCHING GOVERNANCE**

PRINCIPLED
Do the right thing with integrity and accountability

PROACTIVE
Anticipate needs and deliver beyond expectations

APPRECIATIVE
Recognise contributions and celebrate achievements

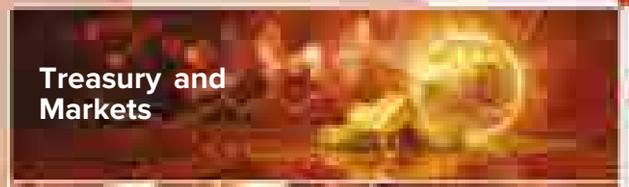
COLLABORATIVE
Work together to achieve win-win outcomes

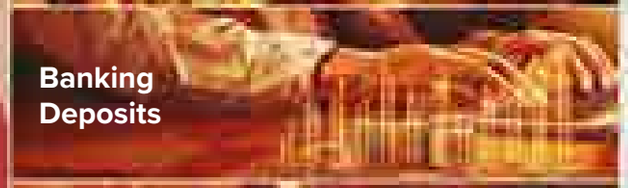
EXPERIMENTAL
Explore new ideas and drive innovation

...ACROSS OUR BUSINESS ACTIVITIES TO GENERATE OUTPUTS

AmBank Group

BUSINESS ACTIVITIES





OUTPUTS

Total Income:
RM1.0 billion
(+28.7% ▲ YoY growth)

Assets Under Management (AUM):
RM73.8 billion
(+10.0% ▲ YoY growth)

Customer Deposits:
RM147.0 billion
(+3.9% ▲ YoY growth)

Gross Loans, Advances and Financing:
RM146.7 billion
(+5.6% ▲ YoY growth)

Current and Savings Account (CASA-i) Balance:
RM19.7 billion
(+1.4% ▲ YoY growth)

Gross Written Premium:
RM774.8 million
(-3.6% ▼ YoY growth)

Wakalah Income:
RM58.7 million
(+39.4% ▲ YoY growth)

Our Value Creation Business Model

...AND OUTCOMES THAT BENEFIT OUR STAKEHOLDERS.

OUTCOMES	STAKEHOLDERS	UN SDGs
FC FINANCIAL ⊕ Total income: **RM5.2 billion** (FY2025: RM4.9 billion) ⊕ Earnings per share: **63.5 sen** (FY2025: 60.6 sen) ⊜ CET1: **14.82%** (FY2025: 14.82%) ⊕ PATMI: **RM2.1 billion** (FY2025: RM2.0 billion) ⊕ Dividend declared/payout ratio: **35.0 sen/55%** (FY2025: 30.2 sen/50%)	S1 S2 S3 S4 S5	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
MC MANUFACTURED ⊜ **128 million** average monthly online transactions through AmOnline (FY2025: 128 million) ⊕ **RM104.8 billion** transaction value through AmAccess Biz (FY2025: RM91.3 billion) ⊕ **9.5 million** transaction volume through AmAccess Biz (FY2025: 8.3 million) ⊕ **82,024** Google Pay and **62,152** Apple Pay users (FY2025: 39,484 Google Pay and 43,080 Apple Pay users)	S1 S3 S4 S5	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
HC HUMAN ⊖ High Performer Retention Rate: **92.8%** (FY2025: 93.1%) ⊜ Employee Engagement Index (EEI): **88%** (FY2025: 88%) ⊖ Women in top and senior management: **39%** (FY2025: 40%)	S1 S2	3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH
IC INTELLECTUAL ⊕ Public Relations (PR) value of **RM18.3 million** (FY2025: RM10.5 million) ⊕ Customer Satisfaction Score (CSAT): **87%** (FY2025: 81%) ⊕ Net Promoter Score (NPS): **+39** (FY2025: +24) ⊕ MSCI ESG Rating of **'AAA'** (FY2025: 'AA' Rating)	S1 S2 S3 S4 S5	4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
SC SOCIAL AND RELATIONSHIP ⊕ Disbursed **RM1.3 billion** in government loans/financing schemes to **1,516** applicants (FY2025: RM1.1 billion to 1,413 applicants) ⊕ Facilitated over 167 programmes, aiding **31,993 beneficiaries** (FY2025: 60 programmes, aiding 27,233 beneficiaries) ⊕ Engaged **14,812** businesses through AmBank Group BizCLUB (FY2025: 14,584 businesses)	S1 S2 S3 S4 S5	2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
NC NATURAL ⊖ **Scope 2 emissions** increased to **21,365 tCO_2e** as a result of expansion in scope (FY2025: 16,375 tCO_2e) ⊖ **Net Scope 2 emissions** of **11,051 tCO_2e** (FY2025: 5,849 tCO_2e) ⊕ **RM18.0 billion** of sustainable finance mobilised (FY2025: RM14.6 billion)	S1 S2 S3 S4 S5	2 ZERO HUNGER 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

⊕ Value creation ⊖ Value erosion ⊜ Value preservation

ACTIONS TO ENHANCE OUTCOMES	TRADE-OFFS
• Enhance risk management to balance risks and returns. • Diversify portfolio composition. • Enhance liquidity and optimal capital allocation. • Return excess capital through dividends.	We aim to grow our business by expanding our customer base and introducing new products and services. However, we recognise the importance of managing associated risks while maintaining a strong balance sheet with ample liquidity and capital buffers to support growth and create value for our shareholders.
• Enhance AmOnline and AmAccess Biz features to improve customer experience and support digital adoption. • Drive customer adoption and engagement through relevant value propositions, tactical campaigns for AmOnline, and targeted initiatives and ecosystem partnerships for AmAccess Biz. • Continue migrating over-the-counter and automated teller machine transactions to AmOnline. • Strengthen fraud controls and digital security capabilities to reinforce AmAccess Biz security and customer trust.	We enhance productivity and efficiency through the use of digital tools and platforms. However, we recognise that digitalisation may reduce personal engagement, which is crucial for building trust and loyalty. Therefore, we are committed to fostering collaboration and communication by integrating both digital and physical touchpoints to ensure seamless engagement across all channels.
• Continuous engagement initiatives and tailored development programmes. • Proactively cultivate talented individuals.	We are committed to building a future-ready workforce equipped with the skills and competencies required in the digital and sustainability domains. As workforce trends evolve, we recognise the need to adapt while balancing the demands for significant investment and employee engagement.
• Advance efforts to modernise our digital offerings and improve customer satisfaction. • Continue enhancing sustainability disclosures aligned to National Sustainability Reporting Framework (NSRF) and stakeholder expectations.	We believe digital innovation is essential to unlock new opportunities to better serve our customers. As such, we invest in digital capabilities to transform our business processes, products and customer experiences.
• Continue to strengthen financial inclusion by expanding access to responsible financing, enhancing SME capabilities and supporting businesses across their growth journey. • Advance more targeted programmes to support vulnerable segments of the community.	We strive to be a responsible corporate citizen by promoting financial inclusion, education, and skills development. This includes offering financial services to unserved and underserved segments, such as low-income households, SMEs, and women entrepreneurs. We actively manage risks to ensure our products and services remain affordable and accessible to these groups.
• Continue to leverage both active and passive levers to drive enterprise emissions reduction. • Promote sustainable, transition, and green financing, supporting our customers' decarbonisation efforts to more energy-efficient and low-carbon business models.	We believe a fair transition requires balancing stakeholder expectations, environmental priorities, and customer growth. While we remain committed to mobilising capital to support our customers through this transition, we recognise that our year-on-year sectoral decarbonisation pathway limits may exceed in the short-term, before gradually declining to achieve our near-term 2030 targets.

Stakeholder Engagement & Value Creation

At AmBank Group, stakeholder engagement helps us understand expectations that influence how we operate and where we focus our efforts. These insights inform us of our strategic priorities and guide how we respond to changes in the financial sector. In FY2026, we streamlined our stakeholder grouping into five key groups to provide a clearer and more concise representation of stakeholders that shape our operations and support long-term value creation. Due to similarities in interests and expectations, certain stakeholder groups have been combined within these five groups. Our continued engagement with the broader stakeholder ecosystem is reflected within these groupings through our ongoing business activities and engagement platforms, which aim to foster strong relationships, ensure overall alignment and enhance strategic planning.

To learn more about our materiality assessment, please refer to pages 42-45 of this report.

Purpose of Engagement	Engagement Platform & Frequency	Key Expectations	Potential Risks
S1 CUSTOMERS Customers play a vital role in AmBank Group's long-term success. By responding to their evolving needs, we provide secure and tailored financial solutions that promote financial well-being while building lasting trust. **Resources:** FC, MC, IC, SC, NC **Material Matters:** M1, M2, M3, M4, M5, M6, M7 **SDGs:**	Customer Surveys Physical and Online Distribution Points Marketing and Promotional Campaigns Social Media Platforms D, M	• Personalised financial solutions aligned with customer needs. • Timely resolution of service requests and customer complaints/feedback. • Competitive financing rates and returns on savings and preferential terms amid economic volatility. • Stable, secure and seamless access to services across digital platforms. • Robust measures to ensure protection of customer data and prevention of scams. • Sustainability-related engagement and advice. • Access to financial literacy and empowerment.	• Reduced customer loyalty due to impersonal services or poor understanding of customer needs. • Loss of trust from fraud, cyber incidents, scams or data breaches. • Growing competition from traditional and alternative financial service providers. • Risk of stranded assets from insufficient access to sustainable and transition financing options.
S2 EMPLOYEES Employee capability and well-being are integral to our service delivery and business performance. We cultivate a diverse, inclusive and agile workplace through targeted training, inclusive policies and career growth opportunities, driving excellence and contributing to our strategic objectives. **Resources:** HC, MC, IC, SC **Material Matters:** M8, M9, M10, M11 **SDGs:**	Townhalls AmBank Group Connected Portals AmCampus learning portal HR e-mails Performance Reviews D, W, M, Q	• Fair and equitable opportunities for career development and remuneration, aligned with performance. • Supportive workplace that promotes holistic employee well-being, including mental, physical, financial and social health. • Continuous learning and skills development to prepare employees for future challenges. • Flexible work arrangements that accommodate diverse life circumstances and responsibilities.	• Skill gaps arising from automation, evolving business needs and rapid digitalisation. • Difficulty attracting and retaining capable talent.

Frequency of Engagement:

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

Value Creation Opportunities	Our Response/ Business Initiatives	Value Creation Indicators & Achievements
For Customers • Provide secure and seamless customer fulfilment journey. • Offer tailored financial products with competitive rates. • Deliver efficient support and issue resolution. • Build business resilience through sustainable, transition and green financing solutions. **For AmBank Group** • Gain stronger brand trust and customer loyalty. • Maintain sustainable growth across products, regions and segments. • Establish a robust customer base, ensuring relevance and timely innovation in offerings. • Enhance operational resilience through stronger cybersecurity and fraud management measures. • Achieve progress on the Net Zero Transition Plan through customer transition support.	• Enhanced the AmOnline, AmAccess Biz, AmAccess Corporate, AmAccess Trade digital banking platforms. • Support and manage SME customers facing financial difficulties. • Continued support for SME customers through targeted financing programmes and advisory initiatives to strengthen business resilience and transition readiness. • Engaged select hard-to-abate customers to support their decarbonisation and transition plans. • Offered Sustainable, Transition and Green (STG) Financing to customers.	• Achieved +39 NPS score. • Reached over 9.4 million in transaction volume (AmAccess Biz) • Achieved 87% for Customer Satisfaction Score (CSAT). • Achieved 128 million monthly average online transactions (AmOnline). • RM18.0 billion of sustainable financing mobilised.
For Employees • Foster a strong learning culture that supports continuous development and career progression. • Provide comprehensive benefits that support employees' financial, mental, physical and social well-being. • Promote a supportive and inclusive workplace that encourages creativity, diversity and work-life balance through flexible arrangements. **For AmBank Group** • Build a proactive, agile and future-ready workforce that drives productivity, collaboration and effective strategy execution. • Strengthen innovation and transformation by encouraging new ideas and translating them into practical solutions.	• Launched structured learning and development programmes such as AmFutureSkills to foster a culture of continuous upskilling. • Offered work-life balance and flexibility through hybrid working arrangements and staggered working hours. • Provided a range of employee benefits, promoting well-being.	• Achieved 39% of women in top and senior management. • Achieved 681,435 training hours. • Obtained a participation rate of 96% and an engagement score of 88% in the Employee Engagement Index (EEI) survey, landing in the top 25% among financial institutions in Asia.

Stakeholder Engagement & Value Creation

Purpose of Engagement	Engagement Platform & Frequency	Key Expectations	Potential Risks
S3 GOVERNMENT & REGULATORS We closely engage with government and regulators to ensure we are compliant and remain aligned with national priorities and emerging policies that shape the financial services industry. **Resources:** FC, IC, SC **Material Matters:** M1, M2, M3, M4, M5, M6, M7, M8, M9, M10, M11 **SDGs:** 3, 4, 5, 8, 9, 11, 12, 13, 16	Engagements/Roundtables/ Dialogues Seminars/Workshops Periodic Reports and Updates Feedback on Consultation Papers Regulatory reviews M Q A	• Strong regulatory compliance and responsible practices. • Fair customer treatment supported by sound governance. • Effective management of risks related to financial crime, cyber threats, data privacy, bribery and corruption, and climate change. • Align practices with national priorities, including financial inclusion objectives.	• Non-compliance resulting in financial or non-financial consequences including regulatory penalties and reputational damage. • Limited readiness for evolving regulatory requirements can potentially increase costs and affect performance.
S4 SHAREHOLDERS & INVESTORS We value the continued trust of our shareholders and investors. Through regular engagement and transparent disclosures, we keep them updated on our performance, governance and sustainability commitments. **Resources:** FC, IC, HC, SC, NC **Material Matters:** M1, M2, M3, M4, M7, M10, M11 **SDGs:** 8, 9, 11, 12, 13, 16	Annual General Meeting Analyst Briefings Investor Roadshow Corporate Website Q A	• Stable earnings and dividends. • Transparent disclosures and strong governance practices. • Integration of sustainability considerations into lending and investment decisions.	• Loss of investor confidence due to weak financial performance, risk management or governance. • Adverse analyst or investor sentiment affecting share price and market valuation.

Frequency of Engagement:

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

Value Creation Opportunities	Our Response/ Business Initiatives	Value Creation Indicators & Achievements
For Government & Regulators • Contribute insights to support policymaking and regulatory development, including alignment with national priorities. • Support public awareness initiatives on scams, financial literacy, financial inclusion, and sustainable finance. **For AmBank Group** • Strengthen stakeholder trust while safeguarding the Group's reputation. • Support economic stability through sound governance and responsible banking practices. • Enhance resilience by staying aligned with evolving risks and regulatory expectations.	• Continue to embed a culture of ethics and compliance across the Group. • Strengthen corporate governance and comply with regulatory requirements. • Promoted financial inclusion by offering access to financial services for underserved communities.	• Contributed to various committees and focus groups under the Joint Committee on Climate Change (JC3). – *Contributed to the of inaugural JC3 SME Focus Group Climate Conference and co-led the Editorial CCPT Implementation Group.* – *Engaged in the development of industry-wide guidance on Sustainable & Transition Finance and Human Rights.* • RM1.3 billion disbursed to SMEs via various government schemes.
For Shareholders & Investors • Maintain sustainable financial performance supporting stable dividend returns. • Achieve improved shareholder value through stronger share price performance and market capitalisation. • Strengthen the delivery of AmBank Group's commitment to sustainability, supporting the nation's aspiration to achieve Net Zero by 2050. **For AmBank Group** • Stronger access to equity and debt capital markets with lower overall funding costs. • Maintain investor confidence and fair market valuation. • Strengthen resilience against evolving regulatory and sustainability expectations.	• Achieved strong loans growth in key business segments. • Strengthened capital positions through profit growth and retained sufficient overlay reserves. • Integrated sustainability and climate considerations into credit, investment and advisory practices. • Strengthened sustainability and climate-related disclosure in alignment with IFRS requirements.	• Delivered improved income of RM5.2 billion. • Achieved the highest reported PATMI of RM2.1 billion. • Recorded total dividend of 35.0 sen per share for FY2026, an increase of 16% YoY. This translates into an improved dividend payout ratio (DPR) of 55%. • Achieved share price appreciation.

Stakeholder Engagement & Value Creation

Purpose of Engagement	Engagement Platform & Frequency	Key Expectations	Potential Risks
S5 COMMUNITIES We partner with communities, which cover civil society, NGOs, suppliers, media, business partners and sustainability-certifying bodies to drive specific initiatives. This covers inclusion and empowerment initiatives involving civil society and NGOs through targeted education and outreach programmes, and direct assistance and operational efficiency initiatives covering suppliers. For business partners, collaboration and co-development is to enable accessibility to new markets, technologies and customer segments. Specifically for media and sustainability-certifying bodies, we engage them to communicate our values, performance and initiatives, reflecting our transparency and credibility in our sustainability journey. Resources: FC, IC, NC, MC, HC, SC Material Matters: M1, M2, M3, M4, M5, M6, M7, M11 SDGs	FINCO Focus Groups/Workshops Outreach and Corporate Social Responsibility (CSR) Programmes Engagements P	• Deliver financial access to underserved markets. • Provide emergency financial assistance during and after natural disasters. • Catalyse social mobility by bridging the literacy gap and creating pathways to employment. • Fair and transparent access to procurement process and opportunities. • Provide clarity on strategies, priorities and achievements.	• Adverse socio-economic impact if financing activities are not aligned with community needs. • Inability of suppliers to meet demands and service expectations. • Limited awareness and visibility of the Group's brand, services and initiatives. • Incorrect representation of the Group's performance, impacting reputation.

Frequency of Engagement:

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

Value Creation Opportunities	Our Response/ Business Initiatives	Value Creation Indicators & Achievements
For Communities • Offer economic mobility by expanding access to diverse and sustainable employment. • Promote quality of life through improved connectivity to educational resources. • Offer access to inclusive financial products. • Create long-term partnerships, promoting trust and collaboration. **For AmBank Group** • Deepen market presence by providing essential services to underserved demographics. • Future-proof our business by fostering partnership-based community networks. • Strengthen visibility, brand image and reputation as a responsible and sustainable financial institution.	• Led 167 CSR programmes in FY2026. • Continue financing the underserved communities such as Qard microfinancing for asnaf micro entrepreneurs to start and expand businesses. • Empowered local suppliers to drive economic inclusion and development. • Equipped vendors with sustainability-related training for supply chain management. • Hosted media networking events. • Conducted assurance on specific sustainability indicators.	• Invested around RM1.84 million in CSR initiatives, supporting 31,993 beneficiaries. • Disbursed RM1,270.9 million in affordable and low-income financing. • Contributed RM4.0 million to Zakat. • Economic contribution to local suppliers representing 81% of total supplier base. • Upgraded to 'AAA' in the MSCI ESG Rating 2025. • Achieved 4.2 score in the FTSE4Good ESG Rating.

Stakeholder Scorecard

STAKEHOLDER GROUP	INDICATORS	VALUE DRIVERS
CUSTOMERS	Customer Satisfaction Score (CSAT) (%)	Overall customer satisfaction on our products and services
	Net Promoter Score (NPS)	Overall customer satisfaction on our products and services
	Average online transactions (AmOnline) (monthly) (million)	Growing digital business
	Value of transactions (AmAccess Biz) (RM million)	Growing digital business
	Volume of transactions (AmAccess Biz)	Growing digital business
EMPLOYEES	Employee Engagement Survey (%)	Connecting employees to their work and the organisation
	Training hours[1]	Investing in our people
	Women in top & senior management (%)	Progressing women in leadership
GOVERNMENT & REGULATORS	Common Equity Tier 1 (CET1) Capital Ratio (%)[2]	Strengthening capital
	Net Stable Funding Ratio (NSFR) (%)	Strengthening stable funding
	Net taxes and zakat (RM million)	Contributing to the government
COMMUNITIES	Volunteering hours	Advancing community welfare
	Community Investment (RM million)	Contributing to society
	Number of beneficiaries	Strengthening social well-being
	Local suppliers (%)	Supporting local enterprises
	Public Relations (PR) value (RM)	Enhancing media exposure and reach
	MSCI ESG Rating	Improving ESG rating of an influential rating agency
	FTSE4Good Index Series (ESG Rating)	Improving ESG rating of an influential rating agency
SHAREHOLDERS & INVESTORS	Dividend Per Share (DPS) (sen)	Improving returns for shareholders
	Cost to Income (CTI) (%)	Optimising productivity
	Return on Equity (ROE) (%)[3]	Improving returns for shareholders
	Profit After Taxation and Minority Interests (PATMI) (RM million)	Strengthening business performance
	Income (RM million)	Growing financial performance
	Share Price (RM)[4]	Share price appreciation

Notes:

[1] *Data is reported in the financial year (FY) format starting from FY2025.*
[2] *Pursuant to BNM's policy documents issued on 15 December 2023, the capital ratios computed from FY2021 to FY2024 had applied the transitional arrangements (TA) on provision for Expected Credit Loss (ECL). Under the TA, the Group was allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET1 Capital. Effective 1 April 2024, the TA have ended. With effect 1 August 2024, the capital ratios of the Group are computed based on Foundation Internal Ratings Based (FIRB) Approach.*
[3] *Adjusted for non-controlling interests.*
[4] *Closing share price as at end of the last trading day of financial year.*
[5] *One-off tax credit in FY2024.*

	FY2022	FY2023	FY2024	FY2025	FY2026	YOY CHANGE	ASSURANCE
	79	78	81	81	**87**	▲	**BMO**
	+19	+20	+27	+24	**+39**	▲	**BMO**
	87	89	107	128	**128**	=	**BMO**
	20,566	50,567	73,074	91,345	**104,795**	▲	**BMO**
	N/A as previously tracked based on monthly average	4,421,262	6,335,247	8,306,421	**9,454,577**	▲	**BMO**
	96	98	98	97	**96**	▼	**BMO**
	460,977	323,778	940,655	574,189	**681,435**	▲	**BMO**
	47	41	42	40	**39**	▼	**BMO**
	12.20	12.51	13.30	14.82	**14.82**	=	**BMO/IRO**
	114.2	106.3	113.1	108.9	**109.8**	▲	**BMO/IRO**
	209.8	494.2	(148.3)[5]	585.9	**620.3**	▲	**BMO/IRO/AFS**
	N/A	N/A	4,364	11,710	**12,584**	▲	**BMO**
	1.36	0.70	0.90	2.00	**1.84**	▼	**BMO**
	10,315	21,943	17,229	27,233	**31,993**	▲	**BMO**
	89	92	91	91	**90**	▼	**BMO**
	10,495,720	12,070,442	10,137,564	10,527,792	**18,300,000**	▲	**BMO**
	AA	AA	AA	AA	**AAA**	▲	**EDS**
	2.7	3.8	3.8	3.7	**4.2**	▲	**EDS**
	5.0	18.3	22.6	30.2	**35.0**	▲	**BMO/AFS**
	44.9	44.6	44.2	44.6	**44.7**	▲	**BMO/AFS**
	9.3	9.8	10.0	10.0	**10.0**	=	**BMO/AFS**
	1,502.7	1,708.8	1,868.1	2,001.2	**2,100.8**	▲	**BMO/AFS**
	4,665.0	4,711.4	4,646.6	4,928.9	**5,158.4**	▲	**BMO/AFS**
	3.71	3.75	4.19	5.60	**6.59**	▲	**EDS**

Legend:

BMO *Board and Management Oversight*
AFS *Audited Financial Statements*
IRO *Independent Regulatory Oversight*
EDS *External Data Source*

Sustainability Statement

AmBank Group's Sustainability Statement has been prepared to provide a clearer view of how sustainability-related risks and opportunities (SROs) may affect the Group's strategy, business model, financial position, performance, and long-term prospects. As SROs form part of capital allocation, risk management, regulatory expectations, and increasingly influence stakeholder confidence, this statement is intended to complement our financial statements and provide decision-useful information to investors and other primary users. We expect this statement to evolve as our adoption of the International Sustainability Standards Board's (ISSB's) International Financial Reporting Standards (IFRS) requirements mature.

BASIS OF PREPARATION, REPORTING SCOPE & JUDGEMENTS

Compliance with the IFRS Sustainability Disclosure Standards

IFRS S1.72, 55(a)

AmBank Group's sustainability-related disclosures have been prepared in accordance with the IFRS Sustainability Disclosure Standards issued by the ISSB, in line with the Main Market Listing Requirements (MMLR) of Bursa Malaysia Securities Berhad and the National Sustainability Reporting Framework (NSRF) issued by the Securities Commission Malaysia. For FY2026, we have applied: **IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information** and **IFRS S2 Climate-related Disclosures.**

Where relevant, disclosure topics under the IFRS S2 Industry-based Guidance on Implementing Climate-related Disclosures for the Financial Sector and related Sustainability Accounting Standards Board (SASB) Standards for the Financial Services industry have been considered in determining and disclosing material sustainability-related information. The Group has also disclosed progress metrics (where feasible for yearly comparison), prescribed tables, and the Statement of Assurance in accordance with the MMLR.

Connectivity with Financial Statements

IFRS S1.64, 24, 22, B39, 30(b), 31, IFRS S2.10(d)

This Sustainability Statement covers the financial year from 1 April 2025 to 31 March 2026, unless otherwise stated, and is aligned with the reporting period of AmBank Group's consolidated financial statements. The presentation currency is Ringgit Malaysia (RM), consistent with the consolidated financial statements, which are prepared in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the Companies Act 2016.

The statement should be read together with the Financial Statements, other relevant sections of the Integrated Annual Report and the Sustainability Report 2026. This provides a connected view of how SROs may affect the Group's financial position, financial performance, cash flow, strategy, risk management and prospects over different time horizons.

Time Horizon:

Note: *these time horizons are only applicable to the SROs.*

Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

IFRS S1.E3, S2.C3

In adopting the IFRS Sustainability Disclosure Standards, the Group has applied the transition reliefs available under the Standards and the MMLR. These reliefs recognise that sustainability-related financial reporting is still maturing and allows the Group to strengthen its disclosures progressively.

Transition Relief Applied	How It Is Applied by AmBank Group
Relief from disclosing comparative information	Comparative IFRS sustainability-related disclosures, given that FY2026 is the first year of application, is not disclosed save for selected comparative information that is presented where available.
Relief from reporting sustainability related information – Scope 3 Category 15 GHG emissions aligned with the financial reporting date	Scope 3 Category 15 GHG emissions is disclosed as at 31 March 2025. We expect alignment with the financial reporting date as our reporting and disclosure capabilities mature.

Sustainability Statement

Reporting Scope and Boundary

IFRS S1. 6, 20, B38, 74, 75, 17, 18

The reporting entities within the Sustainability Statement are consistent with AmBank Group's reporting entities of the consolidated financial statements for the financial year ended 31 March 2026. This ensures consistency between the Group's financial reporting and sustainability-related financial disclosures.

In the context of IFRS Sustainability Disclosure Standards and for the purposes of disclosing material SROs, the reporting boundary has been defined following a materiality assessment, covering two key aspects:

Qualitative Lens:
Operational Control.

Quantitative Lens:
Profit After Taxation contribution and percentage relative to the Group's Total Assets.

The disclosure covers the following banking entities under AMMB Holdings Berhad (collectively known as "AmBank Group", or "the consolidated group" or "the Group" or "we") and excludes joint ventures and associates due to the Group's non-controlling interest:

AmBank (M) Berhad

AmBank Islamic Berhad

AmInvestment Bank Berhad, including AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd

AmBank Group's Value Chain

IFRS S1.2

The Group's SROs are identified and assessed across its value chain—upstream, own operations and downstream—taking into account the key activities, business relationships and stakeholders that influence the Group. This includes capital and funding sources and the evolving environment, aspects from own operations, such as procurement, our banking platforms and technology ecosystem, and how we deploy capital.

Upstream: Capital and Funding Sources and Enabling Environment

Key activities, resources and relationships

- Capital and funding inputs
- Regulatory and supervisory environment
- Suppliers and vendors providing technology, infrastructure, data, professional services and operational support

Key stakeholders

- Investors and shareholders
- Depositors
- Regulators and supervisory bodies
- Suppliers and vendors

Own Operations: Banking, Risk Management and Delivery Platform

Key activities, resources and relationships

- Integrity and code of conduct
- Product and service design
- Procurement and third-party services
- Digital banking platforms and payments systems
- Customer experience and operational efficiency
- Cybersecurity and data privacy
- Technology ecosystem and infrastructure
- Workforce and capability pipeline

Key stakeholders

- Employees
- Customers
- Regulators

Downstream: Deployment of Capital and Impact

Key activities, resources and relationships

- Responsible financing and sustainable finance offerings
- Retail, wealth, business, investment, Islamic and corporate banking
- Selling and lending practices
- Community investments and partnerships

Key stakeholders

- Individuals, SMEs and corporate customers
- Businesses accessing financing, investment and banking solutions
- Communities benefiting from financial inclusion and social impact programmes

This strategic value chain-based approach enables the Group to consider how these interactions with different stakeholders segments may give rise to sustainability-related impact, risks and opportunities.

SR *Reporting boundaries in relation to GHG Emissions is detailed in the Appendix of the Sustainability Report 2026.*

Significant Judgements and Measurement Uncertainties

IFRS S1.75, 78, 79, 81

Preparing sustainability-related financial disclosures requires management to apply judgement, particularly where information is forward-looking, dependent on external data or affected by evolving methodologies. The Group has therefore disclosed the key areas where judgement and estimation were required, to help users understand the basis on which the information has been prepared.

Estimation is required where sustainability information cannot be measured directly, relates to entities or activities in the value chain, uses forward-looking assumptions or involves data availability and data quality limitations.

SR *Assumptions are detailed in the Appendix of the Sustainability Report 2026.*

Significant Judgements

1 Materiality assessment and selection of material information

Management applied judgement in identifying the reporting boundaries and the associated SROs that could reasonably be expected to affect AmBank Group's prospects. This included determining the information that could influence decisions made by primary users of the Group's financial statements.

2 Selection of climate scenarios

Judgement was applied in selecting the climate scenarios used for scenario analysis and stress testing as well as the underlying assumptions used for the climate scenarios. The Group's approach is anchored on externally recognised scenarios developed by the Network for Greening the Financial System (NGFS) and aligned with Bank Negara Malaysia regulatory expectations.

Scenario Type	Scenario Applied
Orderly transition	Net Zero 2050
Disorderly transition	Divergent Net Zero
Hot house world	Nationally Determined Contributions

3 Calculation methods for GHG emissions

Judgement was applied in determining the most appropriate calculation methods for each disclosed Scope 3 category, considering the availability and quality of data, with external data prioritised where available and sufficiently reliable. Specifically for Scope 3 Category 15: Investments (also known as "financed emissions"), the Group prioritised the use of customer- and investee-specific data where available. When primary data is not available, relevant proxies were used to estimate financed emissions.

Measurement Uncertainty

Anticipated financial effects of SROs

The quantification of anticipated financial effects is subject to significant uncertainty, particularly over the short, medium and long term.

GHG-related metrics

GHG emissions are measured in accordance with the GHG Protocol unless otherwise stated. These metrics are subject to inherent uncertainty due to reliance on activity data and emission factors, including information obtained from third parties. Where complete or timely data is not available, estimates are applied.

Sustainability Statement

HOW SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES WERE IDENTIFIED

Materiality helps the Group focus on the sustainability matters that are most relevant to our stakeholders, business model and long-term value creation. For FY2026, we assessed materiality through two connected lenses: first, by identifying the sustainability matters where the Group may significantly impact people, the economy and the environment; and second, by assessing which of these matters could reasonably affect our financial performance, resilience and enterprise value over time.

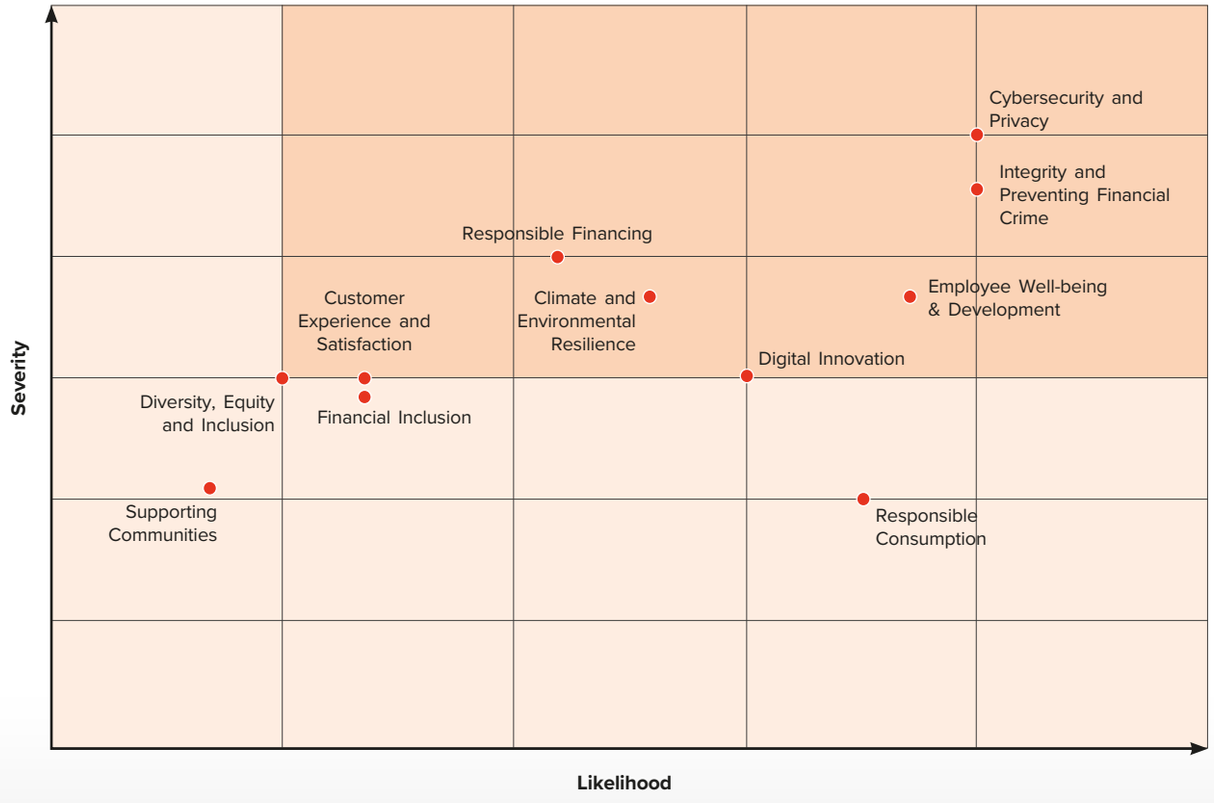
This Sustainability Statement focuses primarily on the material SROs identified through this process. The broader set of 11 material matters, including their definitions, stakeholder relevance and impact materiality assessment results, is covered in greater detail in the Sustainability Report 2026.

Identifying Sustainability Material Matters

The first phase of the assessment focused on broader sustainability material matters. These matters reflect the Group's impact on stakeholders, society, the economy and environment, as well as the sustainability topics most relevant to its value chain and operating context. This process considered stakeholder inputs, business relevance, sector context and the Group's activities, products, services and business relationships.

Through this assessment, the Group identified **11 material matters**, as shown in the matrix.

Impact Materiality Matrix



The impact materiality assessment highlighted several matters with higher severity and likelihood, including Responsible Financing, Climate and Environmental Resilience, Cybersecurity and Data Privacy, Integrity and Preventing Financial Crime and Employee Well-being and Development. These matters were assessed as more significant from an impact perspective due to their links to stakeholder trust, operational resilience, financing activities, governance, regulatory expectations and long-term sustainability.

Other matters, including Customer Experience and Satisfaction, Digital Innovation, Financial Inclusion, Diversity, Equity and Inclusion, Responsible Consumption and Supporting Communities, remain important to the Group's broader sustainability agenda and are covered in greater detail in the Sustainability Report 2026.

The material matters are maintained within the three themes of the Sustainability Framework:

RESPONSIBLE BANKING

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

M1 RESPONSIBLE FINANCING

Integrating sustainability within financing, investment and advisory activities by offering products and services that support sustainable outcomes and drive positive impact.

SR *To learn more, see page 33 of the Sustainability Report 2026.*

M4 DIGITAL INNOVATION

Enhancing customer and stakeholder experience through digital solutions and technology-enabled process improvements to deliver more seamless, accessible and efficient interactions across channels.

SR *To learn more, see page 36 of the Sustainability Report 2026.*

M2 CLIMATE AND ENVIRONMENTAL RESILIENCE

Ensuring resilience across businesses and portfolios by embedding sustainability considerations within financing, investment and advisory decisions, to manage and mitigate negative environmental and climate impact.

SR *To learn more, see page 34 of the Sustainability Report 2026.*

M5 CYBERSECURITY AND DATA PRIVACY

Protecting stakeholder data and ensuring resilience against potential cyber threats and privacy breaches through robust governance structures, security systems and stringent risk measures.

SR *To learn more, see page 37 of the Sustainability Report 2026.*

M3 CUSTOMER EXPERIENCE AND SATISFACTION

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

SR *To learn more, see page 35 of the Sustainability Report 2026.*

M6 FINANCIAL INCLUSION

Offering accessible, affordable and suitable financial products and services to underserved and unserved segments to strengthen financial health and inclusion.

SR *To learn more, see pages 38 of the Sustainability Report 2026.*

CONSCIOUS SELF-CONDUCT

We are conscious that our internal conduct integrates sustainability and climate-related implications

M7 INTEGRITY AND PREVENTING FINANCIAL CRIME

Upholding rigorous corporate governance, ethical conduct and strong compliance controls to prevent bribery, corruption, money laundering and other financial crimes, with a commitment to transparency, accountability and integrity.

SR *To learn more, see pages 39 of the Sustainability Report 2026.*

M9 DIVERSITY, EQUITY AND INCLUSION

Promoting a fair, inclusive and respectful workplace that values and treats all employees equally.

SR *To learn more, see page 41 of the Sustainability Report 2026.*

M8 EMPLOYEE WELL-BEING AND DEVELOPMENT

Supporting employee health, safety, well-being and advancing career development to build a capable and resilient workforce.

SR *To learn more, see page 40 of the Sustainability Report 2026.*

M10 RESPONSIBLE CONSUMPTION

Fostering environmental responsibility by managing and minimising our negative environmental impact through better energy, water, waste management practices and responsible procurement that promotes sustainability across our supply chain.

SR *To learn more, see page 42 of the Sustainability Report 2026.*

POSITIVE SOCIETAL IMPACT

We contribute towards the creation of positive impact to our communities

M11 SUPPORTING COMMUNITIES

Fostering inclusive economic growth and shared prosperity for our communities through responsible investment, partnerships and programmes that improve resilience and well-being.

SR *To learn more, see page 43 of the Sustainability Report 2026.*

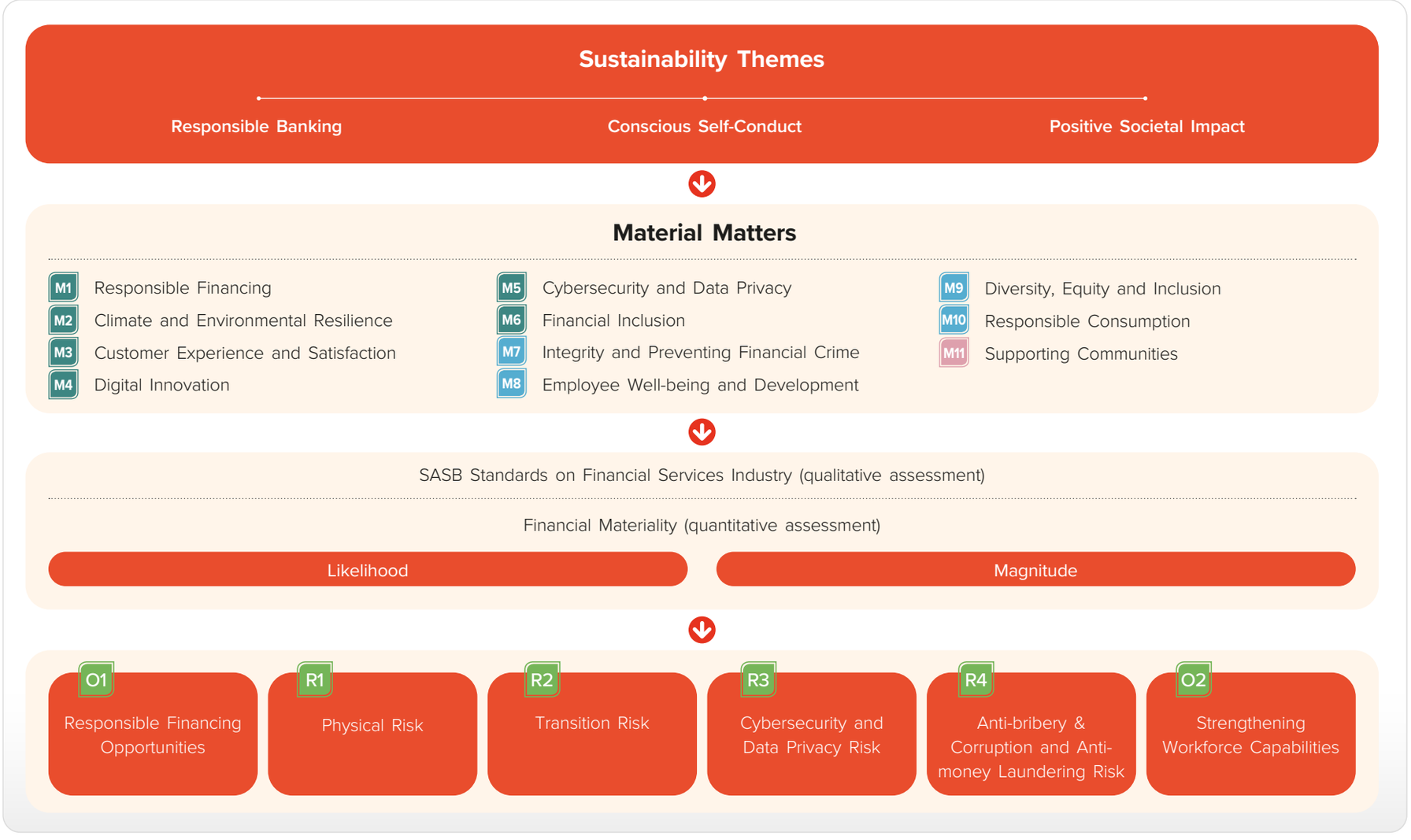
Sustainability Statement

Applying a Financial Materiality Lens

Following the impact materiality assessment, the 11 material matters were assessed through an internal financial materiality lens to identify the SROs that could reasonably affect AmBank Group's prospects. This was guided by **IFRS S1**, **IFRS S2** and sector-specific references such as the **SASB Standards for the Financial Services Industry**. The assessment considered how each matter could affect the Group's financial performance, financial position, cash flows, resilience, risk profile, access to capital, customer trust, operating costs and long-term enterprise value.

This process helped distinguish between:

- broader sustainability matters that remain important to stakeholders and the Group's impact agenda; and
- SROs that could reasonably be expected to affect the Group's prospects.



Through the financial materiality assessment, the Group identified six SROs, covering two sustainability-related opportunities and four sustainability-related risks:

O: Opportunity, R: Risk

SROs		Related Material Matter	Why It Is Financially Material
IFRS S2			
O1	**Responsible Financing Opportunities**	Responsible Financing	Supports financing growth, fee-based income, portfolio alignment, customer transition and resilience and sustainable capital market opportunities.
R1	**Physical Risk**	Climate and Environmental Resilience	May affect borrowers, collateral values, investment exposures, funding stability, operations and critical third-party dependencies.
R2	**Transition Risk**	Climate and Environmental Resilience	May affect customer creditworthiness, sector exposure, financed emissions, capital allocation and the Group's net zero transition approach.
IFRS S1			
R3	**Cybersecurity and Data Privacy Risk**	Cybersecurity and Data Privacy	May affect operational resilience, customer trust, regulatory compliance, digital banking growth and potential financial losses from cyber incidents or data breaches.
R4	**Anti-bribery & Corruption and Anti-money Laundering Risk**	Integrity and Preventing Financial Crime	May affect regulatory standing, compliance costs, operational continuity, stakeholder confidence and exposure to penalties or reputational damage.
O2	**Strengthening Workforce Capabilities**	Employee Well-being and Development	Supports strategy execution, productivity, talent retention, succession readiness, innovation, risk management and long-term business resilience.

AMBANK GROUP'S SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

O1 Responsible Financing Opportunities

Responsible financing opportunities arise from growing demand for financing solutions that support environmental and social outcomes through sustainable, transition and green financing. These opportunities are linked to core lending, investment, asset management, advisory, and capital markets activities, particularly as customers across real economy sectors require capital to decarbonise, transition, adapt, improve resilience, and support inclusive growth.

IFRS Pillars

Governance
IFRS S2.6-7

Oversight focuses on ensuring responsible financing supports strategic growth, portfolio alignment and long-term value creation.

- The Board oversees responsible financing opportunities, including sustainable financing mobilisation, sector positioning, portfolio direction and the role of financing in supporting economic transition and resilience.
- The Board and its committees receive updates on mobilisation, notable transactions, customer engagement plans for the AmBank Group Net Zero Transition Plan (NZTP) priority sectors, and emerging opportunities in energy transition, carbon markets and sustainable infrastructure.
- The Audit and Examination Committee (AEC) reviews the effectiveness of governance arrangements and internal controls, including assessment outcomes and independent review findings.
- At Management level, the Group Management Committee (GMC) and Group Sustainability and Climate Risk Council (GSCRC) evaluate sustainability-related business opportunities, frameworks and strategies, with performance monitored and escalated to the Board.
- Business units originate and structure green, sustainable and transition financing, with proposals deliberated through established approval processes (Credit and Commitments Committee (CACC) and Board Credit Committee (BCC) where growth-versus-risk trade-offs are assessed together with reputational impact.
- Oversight is reinforced by the three lines of defence, with Shariah governance applied where relevant.

Sustainability Statement

IFRS Pillars

Strategy

IFRS S2.9-22

Strategy is focused on capturing sustainable finance growth while supporting customer transition, resilience and inclusive economic participation.

- Opportunities evolve across time horizons: short-term demand from green, sustainable and transition financing; medium-term growth from sector transformation, infrastructure and capital markets; and long-term value from alignment with transition-ready and resilience-supporting sectors.
- Demand will be rising although perhaps at a more protracted pace given the current macroeconomic and geopolitical challenges, as customers seek capital to decarbonise, adopt low-carbon technologies, improve resource efficiency and meet evolving regulatory and market expectations.
- Strategy and budget setting are guided by national policy priorities, including the National Energy Transition Roadmap (NETR), New Industrial Master Plan (NIMP) 2030 and 13th Malaysia Plan, and refined annually for market and macroeconomic conditions.
- Opportunities are operationalised through the NZTP (sector prioritisation), the Sustainable Finance Product (SFP) Framework (classification and eligibility) and the Sustainable, Transition and Green (STG) Financing Guideline (structuring, tagging and monitoring).
- Opportunities are identified via active and passive levers across decarbonisation pathways, customer readiness and financing gaps, then translated into lending, capital markets, advisory, investment and asset management activities.
- Customer engagement is a strategic focus to understand their transition plans and determine on how the Group can support; in FY2026, 10 key customer engagements took place in select hard-to-abate sectors.
- In FY2026, RM18 billion of sustainable financing was mobilised, a 24% increase from the previous year, generating RM39 million in net interest income (excluding trade income) from green financing, affordable and low income financing of RM7,712.7 million and over RM195 million in gross interest income from sustainable investments of RM6,577.8 million and gross fee income of approximately RM0.9 million from capital market issuances (underwritten portion) facilitated of RM3,753.7 million.
- Additionally, the Group earned gross fee income of RM15.7 million from sustainability-related corporate finance and equity capital market deals as well as associated brokerage fees.
- Over the medium and long term, continued STG growth is expected to expand the portfolio, stabilise interest income, diversify fee revenues and reduce exposure to transition-related credit deterioration.

Time horizon	Anticipated effects
ST **Short term**	Demand for STG financing is expected to grow as client decarbonisation plans build momentum. The Group anticipates sustainable-financing origination and associated fee income to continue supported by its sustainable-finance framework.
MT **Medium term**	As hard-to-abate customers execute transition plans, the Group expects expanding transition-finance flows and advisory mandates. Consistent with our customer engagement strategy, the opportunity is to finance credible transition that differentiates the franchise.
LT **Long term**	Structural reallocation of the book toward a net-zero-aligned economy is expected to make sustainable and transition finance a key revenue engine.

Notable Transactions in FY2026

Transaction/Activity	FY2026 (RM million)
MSR Green Energy – Battery Energy Storage System, Sabah: Supports Sabah's first large-scale battery energy storage system, strengthening grid stability and renewable energy integration	**408**
Malaysia Rail Link – SDG Sukuk for ECRL: Supports electrified rail, regional connectivity, inclusive development and SDG-aligned infrastructure financing	**RM10,210 million programme; RM7,510 million issued in FY2026**
Agri-infrastructure – Green Financing/Islamic Term Financing: Supports modern paddy cultivation, improved irrigation systems, flood prevention and national food security objectives	**745**

IFRS Pillars

Risk Management

IFRS S2.25

Responsible financing opportunities are screened, classified and monitored to ensure growth remains credible, disciplined and aligned with risk appetite.

- Responsible financing opportunities are embedded within existing credit, investment and capital markets processes, with sustainability assessed alongside financial, credit and reputational factors.
- Assessment is structured across four layers: Responsible Lending/Financing, Prohibited Transactions, Conditional Restrictions and Climate Change and ESG Risk Assessment (CERA), ensuring opportunities are screened before classification, approval and monitoring.
- CERA combines Climate Change and Principle-based Taxonomy (CCPT) due diligence, internal ESG risk scoring and STG classification to assess counterparty and transaction risk profiles at origination and annual review.
- The control environment is supported by the Sustainability and SFP Frameworks, STG Financing Guideline, sector position statements, negative thresholds, prohibited/restricted lists, Risk Appetite Statements and sector limits.
- Controls are tailored by segment: non-retail via CERA and credit assessment; retail via negative listings, collateral and affordability checks; investment banking via reputational due diligence (reviewed through the Capital Markets Committee); and asset management via sustainability integration across Sustainable and Responsible Investing (SRI) and non-SRI funds.
- Scenario analysis and portfolio monitoring support opportunity prioritisation by assessing CCPT classifications, climate-supporting/transitioning/climate-sensitive exposures, sector credit sensitivity, customer readiness and concentration risk.

Metrics and Targets

IFRS S2.29(d), 32

Responsible financing performance is tracked through mobilisation, quality of growth, capital markets activity and classification discipline.

- Performance is tracked through mobilisation, quality of growth, capital markets activity and classification discipline, measured across retail, business banking, wholesale banking, investments and capital market issuances under the SFP Framework and STG Guideline.
- The Group has not announced a standalone public mobilisation target, but sustainable financing objectives are incorporated into senior management KPIs to reinforce accountability and tone from the top.
- In FY2026, RM18 billion of sustainable financing was mobilised, a 24% increase from the previous year, led by green financing, which grew 168%.
- Responsible financing is scaling beyond traditional lending into investments, capital market issuances, advisory and fee-based activities.
- Growth remains uneven across sectors and customers, reflecting differences in transition maturity, capital requirements and quality of transition plans.
- Reported sustainable finance mobilised should be read alongside the Group's recognition criteria, methodology and limitations, as classification approaches continue to evolve with standards and taxonomies.

Financing Type	Sustainable Financing Mobilised (RM million)
Green Financing	6,441.8©
Affordable and Low-income Financing	1,270.9©
Sustainable Investments (outstanding balance)	6,577.8©
Sustainable Capital Market Issuances Facilitated (underwritten portion)	3,753.7©
Total	**18,044.2©**

© *Data has been subjected to an external independent limited assurance. Refer to the Independent Limited Assurance Report on pages 242-245 of the Sustainability Report 2026.* SR

- For the Asset Management business, the Group aims to ensure that a minimum of 50% of firm-wide AUM are rated with an ESG score of 3 or above. Currently 73% of investee companies are rated 3 or better.

SR *For more information, see pages 64-85 of Sustainability Report 2026.*

Sustainability Statement

R1 Physical Risk

Climate-related physical risk arises from acute events such as floods and storms, as well as chronic shifts such as rising temperatures, changing rainfall patterns, water stress, sea level rise and prolonged droughts. For AmBank Group, these risks are location-specific and may affect customers, collateral, investment exposures, funding stability, own operations and critical third-party dependencies.

IFRS Pillars

Governance

IFRS S2.6-7

Oversight focuses on where physical risks are concentrated and how the Group responds.

- The Board and Risk Management Committee (RMC) oversee climate-related physical risk, including impact on portfolios, collateral, operations, controls and risk appetite, while the AEC assesses control adequacy.
- At Management level, the Group Management Risk Committee (GMRC) deliberates on climate stress testing, high-risk geographies, physical risk indicators, resilience measures and business continuity, while the GSCRC recommends climate risk strategies and monitors physical risk indicators for our own operations.
- Governance places emphasis on key decision-making areas including credit assessment, geographic exposure, asset vulnerability, collateral sensitivity, investment portfolio impact, funding and liquidity implications, and operational continuity.
- Oversight is supported by the three lines of defence, with business units managing exposures through onboarding, credit assessment and required collateral. Group Sustainability and Group Risk establish frameworks, hazard mapping and scenario analysis methodologies; and Internal Audit provides independent assurance over controls and implementation.

Strategy

IFRS S2.9-22

The Group's strategy is based on understanding exposure, assessing vulnerability and strengthening resilience.

- The strategy is based on understanding exposure, assessing vulnerability and strengthening resilience across acute risks (floods, storms) and chronic shifts (rising temperatures, water stress, sea level rise, droughts), affecting both business and operations.
- The strategic response focuses on four areas: business activities, funding and liquidity management, customer and portfolio resilience, and internal operational resilience.
- Financial impact may transmit through credit, market, liquidity, operational, strategic, legal and reputational channels, influencing Probability of Default (PD), Loss Given Default (LGD), Expected Credit Loss (ECL) and portfolio performance.
- The Group conducted its first climate risk stress test aligned with BNM's 2024 Climate Risk Stress Test (CRST) framework using Network for Greening the Financial Services (NGFS) Phase 3 scenarios, including a 1-in-200-year flood event; insights show higher sensitivity in Manufacturing, Real Estate and Construction, residential property financing, and selected states (Kuala Lumpur, Selangor, Negeri Sembilan, Johor). A climate adjusted LGD was applied for identified stressed locations which resulted in an ECL impact within the Group's risk tolerance levels. As such no overlay was required.
- Operational locations are generally assessed to be within low to moderate risk levels, with no material vulnerabilities identified. This indicates that operational resilience measures remain important, even where current vulnerability is not assessed as material.

Time horizon	Anticipated effects
ST Short term	Acute events (notably monsoon flooding) may disrupt operations and branch availability and impair customers' repayment capacity, with potential near-term effects on operational costs, collateral values in affected localities therefore impacting ECL in exposed retail and SME segments. These risks are managed through insurance arrangements, business-continuity and resilience measures.
MT Medium term	Chronic shifts and rising climate event frequency may affect the credit quality of geographically and sectorally concentrated exposures (agriculture, flood-prone real estate) and the insurability and value of collateral, feeding into portfolio risk appetite and provisioning as physical-risk scenario analysis under Climate Risk Management and Scenario Analysis (CRMSA) matures.
LT Long term	Under higher-warming scenarios, sustained repricing of physical risk, reduced insurability and sovereign/macro effects in vulnerable markets could affect asset values, capital and the geographic shape of the portfolio.

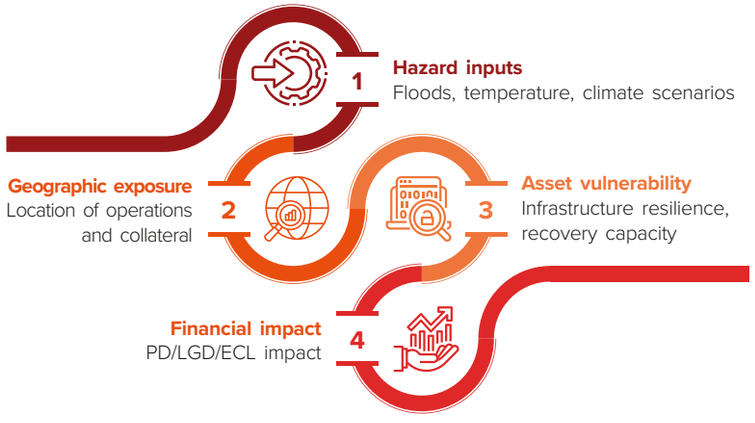
IFRS Pillars

Risk Management

IFRS S2.25

Physical risk is managed through existing risk frameworks, supported by hazard mapping, scenario analysis and monitoring.

- Physical risk is integrated into the Enterprise Risk Management (ERM) Framework, Group Risk Appetite Framework (GRAF), Group Risk Universe and the Group Sustainability Framework, operationalised through credit policies, mortgage origination and underwriting frameworks and business continuity management frameworks.
- Six climate hazards are assessed: flood, heat stress, hurricanes and typhoons, water stress, wildfires, and sea level rise.
- Scenario outputs are used to identify high-risk locations and sectors, assess potential credit deterioration and inform portfolio monitoring, mitigation actions and strategic decision making.
- Flood exposure and physical risk indicators are monitored against predefined thresholds, with mitigation such as enhanced monitoring, alternative site planning or relocation for "red flagged" areas for our own operations and third party service providers.
- The current and anticipated effects of climate-related physical risks across the short term have been assessed and quantified through the Group's climate risk stress testing process. Climate-adjusted ECL considerations are incorporated into ICAAP to ensure capital planning and buffers remain commensurate with evolving climate risks identified through scenario analysis.



Metrics and Targets

IFRS S2.29(c), 32

Physical risk is monitored through resilience objectives, exposure indicators and qualitative CRST insights, while quantitative disclosure continues to mature.

- Physical risk is managed through resilience objectives rather than fixed quantitative reduction targets, as hazards cannot be eliminated but must be monitored and mitigated.

Monitoring Categories:

Monitoring Area	What We Track
Operational exposure	Exposure of branches, ATM, CQM, CRMs, main buildings, Data Centres and Third-party Service Providers to high flood risk areas
Property-backed lending	Housing loans and mortgage exposures in high flood risk areas
Measurement basis	Flood risk exposure, location data, collateral characteristics, portfolio segmentation and scenario analysis

- Based on a third party climate hazard assessment tool, our operations has no high physical risk exposure on branches, Cash Recycler Machine (CRMs), Main Buildings, Data Centres and Third-party Service Providers. Nonetheless, mitigation measures under the Group's Flood Preparedness and Business Continuity Management (BCM) Framework are in place. These measures include contingency and recovery arrangements, alternative service delivery channels, disaster recovery capabilities and ongoing preparedness activities to support operational resilience and continuity of critical services during disruptions.

Key Metrics and Indicators:

Indicator	Measurement Unit	FY2026
Value of mortgage portfolio susceptible to high flood risk*	Value (RM)	RM807 million
Percentage mortgage portfolio susceptible to high flood risk*	Percentage (%)	1.5%

* *High flood risk refers to properties which indicate moderate to high susceptibility to flooding and exposure to high-frequency and/or severe inundation. The reported metric is based on residential mortgage exposures identified as having heightened credit risk concerns to support enhanced monitoring.*

- For these mortgages, we adopt a risk-based approach to manage exposure by incorporating flood-related risks into credit evaluation through negative listings, collateral assessment processes and portfolio oversight.

SR *For more information, see pages 86-99 of Sustainability Report 2026.*

Sustainability Statement

R2 Transition Risk

Climate-related transition risk arises from the global shift towards a climate resilient economy, as policies tighten, technologies evolve and market expectations change. These risks are primarily concentrated in the Group's lending and investment portfolios, particularly within climate sensitive and hard-to-abate sectors, while also affecting own operations.

IFRS Pillars

Governance

IFRS S2.6-7

Oversight focuses on portfolio exposure, sectoral transition pathways and alignment with carbon neutral and net zero ambitions.

- The Board and RMC oversee transition risk exposures, climate scenario analysis outcomes, decarbonisation strategies, related disclosures, internal controls and alignment with risk appetite and regulatory expectations, while the AEC assesses control adequacy.
- At Management level, the GMRC and GSCRC deliberate on transition-related risk and opportunities within material portfolios, sectoral concentration, climate stress testing, risk appetite thresholds, NZTP implementation and progress against sectoral targets.
- Oversight is supported by the three lines of defence, with transition considerations embedded into credit and investment decisions and escalation of elevated-risk transactions to the CACC and BCC.
- Accountability is reinforced through senior management scorecards, including transition-related KPIs such as STG Financing, CRST and Scope 1 and 2 emissions reduction, monitored via the GSCRC and reviewed by the Group Nomination and Remuneration Committee (GNRC).
- Board and management capability is supported through climate related training, sector-specific deep dives, sustainability masterclasses and the Sustainability Academy, strengthening decision-making on transition dynamics and emerging opportunities.

Strategy

IFRS S2.9-22

The Group's strategy is anchored on the NZTP, with focus on steering capital, managing sector exposure and supporting customer transition.

- The strategy is anchored on the NZTP, focused on steering capital, managing sector exposure and supporting customer transition.
- Transition risk is driven by policy and regulatory change, technological change and market/customer shifts, affecting the Group through business activities (lending and investment) and own operations (governance, data, systems, disclosure, compliance, capability, enterprise emissions).
- Financed emissions from lending and investment constitute the majority of the Group's GHG emissions and are the key channel through which transition risk may materialise.
- The NZTP is structured around four components: Sector Pathways and 2030 near-term targets; Portfolio Steering and Risk Alignment; Customer Transition and Engagement; and Enabling Infrastructure (data, systems and capabilities, including the Sustainability Data System and Sustainability Academy).
- In FY2026, the Group incurred climate-related expenditure relating to climate risk tools, sustainability data, disclosure and assurance of approximately RM2.3 million. Additionally, CAPEX of over RM2 million for energy efficiency initiatives was spent.
- To align to our carbon neutral 2030 target, we anticipate a spend of between RM15 million to RM20 million until FY2031.

Time horizon	Anticipated effects
ST Short term	Policy and market signals may affect the transition-readiness of carbon-intensive customers. Near-term effects are largely indirect — via heightened due diligence, customer engagement and data demands — with limited direct profit and loss (P&L) impact.
MT Medium term	Divergence between clients aligned and misaligned to NZTP sector pathways may drive credit-risk migration and shape the financed-emissions trajectory against 2030 interim targets, with effects on ECL, Risk Weighted Assets (RWA) and the pace of portfolio realignment. We expect this to be managed through transition planning with customers.
LT Long term	A disorderly transition could expose carbon-intensive exposures to stranded-asset risk and structural demand decline, with material implications for long-term credit losses and the composition of the book to 2050; an orderly transition conversely supports franchise resilience. We expect that transition-risk scenario analysis will be progressively strengthened.

IFRS Pillars

Risk Management

IFRS S2.25

Transition risk is managed through existing risk frameworks, transaction-level assessment, scenario analysis and portfolio monitoring.

- Transition risk is integrated into the ERM Framework, Group Risk Universe and Group Sustainability Framework, and operationalised through credit policies, the Risk Appetite Framework, CERA, climate sensitive sector limits, prohibited/restricted transactions, the SFP Framework, STG Guideline and NZTP.
- Clear transaction boundaries apply to high-risk or non-aligned activities, including no new financing for thermal coal mining, greenfield coal-fired power plants, and palm oil activities contravening No Deforestation, No New Peat and No Exploitation (NDPE) commitments, while honouring existing commitments.
- Transition risk is assessed through transaction-, customer- and portfolio-level analysis, with CERA integrating BNM CCPT due diligence, internal STG assessment and ESG risk criteria.
- NGFS-aligned scenario analysis and CRST assess how transition pathways affect sector risk profiles, credit quality and portfolio performance, with the Divergent Net Zero scenario showing the most pronounced credit impact.
- The current and anticipated effects of climate-related transition risks across the short term have been assessed and quantified through the Group's climate risk stress testing process. Climate-adjusted ECL considerations are incorporated into ICAAP to ensure capital planning and buffers remain commensurate with evolving climate risks identified through scenario analysis.

How scenario analysis informs risk management:

Metrics and Targets

IFRS S2.29(b), 32

Transition risk is monitored through portfolio exposure, financed emissions, sector pathway performance and enterprise emissions indicators.

Transition Risk Targets:

Target	Timeline
Net zero	2050
Near-term 2030 Sector-specific emissions intensity pathways	2030
Thermal coal phase-out	2030
Carbon Neutral (Scope 1 and Scope 2)	2030

Key Metrics and Indicators:

Metric	Status
Financed emissions (FY2025)	
Hard-to-abate sector decarbonisation pathways on track to meet 2030 near-term targets	3 out of 7
Portfolio exposure – percentage of exposure to hard-to-abate sectors identified in the Group's NZTP (non-retail portfolio)	38%
Enterprise emissions (FY2026)	
Scope 1 emissions	436 tCO_2e©
Scope 2 emissions (Location-based emissions)	21,365 tCO_2e©
Net Scope 2 emissions (Market-based emissions)	11,051 tCO_2e©

© *Data has been subjected to an external independent limited assurance. Refer to the Independent Limited Assurance Report on pages 242-245 of the Sustainability Report 2026.* SR

- Transition risk exposure is concentrated in the financing portfolio, particularly in climate-sensitive and hard-to-abate sectors.
- Absolute financed emissions provide a view of overall portfolio exposure, while emissions intensity metrics are used to assess alignment against sector pathways.
- Enterprise emissions indicators track the Group's own operational decarbonisation progress towards Carbon Neutral Scope 1 and Scope 2 emissions by 2030.
- These metrics inform portfolio steering, customer engagement, sector exposure management and operational decarbonisation priorities.

SR *For more information, see pages 100-132 of Sustainability Report 2026.*

Sustainability Statement

R3 Cybersecurity and Data Privacy Risk

Cybersecurity and data privacy risk is mission-critical to AmBank Group's role as a trusted financial institution, given the potential for cyber incidents or data breaches to cause financial loss, service disruption, regulatory consequences and reputational damage. Strong cyber resilience and data protection practices support stable operations, customer confidence and secure growth of the Group's digital banking franchise.

IFRS Pillars

Governance

IFRS S1.27

Oversight focuses on ensuring cybersecurity, data privacy and technology risks are embedded into strategy, digitalisation decisions and risk governance.

- The Board retains ultimate accountability for cybersecurity and data privacy risk, recognising it as both an operational and strategic risk.
- Board-level oversight is supported by the Group Information Technology Committee (GITC), which reviews cybersecurity, technology and digital strategies, and the RMC, which oversees IT and cyber risks.
- The Board, RMC and GITC consider cybersecurity and data privacy in relation to the digitalisation agenda, technology decisions, cyber risk exposure, regulatory compliance and readiness to detect, prevent and respond to cyberattacks.
- Structured reporting reaches the Board through the RMC and GITC, including quarterly updates on cybersecurity posture, high-severity incidents, vulnerabilities and threat intelligence, plus an annual Cybersecurity Threat Briefing by the Group Chief Information Security Officer (Group CISO) with external support.
- At Management level, cyber resilience, technology security, data governance and AI related risks are led by the GMRC, Group Chief Fintech and Technology Officer, Group CISO, Group Technology Information Security Officer (Group TISO), and Group Chief Data and AI Officer.
- Accountability is reinforced through cybersecurity-related KPIs in senior management scorecards, covering regulatory conformance, maturity targets, certification maintenance and workforce-wide training.

Strategy

IFRS S1.29-40

The Group's strategy focuses on strengthening cyber resilience, protecting customer data and enabling secure digital growth.

- Cybersecurity and data privacy risks are shaped by digital banking growth, third-party connectivity, evolving threats, use of AI and advanced analytics, legacy infrastructure and rising regulatory expectations.
- The Group adopts a proactive, multi-faceted and data-centric security approach focused on technical controls, regulatory alignment, operational uplift and security awareness.
- The Cyber Risk and Security Strategies are reviewed through a three-year strategic plan to maintain momentum towards a cyber-resilient ecosystem.
- Risks affect the Group across the value chain—upstream technology providers, internal operations and downstream customer interactions—with key channels including customer data and privacy, operational continuity, financial crime and fraud, third-party concentration risk, and reputational impact.
- Cybersecurity and data protection carry direct financial implications: over RM33 million in operating expenses was incurred in FY2026 for applications, controls, monitoring and data protection, alongside approximately RM2 million in capital expenditure for IT security systems, bringing total expenditure to over RM35 million in the financial year. In the short term a similar amount is expected to be spent to build continued resilience against threats.
- The Group conducts stress testing using plausible cyber threat scenarios—ransomware, insider data leaks and third-party breaches—to map reputational, regulatory, financial and operational impact, informing awareness training, phishing simulations, third-party IT due diligence and intrusion/malware controls.

Time Horizon	Anticipated Effects
ST Short term	As digital-banking adoption grows, the Group faces continuous exposure to cyber-attack, fraud and data-privacy incidents. Near-term effects centre on the cost of controls, mandatory staff training, threat monitoring and compliance (Personal Data Protection Act (PDPA), BNM Risk Management in Technology (RMiT)), with tail risk of financial loss and reputational damage from a material breach.
MT Medium term	Expanding digital channels, cloud and third-party/API dependencies broaden the attack surface. The Group expects sustained investment in cyber-resilience, data governance and threat detection, with effects on operating expense and on operational-risk resilience and capital.
LT Long term	Structural shifts (AI-enabled attacks, quantum threats to encryption, evolving data-sovereignty rules) may require fundamental re-architecting of security and data infrastructure. Over the long term, trust and data stewardship are expected to be determinants of franchise value and customer retention.

IFRS Pillars

Risk Management

IFRS S1.44

Cybersecurity and data privacy risks are managed through structured controls, threat intelligence, incident response, data governance and enterprise risk integration.

- Cybersecurity risk is managed through a full risk cycle—identification, assessment, control, monitoring and reporting—supported by Key Risk Indicators, Key Control Testing within the Risk Control Self Assessment (RCSA) process, cyber resilience maturity tracking, technology risk watchlists and third-party security assessments.
- The Security Operations Centre (SOC 2.0) strengthens real-time incident response, automated threat detection and recovery, supported by Endpoint Detection & Response (EDR), User and Entity Behaviour Analytics (UEBA) and enhanced Data Leakage Prevention (DLP) controls.
- Dedicated cybersecurity teams provide threat detection, response, vulnerability management, threat hunting, digital forensics, red team campaigns and advisory, while Cyber Threat Intelligence supports predictive detection of zero-day threats, insider threats and suspicious behaviour.
- Data privacy is managed across the data lifecycle through data inventory and classification, privacy impact assessments, data minimisation and retention controls, data subject rights, cross-border transfer governance and breach management and notification.
- Cybersecurity risk is integrated into ERM as part of operational risk, supported by RCSA, ICAAP cyber risk scenarios, KRIs, incident management, continuous monitoring, Board reporting, escalation and independent assurance.
- Ongoing programmes include monitoring and threat-detection upgrades, a data ownership and stewardship model, data privacy guideline implementation, integration of privacy requirements into systems, phishing simulations, awareness programmes and AI governance uplift.

Metrics and Targets

IFRS S1.46

Performance is monitored through indicators covering customer privacy, data leakage, cyber posture, detection capability, incident response and workforce awareness.

- Cybersecurity posture continues to strengthen, supported by improvements in detection speed, incident response, vulnerability remediation and workforce awareness.
- The increase in total recorded incidents reflects enhanced detection capabilities—including user behaviour analytics and expanded cloud monitoring—which improve visibility of lower-severity events.
- Critical and high-severity incidents remain stable, with progress on track against key targets, particularly cyber maturity, third-party risk coverage and workforce readiness.
- Continued focus is required to further improve detection and response times, strengthen vulnerability remediation and maintain zero tolerance for material data breaches as the digital ecosystem expands.
- Enhancements to SOC capabilities, UEBA and data loss prevention tools have strengthened detection and response across the Group.

Metric	FY2025	FY2026	Target
Identified Leaks, Theft or Loss of Customer Data	16	27	Zero tolerance for material data breaches

SR *For more information, see pages 133-142 of Sustainability Report 2026.*

Sustainability Statement

R4 Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk

As a financial institution, the Group is exposed to financial crime, misconduct and control failures such as bribery, corruption, money laundering, terrorism financing, proliferation financing, sanctions breaches, fraud and market misconduct. In view of this, strong integrity, ethical conduct and financial crime prevention are critical to protecting stakeholders, maintaining regulatory confidence and preserving long-term business resilience.

IFRS Pillars

Governance
IFRS S1.27

Oversight focuses on embedding integrity, regulatory compliance and financial crime risk management across the Group.

- The Board retains overall accountability for ABC and AML risk oversight, including the adequacy of internal controls, policies and compliance frameworks, with the RMC overseeing financial crime and integrity-related risk and reviewing the Group Chief Compliance Officer's performance.
- In FY2026, ABC and AML matters, covering whistle-blower cases, regulatory developments, AML/Countering Financing of Terrorism (CFT) monitoring, sanctions screening, Customer Due Diligence (CDD)/Know Your Customer (KYC) metrics, Politically Exposed Persons (PEPs)/Relatives and Close Associates (RCAs)/Politically Exposed Corporations (PECs) exposure, Suspicious Transaction Reporting (STR) trends, training completion and remediation were reported to the RMC and Board.
- At Management level, the Group Management Governance and Compliance Committee (GMGCC), chaired by the Group CEO, reviewed AML/CFT transaction monitoring, STR trends, non-compliance matters and regulatory updates and recommended various policies.
- Group Compliance oversees ABC and AML/CFT programme implementation, supported by the three lines of defence.

Strategy
IFRS S1.29-41

The Group's strategy is to strengthen financial crime resilience, protect stakeholder trust and maintain regulatory confidence as risks become more complex.

- The strategy is to strengthen financial crime resilience, protect stakeholder trust and maintain regulatory confidence as risks grow more complex.
- ABC and AML failures may result in regulatory penalties, higher compliance costs, operational disruption, reputational damage and loss of correspondent banking relationships.
- Technology, automation and analytics are used to strengthen detection and monitoring accuracy against increasingly sophisticated threats.
- Culture and awareness are reinforced through annual ABC and AML refresher training and targeted programmes with external experts (e.g. Malaysian Anti-Corruption Commission (MACC), legal advisers); the Compliance Culture Programme achieved at least 95% participation across relevant employee categories. In the year, three integrity officers were certified.
- In FY2026, the Group incurred total operating expenditure relating to compliance and financial crime risk management amounted to approximately RM48.4 million, covering personnel, computerisation and professional services. In addition, the Group incurred CAPEX of RM5.4 million for system and control enhancements. The Group expects compliance-related operating and CAPEX to increase in the near to medium term in line with evolving regulatory expectations, enhancement of AML/CFT and sanctions screenings controls, KYC onboarding capabilities, ongoing monitoring measures and broader control strengthening initiatives. The Group expects to incur approximately RM18.3 million incremental in CAPEX and OPEX in FY2027.

Time Horizon	Anticipated Effects
ST Short term	The Group is exposed to bribery and corruption, money-laundering, sanctions and fraud risk inherent to banking. Near-term effects centre on the cost of compliance, screening, transaction monitoring and training, with tail risk of regulatory penalty and reputational harm.
MT Medium term	Evolving typologies (instant payments, digital assets, mule networks) and tightening AML/sanctions regimes are expected to require continued regtech investment and enhanced client and third-party due diligence.
LT Long term	The digitalisation of financial crime and the convergence of conduct and integrity is expected to have a sustained effect on reputational capital and cost of capital.

IFRS Pillars

Risk Management

IFRS S1.44

ABC and AML risks are managed through risk-based assessment, policies, monitoring systems, business conduct controls and structured reporting channels.

- The Group conducts annual enterprise-wide Money Laundering (ML)/Terrorism Financing (TF)/Proliferation Financing (PF) and ABC risk assessments covering inherent and residual risks across business units, products, channels and geographies.
- Customer, transaction and sector risk is assessed through CDD, Enhanced Due Diligence (EDD), PEP/RCA/PEC screening and third-party due diligence.
- The control environment is supported by core policies covering AML/CFT/CPF and Targeted Financial Sanctions (TFS), KYC/CDD, e-KYC, PEP, ABC, No Gift, Whistleblower Protection, Conflict of Interest, Procurement, Delegation of Authority, Technology Risk Management and Disciplinary Management.
- Regulatory alignment is maintained with BNM, SC, Labuan Financial Services Authority (LFSA), MACC Adequate Procedures, the T.R.U.S.T. principles, Financial Action Task Force (FATF) and Wolfsberg principles, supported by transaction monitoring, sanctions screening, automated surveillance and escalation processes.

Metrics and Targets

IFRS S1.46

ABC and AML performance is monitored through compliance outcomes, control effectiveness, detection capability, training participation and culture indicators.

Key Metrics and Indicators:

Indicator	FY2025	FY2026	Target
Total whistleblower cases escalated	22	17	No target
Whistleblower cases classified as corruption-related post investigation	0	0	Zero tolerance for corruption
Percentage of operations assessed for corruption-related risk	100%	100%	100%
Enhanced Due Diligence conducted for New Higher Risk Customers	100%	100%	100%

- No ABC or AML incidents were recorded in FY2026, and no fines or penalties were imposed.
- Some metrics do not carry fixed numerical targets because financial crime risks evolve dynamically and are assessed against legal, supervisory and control effectiveness expectations.

SR *For more information, see pages 143-152 of Sustainability Report 2026.*

Sustainability Statement

O2 Strengthening Workforce Capabilities

Strengthening workforce capabilities is a sustainability-related opportunity because employee skills directly support AmBank Group's ability to execute strategy, manage risk, innovate and sustain long-term performance. Our approach is aligned with Winning Together 2029 (WT29) and focuses on capabilities needed to navigate regulatory, technological, and market change.

IFRS Pillars

Governance
IFRS S1.27

Oversight focuses on ensuring workforce development is strategically embedded across the organisation.

- The Board oversees human capital management, including workforce composition, talent pipeline, employee movements and succession planning, with the GNRC reviewing succession plans, appointments, performance evaluation and senior management remuneration.
- The Group Talent Council, chaired by the GCEO, monitors talent attraction, retention, development, annual talent reviews and succession for Key Management Personnel and expatriate-held roles.
- The GCHRO ensures workforce considerations inform strategic decisions. Accountability for capability building is shared across senior management, supervisors and employees (via Individual Development Plans (IDPs) and learning pathways).
- People-centric KPIs are embedded into senior management performance metrics, including future-of-work programmes and Group-wide average training hours.

Strategy
IFRS S1.29-40

Our strategy to deliver consistent performance to our shareholders is to ensure that our people are supported by capability building programmes that support our priorities in digitalisation, operational excellence, and sustainability, while navigating adapting to evolving business and market landscapes.

- Our strategy to strengthen workforce capabilities is designed towards a dynamic, personalised and impact-focused learning ecosystem.
- Workforce capability has implications across horizons: short-term engagement and compliance outcomes; medium-term agility, technical and digital skills; long-term resilience, leadership depth and innovation capacity.
- Our learning programme is informed by BNM's Future Skills Framework, spanning technical, digital, leadership, soft-skills and sustainability domains.
- Our bankers undertake the Chartered Banker programme and certifications related to compliance, risk and sustainability offered by the Asian Institute of Chartered Bankers (AICB). Further to develop our digital and technology talent, our collaboration with 42 Malaysia through industry aligned learning and practical exposure allows for a future pipeline of talent to support our digital strategy and innovation roadmap.
- In FY2026, the Group invested approximately RM15 million in training and development. The Group has allocated a similar spend for its FY2027 learning and development activities, focusing on optimising our training investment in areas that align with our strategic priorities. In the short term, continued operating expenditure is expected to support the implementation of learning and development programmes to address workforce capability and talent readiness risks. We expect training and development expenditure to remain at a similar level or increase moderately over the medium term as capability-building initiatives are scaled to strengthen workforce capability, improve productivity, service delivery, and operational efficiency.

Time Horizon	Anticipated Effects
ST Short term	Near-term effects centre on the cost of training where execution risk gaps exist due to limited capability.
MT Medium term	As transition finance, digitalisation and AI reshape the business, the Group expects sustained investment in reskilling and succession for the future or work and continuity of our business.
LT Long term	Demographic change, AI-driven role transformation and competition for talent may require structural workforce transformation. Over the long term, workforce capability and adaptability are expected to be a key determinant of strategic delivery and resilience.

IFRS Pillars

Risk Management
IFRS S1.44

Workforce capability is managed by linking skills identification, development planning, performance management and learning quality assurance.

- Capability gaps are identified through structured capability assessments, departmental planning, IDPs and learning-based performance goals.
- Talent retention and progression are supported through development pathways, job shadowing, secondments and talent mobility, while regulatory/compliance risks are mitigated through mandatory training.
- Learning quality is assessed through post-training evaluations, independent L&D reviews, training sit-ins and annual reviews of external training partners.
- Workforce risk awareness is strengthened through targeted initiatives on fraud, data protection and cybersecurity, reinforcing employees' role in managing operational and reputational risks.

Metrics and Targets
IFRS S1.46

We track employee capability development using a combination of activity-based, outcome-based and effectiveness indicators.

Key Metrics and Indicators:

Indicator	FY2025	FY2026	Target
Talent Development			
Total learning hours	574,189*	681,435	No Target
Succession Planning			
Talent retention rate (%)	92	87	No Target
MCP: Successor Ratio	1 MCP: 3.1	1 MCP: 3.1	No Target

**excluding Asset Management*

- Total learning hours increased from 574,189 in FY2025 to 681,435 in FY2026, indicating continued scaling of workforce capability development.
- Talent retention is monitored as an indicator of development effectiveness and workforce stability. However, our successor for mission critical positions remains strong.

SR *For more information, see pages 153-160 of Sustainability Report 2026.*

STATEMENT OF ASSURANCE

To strengthen the credibility and reliability of our disclosures, independent limited assurance has been provided by PricewaterhouseCoopers PLT (PWC) on selected sustainability indicators stated below:

Sustainability Pillar	Subject Matter Information	Figures disclosed in Sustainability Report 2026
Sustainable Financing Mobilised	Green Financing	RM6,441.8 million[©]
	Affordable and Low-income Financing	RM1,270.9 million[©]
	Sustainable Investments (outstanding balance)	RM6,577.8 million[©]
	Sustainable Capital Market Issuances Facilitated (underwritten portion)	RM3,753.7 million[©]
	Total Sustainable Financing Mobilised	**RM18,044.2 million[©]**
GHG emissions	Scope 1 GHG Emissions	436 tCO_2e[©]
	Scope 2 GHG Emissions (i.e. location-based emissions)	21,365 tCO_2e[©]
	Net Scope 2 GHG Emissions (i.e. market-based emissions)	11,051 tCO_2e[©]

[©] *Data has been subjected to an external independent limited assurance. Refer to the Independent Limited Assurance Report on pages 242-245 of the Sustainability Report 2026.* SR

Prescribed Table

AMMB HOLDINGS BHD

IFRS S1

Date & Time: 2026-07-13_10:49:58

Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Cybersecurity and Data Privacy Risk	Identified leaks, thefts or loss of customer data	Number	16	27	Zero tolerance for material data breaches	No assurance	
Anti-bribery and Corruption (ABC) and Anti-money Laundering (AML) Risk	Total Whistleblower cases escalated	Number	22	17	No target	No assurance	
Anti-bribery and Corruption (ABC) and Anti-money Laundering (AML) Risk	Whistleblower cases classified as corruption--related post investigation	Number	0	0	Zero tolerance for corruption	No assurance	
Anti-bribery and Corruption (ABC) and Anti-money Laundering (AML) Risk	Percentage of operations assessed for corruption--related risk	Percentage	100	100	100	No assurance	
Anti-bribery and Corruption (ABC) and Anti-money Laundering (AML) Risk	Enhanced due diligence conducted for new higher risk customers	Percentage	100	100	100	No assurance	
Strengthening Workforce Capabilities	Total learning hours	Number of hours	574,189	681,435	No target	No assurance	Total learning hours in FY2025 excludes Asset Management business.
Strengthening Workforce Capabilities	Talent Retention Rate	Percentage	92	87	No target	No assurance	
Strengthening Workforce Capabilities	Mission Critical Role (MCP): Successor Ratio	Ratio	1 MCP: 3.1	1 MCP: 3.1	No target	No assurance	

AMMB HOLDINGS BHD

IFRS S2

Date & Time: 2026-07-13_10:49:58

Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Responsible Financing Opportunities	Green Financing	RM million	2,407.3	6,441.8	No target	External (Limited)	
Responsible Financing Opportunities	Affordable and Low-income Financing	RM million	1,114.7	1,270.9	No target	External (Limited)	
Responsible Financing Opportunities	Sustainable Investments (outstanding balance)	RM million	8,506.0	6,577.8	No target	External (Limited)	
Responsible Financing Opportunities	Sustainable Capital Market Issuances Facilitated (underwritten portion)	RM million	2,557.5	3,753.7	No target	External (Limited)	
Responsible Financing Opportunities	Total Sustainable Financing Mobilised	RM million	14,585.5	18,044.2	No target	External (Limited)	
Responsible Financing Opportunities	Firm-wide AUM rated with ESG score of 3 or better	Percentage	Not available	73	50	No assurance	This is for the Asset Management business.
Physical Risk	Own Operations - high physical risk exposure on branches, ATM, CQM, CRMs, Main Buildings, Data Centres, and Third-party Service Providers	Number	Not available	0	No target	No assurance	
Physical Risk	Portfolio and Ecosystems Exposure - value of mortgage portfolio susceptible to high flood risk	RM million	Not available	807.3	No target	No assurance	Residential mortgage exposures identified as having heightened credit risk concerns to support enhanced monitoring.
Physical Risk	Portfolio and Ecosystems Exposure - percentage mortgage portfolio susceptible to high flood risk	Percentage	Not available	1.5	No target	No assurance	Residential mortgage exposures identified as having heightened credit risk concerns to support enhanced monitoring.

Prescribed Table

AMMB HOLDINGS BHD

IFRS S2

Date & Time: 2026-07-13_10:49:58

Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Transition Risk	Portfolio exposure - percentage of exposure to hard-to-abate sectors identified in the Group's NZTP (non-retail portfolio)	Percentage	38	Not available	No target	No assurance	Relief sought. We expect alignment with the financial reporting date as our reporting and disclosure capabilities mature. This will be disclosed in our FY2027 Sustainability Statement.
Transition Risk	Portfolio Exposure - Financed Emissions (Lending & Investments) Scope 3 Category 15	tCO2e	10,989,335	Not available	Net Zero 2050	No assurance	Relief sought. We expect alignment with the financial reporting date as our reporting and disclosure capabilities mature. This will be disclosed in our FY2027 Sustainability Statement.
Transition Risk	Enterprise Emissions - Scope 1	tCO2e	60	436	Carbon Neutral by 2030	External (Limited)	Increased from the previous year due to expansion of scope in FY2026 disclosures to include two additional categories: stationary combustion and fugitive emissions, as part of our progressive disclosure approach.

AMMB HOLDINGS BHD

IFRS S2

Date & Time: 2026-07-13_10:49:58

Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance	Remarks
Transition Risk	Enterprise Emissions - Scope 2 (Location-based)	tCO2e	16,576	21,365	Carbon Neutral by 2030	External (Limited)	Increased from the previous year due to expansion of scope in FY2026 disclosures to include two additional categories to align with IFRS Standards: emissions from offsite ATMs, CQMs and CRMs, as well as centralised air-conditioning units across three leased buildings (Menara AmBank, Bangunan AmBank Group and Wisma AmFIRST).
Transition Risk	Enterprise Emissions - Net Scope 2 (Market-based)	tCO2e	5,849	11,051	Carbon Neutral by 2030	External (Limited)	
Transition Risk	Hard-to-abate sector decarbonisation pathways on track to meet 2030 near-term targets	Number	3 out of 7	Not available	7 out of 7	No assurance	Relief sought. We expect alignment with the financial reporting date as our reporting and disclosure capabilities mature. This will be disclosed in our FY2027 Statement.

Management Discussion and Analysis

Strategic Review

Economic and Banking Sector Review and Outlook

2025 HIGHLIGHTS

Malaysia's GDP
5.2%
(2024: 5.2%)

Global Growth
3.4%
(2024: 3.3%)

Banking Sector Loans Growth
5.3%
(2024: 5.9%)

The US Economy Expanded by
2.1%
(2024: 2.8%)

ECONOMIC REVIEW

The global economy remained resilient in 2025, growing at 3.4% despite persistent uncertainties, trade tensions and uneven regional recovery. While early-2025 sentiment was affected by US "reciprocal" tariffs, these concerns have recently been overtaken by escalating geopolitical tensions in Middle East. The US-Iran conflict in March 2026 has reintroduced upside risks to global inflation, while clouding the global growth outlook.

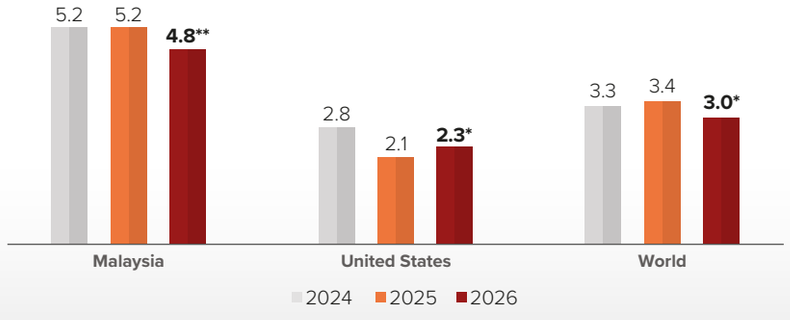
Despite a more challenging external environment, Malaysia's economy outperformed expectations, with GDP expanding by 5.2%. The resilient momentum has extended into 2026, with GDP growing by 5.4% in Q1CY2026, driven by solid domestic demand, favourable export conditions and a global tech upcycle. Notably, Malaysia's total trade exceeded RM3 trillion for the first time. To sustain this momentum, Bank Negara Malaysia (BNM) maintained an accommodative stance, having reduced the OPR to 2.75% and the Statutory Reserve Requirement (SRR) to a historic low of 1.0%.

BANKING SECTOR REVIEW

In 2025, the banking system remained well-positioned, underpinned by healthy liquidity and funding. Aggregate Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) stood at 154.8% and 115.7%, respectively.

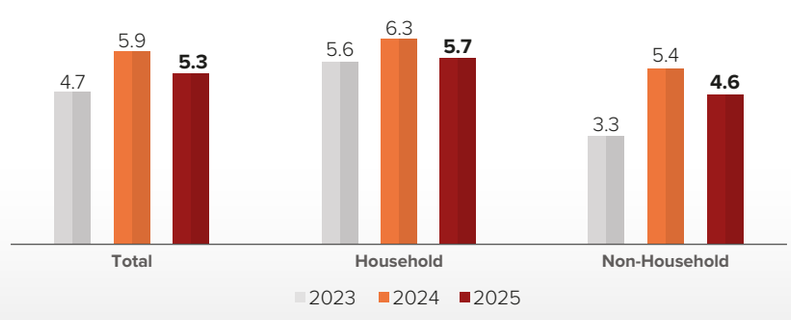
Loans growth averaged 5.3%, supported by household resilience and positive labour market conditions. Asset quality remained sound with a stable Gross Impaired Loan (GIL) ratio of 1.4% and loan loss coverage of 128.7%. Sector profitability was driven by interest, trading and investment income, with a Return on Equity (ROE) of 13.1%. Banks remained focused on safeguarding Net Interest Margins (NIM) and deepening small and medium enterprise (SME) penetration as a key growth engine.

Real GDP Growth, YoY%



* *Forecast by the IMF*
** *Forecast by AmBank Group Economics*
Sources: IMF, Department of Statistics Malaysia (DOSM), AmBank Group Economics

Loans Growth, YoY%



Sources: Bank Negara Malaysia (BNM), AmBank Group Economics

Strategic Review

Economic and Banking Sector Review and Outlook

STRATEGIC IMPLICATIONS AND GROUP RESPONSE

The Group actively captured emerging opportunities while maintaining disciplined risk management. An investment upcycle, driven by increased adoption of artificial intelligence, continued digitalisation and the development of economic zones and industrial parks, translated into stronger demand for financing and capital market solutions. In response, we deepened client engagements and supported investments in infrastructure, energy and high-value industries aligned with national priorities.

Strategic focus remained on advancing the sustainability agenda by embedding environmental and social considerations into financing activities to enable responsible growth. We also heightened oversight of sectors exposed to external volatility to ensure overall portfolio resilience.

Monetary policy easing improved system liquidity and sustained lending activities, with some pressure on the Group's NIM. We adopted a measured approach, balancing asset growth with margin preservation through funding mix optimisation and a continued focus on asset quality. Resilience was further underpinned by strong capital buffers and technology infrastructure modernisation initiatives to enhance operational efficiency.

OUTLOOK

- **Economic** – The global economy is expected to transition to a more measured expansion in 2026 as geopolitical tensions and shifting US policies. The global energy price shocks stemming from the Middle East conflict may cause persistent inflationary pressures globally. Within ASEAN, solid fundamentals should mitigate these headwinds. Malaysia remains well-positioned due to its diversified economic structure, while softer external demand may weigh on non-electrical and electronics (E&E) exports. Commodity-related and IT-related sectors should remain supported by higher commodity prices and global technology upcycle as a counterbalance.

  Consumption growth will be driven by higher civil service emoluments and pension charges. Enhanced fiscal capacity from oil-related revenues will support targeted fuel subsidies, providing a buffer against external shocks. Inflation risks are tilted to the upside due to supply-side pressures, but should be contained by government support. The Group remains focused on delivering sustainable growth in the infrastructure, technology and energy sectors while maintaining robust liquidity.

Key Market Trends
T1
Resources
FC
Stakeholder
S4
Risks
R7

- **Banking** – Malaysia's banking sector is expected to stay resilient, supported by stable interest income, ongoing credit expansion and tourism recovery. However, this outlook remains subject to uncertainties surrounding Middle East conflicts and global trade tariffs.

  Looking ahead, AmBank's strategic direction is anchored by the shift towards establishing its retail franchise as a net funding base to structurally reduce funding costs and improve margins. Our universal banking model and product-manufacturing capabilities provide a competitive advantage across the value chain. We expect the regulatory rule changes under Basel 3 to likely unlock incremental capital headroom, providing the capacity to pursue growth in higher-yielding segments without compromising capital adequacy.

Key Market Trends
T2 T5 T6
Resources
FC
Stakeholder
S1
Risks
R6 R7 R8

Key Market Trends

Time horizon ST Short-term (1-2 years) | MT Medium-term (2-5 years) | LT Long-term (>5 years)

T1 ECONOMIC UNCERTAINTIES

MT

Description

Global economic conditions remained unsettled through FY2026 amid escalating US tariffs, Middle East tensions and a broad-based moderation in growth among major economies. Despite a resilient domestic demand environment, BNM cut the OPR to 2.75% to provide policy support against mounting external headwinds and preserve the economy's growth momentum in the year.

Risks	Opportunities	Response
• US tariff escalation and geopolitical risk-off sentiment are exposing external trade to greater volatilities, especially non-E&E exports. • The OPR cut to 2.75% compresses margins on the Group's primary income driver. • Leveraged household and business segments remain vulnerable to income shocks, elevating asset quality risk.	• Resilient domestic demand offers a stable platform for retail and SME lending growth versus more externally exposed regional peers. • US-China supply chain realignment is generating new financing demand as value chains reposition into Malaysia. • Lower interest rates stimulate borrowing activities and refinancing demand.	• Active balance sheet and pricing management, backed by strengthened portfolio monitoring and early warning systems, to protect margins. • Sustained lending growth in domestically anchored sectors—infrastructure, advanced manufacturing, renewable energy. • Targeted financing for businesses navigating supply chain reconfiguration, with disciplined underwriting.

Outlook

Malaysia's domestic economy remained a relative source of stability, though margin compression from the OPR reduction and the openness of Malaysia's economy to geopolitical uncertainties require careful management. The Group remains focused on disciplined growth and portfolio quality as the primary levers for sustaining performance.

Strategic Pillars	Capitals	Stakeholder Groups	Risks	Material Matters
OE	FC SC	S1 S3 S4	R1 R2 R7 R8	M1

T2 AI, CLOUD AND DIGITAL TRANSFORMATION

MT

Description

Artificial Intelligence (AI) and Machine Learning (ML) continued to reshape banking operations in FY2026, driving advances in productivity, risk management and customer engagement. Broader cloud adoption and strategic technology partnerships accelerated the pace of transformation, while the operationalisation of digital banks raised the competitive bar for incumbent institutions to modernise at scale.

Risks	Opportunities	Response
• Legacy infrastructure modernisation is cost-intensive and operationally complex, creating execution risk. • An expanding digital footprint widens the cyber-attack surface as AI-enabled threats increase. • The rapid pace of technological advancement increases obsolescence risk, which accelerates depreciation for early adopters.	• AI/ML integration across core banking and customer analytics improves risk-adjusted returns, portfolio quality and efficiency. • Cloud adoption enables scalable, lower-cost infrastructure to support growth without raising opex. • Technology partnerships accelerate capability building, cutting the time and investment needed in-house.	• Prioritised data and platform foundations ahead of broader AI deployment, to manage execution risk while building capability progressively. • Strengthened cybersecurity governance through enhanced monitoring, security assessments and awareness programmes. • Advanced cloud and infrastructure modernisation with strategic partners, improving resilience within manageable cost.

Outlook

The pace of technological changes in banking shows no signs of slowing. The Group's near-term focus on building sound data and platform foundations is intended to support more sustainable and effective digital delivery progressively.

Strategic Pillars	Capitals	Stakeholder Groups	Risks	Material Matters
D OE	FC MC IC SC	S1 S2 S4	R2 R3	M4 M5 M7

Strategic Review

Key Market Trends

T3 RISING DIGITAL PAYMENT ADOPTION

MT

Description

Digital payment adoption in Malaysia accelerated materially in FY2026, with non-bank providers continuing to outpace banks in volume growth. Expanding merchant networks, cross-border QR linkages and fully operational digital banks all intensified competition for retail deposits and everyday banking relationships.

Risks	Opportunities	Response
• Non-bank providers are growing transaction volumes at multiples of bank rates, accelerating the shift from conventional channels. • AI-enabled fraud, deepfake scams and social engineering are elevating financial and reputational risk. • Evolving BNM Consumer Credit, AML/KYC and e-KYC requirements add compliance complexity and cost.	• Growing digital payment volumes expand the income-generating pool for banks with trusted platforms. • Expanding cross-border QR linkages and a near three million-strong DuitNow QR merchant network open new merchant acquiring and cross-border revenue. • Daily payment engagement creates a natural base for cross-sell and rising customer lifetime value.	• Strengthened fraud detection and security controls—real-time transaction monitoring, multi-factor authentication—to manage rising exposure. • Enhanced AmOnline and AmAccess Biz for customer accessibility and experience. • Built cross-sell capabilities within digital platforms and scaled payment infrastructure for higher transaction volumes.

Outlook

Non-bank digital payment providers continue to grow faster than traditional banking channels, creating sustained competitive pressure. The Group has proactively enhanced platform capability, fraud resilience and customer experience, leveraging our strong market position to capture opportunities and remain competitive.

Strategic Pillars	Capitals	Stakeholder Groups	Risks	Material Matters
D, OE	FC, SC	S1, S3, S4	R2, R3, R4, R7	M3, M4, M5, M7

T4 EXPANDING MARKETS FOR ISLAMIC BANKING

MT

Description

Islamic banking sector grew faster than the conventional banking sector through FY2026, with total Islamic assets in Malaysia expanding to USD312 billion by end-2025. S&P Global projects Islamic financing will account for nearly half of Malaysia's total banking financing by 2030, driven by strong retail demand, a comprehensive regulatory framework and the Islamic-first approach of major banking groups.

Risks	Opportunities	Response
• Rising deposit competition from local and foreign Islamic banks may increase funding costs. • Shariah compliance limits product flexibility in higher-yield segments, creating return differentials versus conventional banking. • Demand for specialised Shariah advisory and product expertise is tightening talent supply and raising costs.	• Islamic financing is projected to reach 50% of Malaysia's total banking financing by 2030, structurally expanding the addressable market. • Rising demand for values-based, Shariah-compliant products strengthens growth across retail, SME and corporate segments. • Expanding Islamic wealth management and cross-border finance across ASEAN opens growth beyond the domestic market.	• Actively managed funding costs to protect margins in a more competitive Islamic deposit market. • Continued developing the Islamic product suite across retail, SME and corporate banking. • Maintained robust Shariah governance, with no non-compliance incidents recorded during the year.

Outlook

Islamic banking sector is expected to continue growing its share of Malaysia's total financing, supported by strong retail financing demand. Realising the full opportunity will require ongoing discipline in funding cost management and continued investment in product depth and advisory capabilities.

Strategic Pillars	Capitals	Stakeholder Groups	Risks	Material Matters
OE	FC, SC, HC	S2, S3	R1, R7, R10	M1, M3, M6

Time horizon: Short-term (1-2 years) | Medium-term (2-5 years) | Long-term (>5 years)

T5 SHIFTING CUSTOMER PREFERENCES

LT

Description

Changing demographics, rising digital fluency and growing awareness of financial wellness are fundamentally reshaping consumer expectations of banking. Customers increasingly demand more personalised and values-aligned financial services, with lower tolerance for friction across all touch points. These shifts are redefining how banks must design products, deliver services and build lasting customer relationships.

Risks	Opportunities	Response
• Rising expectations for personalised, seamless banking accelerate attrition risk, especially among digitally active customers. • Slow innovation compounds cost pressure and weakens competitiveness. • Underused customer data risks an increasingly generic offering, weakening engagement and raising attrition over time.	• Transactional and behavioural data enable better personalisation, improving cross-sell conversion and customer value. • Rising financial wellness awareness creates opportunities to deepen advisory relationships. • Demographic shifts and intergenerational wealth transfer open engagement opportunities with the next generation.	• Re-engineered key retail customer journeys across products, cutting turnaround times and manual steps. • Embarked on enhancing our customer insight capabilities through a holistic Enterprise Data Modernisation (EDM) foundation and roadmap. • Expanded digital self-service options while sustaining relationship-led service in key segments.

Outlook

Shifts in customer expectations are ongoing and increasingly shaped by experiences outside traditional banking. The Group's investments in process simplification and data analytics capabilities are intended to sustain our relevance across our customer base.

Strategic Pillars	Capitals	Stakeholder Groups	Risks	Material Matters
D, OE	IC, SC	S1, S2, S4	R2, R7, R9	M3, M4, M6

T6 SUSTAINABILITY AND CLIMATE CHANGE

LT

Description

Regulatory and market expectations have shifted from broad commitments on sustainability and climate change, to a strategic business imperative, focusing on sustainable finance and support for industries in their transition journey.

Risks	Opportunities	Response
• Carbon-intensive sectors create latent transition risk as decarbonisation policies, regulatory requirements and carbon pricing mechanisms progressively tighten. • Divergent sustainability frameworks, heightened greenwashing scrutiny and regulatory expectations, add complexity and cost implications.	• New revenue opportunities in sustainable finance are supported by national policies and roadmaps, creating addressable markets across infrastructure, energy and industry.	• Mobilised RM18 billion in sustainable financing, supported by the Group's Sustainable Finance Product Framework and the Sustainable, Transition and Green Financing Guideline.

Outlook

Policy implementation, feasibility and short-term realities affect sustainable finance flows and advisory mandates. We expect this to be managed through transition planning conversations with customers, facilitating financing solutions that differentiate the franchise.

Strategic Pillars	Capitals	Stakeholder Groups	Risks	Material Matters
OE, S	SC, NC, FC	S1, S3, S4, S5	R1, R2, R5, R6	M1, M2, M10

Strategic Review

Principal Risks and Mitigations

The Group adopts an integrated and forward-looking approach to risk management, recognising it as a key enabler of sustainable value creation, financial resilience and informed decision-making. Amid an increasingly complex operating environment characterised by macroeconomic uncertainty, evolving regulatory expectations, digital disruption and sustainability and climate-related risks, the Group continues to strengthen its Enterprise Risk Management (ERM) capabilities.

Principal risks are identified and managed through the Group's ERM framework, which establishes a structured approach for risk identification, assessment, control, monitoring and reporting across the Group's business activities and operations.

This is complemented by the Group Risk Appetite Framework (GRAF), which defines the nature and level of risk the Group is willing to assume in pursuit of its strategic objectives. The GRAF establishes clear risk boundaries and thresholds to guide risk taking activities, ensuring alignment with the Group's capital strength, liquidity position and overall risk capacity.

Together, the ERM framework and GRAF support a consistent and forward-looking approach to risk management, enabling the Group to identify emerging risks, assess potential impact and implement appropriate mitigation strategies.

For more information, refer to the Statement on Risk Management and Internal Control on pages 226-236.

RISK LANDSCAPE AND KEY RISK DRIVERS

The Group's risk landscape continues to evolve in response to changing economic, technological, regulatory and sustainability-related developments. The Group has enhanced the articulation of its principal risks to provide a comprehensive view of the key risks that may influence its financial position, operational resilience, strategic objectives and long-term sustainability.

This year, the Group expanded its principal risk categories from six to ten, reflecting the increasing significance of several risk areas that were previously incorporated within broader risk categories. This includes the formal recognition of Model Risk, Regulatory Non-Compliance Risk, Shariah Non-Compliance Risk and Fraud Risk as standalone principal risks. The enhanced disclosure strengthens transparency, governance and risk oversight, while providing stakeholders with a clearer and more holistic view of the Group's risk profile.

The operating environment during the year was characterised by macroeconomic and geopolitical uncertainties, accelerating digitalisation, evolving cyber and fraud threats, increasing regulatory expectations, sustainability-related developments and growing operational complexity. These risk drivers are interconnected and may influence multiple risk categories simultaneously, reinforcing the importance of an integrated, forward-looking and coordinated enterprise risk management approach.

The Group continues to strengthen its risk management capabilities through proactive monitoring, risk portfolio oversight and enhanced governance practices to support long-term resilience and sustainable value creation.

The following sections provide an overview of the Group's principal risks, directional risk outlook and key management responses.

PRINCIPAL RISKS

The Group's principal risks represent the key risk categories that may materially affect the achievement of its strategic objectives, organisational resilience and long-term value creation, while influencing its ability to operate within its approved risk appetite over the short, medium and long-term.

Key observations across the Group's principal risks are as follows:

- **Credit Risk, Operational Risk and Market Risk** remained elevated but manageable reflecting continued macroeconomic uncertainties, changing customer behaviours and market conditions.
- **Technology & Cyber Risk, Fraud Risk, Sustainability (including Climate-related Risks) and Regulatory Non-Compliance Risk** exhibited heightened forward-looking risk trends, driven by rapid digitalisation, evolving cyber and fraud threats, increasing regulatory expectations and sustainability-related developments.
- **Liquidity Risk and Model Risk** remained broadly stable, supported by prudent risk management practices, established governance frameworks and ongoing oversight activities.
- **Shariah Non-Compliance Risk** remained stable, underpinned by strengthened governance, effective controls and continued adherence to the Group's zero-tolerance approach towards Shariah breaches.

Overall, the Group maintains a resilient risk profile within its approved risk appetite, supported by proactive governance, continuous monitoring and ongoing risk mitigation initiatives.

ENTERPRISE RESILIENCE WHEEL

Enterprise Risk Outlook – FY2026

The Group's principal risk outlook in FY2026 reflected the cumulative impact of the evolving risk landscape and emerging developments described above. These developments have influenced the forward-looking assessments across the principal risks and reinforcing the importance of proactive risk management.

Despite these evolving conditions, the Group maintained a manageable risk profile within its approved risk appetite, demonstrating the effectiveness of its risk management practices and governance arrangements.

The Enterprise Resilience Wheel provides an overview of the directional outlook across the Group's principal risks based on management's assessment of prevailing internal and external risk developments.

Directional Trend

Increased
Heightened forward-looking risk outlook

Unchanged
Broadly stable risk outlook

Decreased
Reduced risk outlook.

Note

Directional trends reflect changes in the forward-looking risk outlook of each principal risk, taking into consideration internal assessments, emerging risk drivers and developments in the external operating environment.

The above assessments should be read together with the detailed principal risk disclosures and mitigation actions presented in the following sections of this report.

Strategic Review

Principal Risks and Mitigations

The following sections provide further detail on each principal risk and the corresponding mitigation actions.

Risk Impact: Moderate | Time Horizon: ST | Risk Trend

R1 CREDIT RISK

Description

Risk of financial loss arising from customers or counterparties failing to meet contractual obligations. The risk profile continues to be influenced by evolving macroeconomic conditions and sector-specific vulnerabilities.

Implication on Value Creation	Mitigation Actions	Results
Elevated credit losses and asset quality deterioration may affect earnings stability, capital strength and the Group's ability to support sustainable portfolio growth.	Strengthened portfolio monitoring and early warning triggers; periodic stress testing; targeted sector reviews; enhanced collection and recovery strategies; portfolio diversification; regular review of vulnerable sectors and large exposures.	Asset quality indicators remained within internal risk appetite thresholds, supported by proactive monitoring, resilient portfolio performance and ongoing remediation efforts for vulnerable accounts.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains a prudent credit risk appetite through disciplined underwriting standards, portfolio diversification and proactive monitoring to ensure asset quality remains within approved thresholds.	**Stable to Moderately Elevated** due to external economic uncertainties and selective sector pressures.	Expansion into resilient sectors, sustainable financing and data-driven portfolio optimisation may enhance long-term portfolio quality and customer engagement.

Outlook

Continued vigilance is expected amid evolving economic conditions, inflationary pressures and geopolitical developments which may affect borrower repayment capacity and sector performance.

Capitals: HC FC IC

Stakeholders: S1 S2 S3 S4

Strategic Pillars: OE S

Material Matters: M1 M2 M5 M6 M8 M11

Market Trends: T1 T6

Risk Impact: Moderate | Time Horizon: ST MT | Risk Trend

R2 OPERATIONAL RISK

Description

Risk of loss arising from inadequate or failed internal processes, people, systems or external events. This includes operational disruptions, conduct risk and third-party risk exposures.

Implication on Value Creation	Mitigation Actions	Results
Operational disruptions may result in financial losses, regulatory impacts, reputational damage and reduced customer confidence.	Enhancement of internal controls; risk and control self-assessments; incident management; business continuity management; operational resilience initiatives; staff training and awareness programmes.	Operational risk incidents were managed within established tolerance levels, supported by ongoing control enhancements and monitoring activities.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains a low appetite for operational risk events that may materially impact customers, operations, regulatory compliance or reputation.	**Moderately Elevated** reflecting increasing operational complexity and evolving external threats.	Digitalisation and process automation initiatives may improve operational efficiency, control effectiveness and customer experience.

Outlook

Continued focus on operational resilience, third-party oversight and process automation remains a key priority amid increasing operational complexity.

Capitals: FC MC IC HC

Stakeholders: S1 S2 S3 S4 S5

Strategic Pillars: OE S

Material Matters: M1 M2 M4 M6 M7 M8 M9 M10

Market Trends: T1 T2 T3 T4 T5 T6

Risk Impact: Moderate | Time Horizon: ST | Risk Trend

R3 TECHNOLOGY AND CYBER RISK

Description

Risk arising from cyber threats, technology failures, system disruptions and increasing digital interconnectivity.

Implication on Value Creation	Mitigation Actions	Results
Technology or cyber incidents may disrupt operations, compromise sensitive information and adversely affect customer trust and reputation.	Strengthening cyber security controls; continuous vulnerability assessments; security monitoring; incident response capabilities; technology resilience testing; employee awareness programmes.	No material cyber incidents, significant data breaches or major operational disruptions were recorded during the financial year, demonstrating the effectiveness of the Group's technology and cyber risk framework, proactive monitoring and resilience capabilities.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group adopts a low appetite towards significant cyber incidents and technology disruptions through robust governance and security controls.	**Elevated** in line with the increasing sophistication and frequency of cyber threats globally.	Accelerated digital transformation and technology modernisation initiatives may enhance customer experience, operational agility and resilience.

Outlook

Cyber threats and technology risks are expected to remain key areas of focus as digital adoption and external threat landscapes continue to evolve.

Capitals: FC IC MC SC

Stakeholders: S1 S2 S3 S4 S5

Strategic Pillars: D OE

Material Matters: M3 M4 M5 M6 M7

Market Trends: T2 T3 T5

Risk Impact: Moderate | Time Horizon: ST MT | Risk Trend

R4 FRAUD RISK

Description

Risk of financial loss, misconduct or reputational damage arising from internal or external fraudulent activities.

Implication on Value Creation	Mitigation Actions	Results
Fraud incidents may lead to financial losses, operational disruption and erosion of stakeholder confidence.	Fraud monitoring and surveillance; strengthening authentication controls; whistleblowing mechanisms; employee awareness programmes; investigation and escalation protocols.	Fraud losses remained within established tolerance levels, supported by enhanced monitoring and preventive measures.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains low tolerance towards fraudulent activities and unethical conduct across its operations.	**Moderately Elevated** due to increasing digital fraud attempts and evolving fraud typologies.	Advanced analytics and digital monitoring tools may further strengthen fraud detection and prevention capabilities.

Outlook

Fraud risks are expected to continue evolving alongside digital adoption and increasingly sophisticated fraud techniques.

Capitals: FC HC

Stakeholders: S1 S2 S4

Strategic Pillars: OE

Material Matters: M5 M7 M8

Market Trends: T2 T5

Strategic Review

Principal Risks and Mitigations

R5 SUSTAINABILITY RISK (INCLUDING CLIMATE-RELATED RISKS)

Risk Impact: Moderate | Time Horizon: ST, MT, LT | Risk Trend: ▲

Description

Risk arising from environmental, social and governance factors, including physical and transition climate-related risks, which may impact customers, operations and portfolio resilience.

Implication on Value Creation	Mitigation Actions	Results
Sustainability-related risks may affect asset quality, business continuity, reputation and long-term strategic positioning if not effectively managed.	Climate risk assessments; portfolio monitoring; sustainability governance enhancement; climate stress testing capability building; customer engagement and sustainable financing initiatives.	Continued enhancement of climate risk management capabilities and sustainability-related governance frameworks during the financial year.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group aims to progressively integrate sustainability considerations into risk management and business decision-making while supporting responsible transition pathways.	**Increasing** reflecting heightened regulatory expectations, transition pressures and evolving climate-related risks.	Sustainable financing, transition support and green business opportunities may contribute to long-term portfolio resilience and value creation.

Outlook

Sustainability and climate-related risks are expected to remain a strategic priority amid evolving regulations, stakeholder expectations and transition developments.

Capitals: FC, NC, SC, MC, IC, HC

Stakeholders: S1, S2, S3, S4, S5

Strategic Pillars: S

Material Matters: M1, M2, M3, M4, M5, M6, M7, M8, M9, M10, M11

Market Trends: T2, T3, T5

R6 REGULATORY NON-COMPLIANCE RISK

Risk Impact: Moderate | Time Horizon: MT, LT | Risk Trend: ▲

Description

Risk arising from failure to comply with applicable laws, regulations, regulatory expectations and internal policies.

Implication on Value Creation	Mitigation Actions	Results
Non-compliance may result in financial penalties, supervisory actions, reputational damage and operational restrictions.	Ongoing regulatory monitoring; compliance reviews; policy governance; training and awareness; engagement with regulators; strengthening compliance oversight and controls.	Compliance matters identified were addressed through corrective actions and ongoing monitoring, with no material regulatory breaches noted.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains zero tolerance towards deliberate regulatory breaches and expects strong compliance culture across all business activities.	**Stable to Moderately Elevated** supported by ongoing compliance monitoring and governance enhancements.	Strong governance and compliance practices may strengthen stakeholder confidence and support sustainable business growth.

Outlook

Regulatory expectations are expected to continue evolving, particularly in areas relating to sustainability, data governance and consumer protection.

Capitals: FC, IC

Stakeholders: S3, S4

Strategic Pillars: OE

Material Matters: M5, M7

Market Trends: T6

Risk Impact: Moderate | Time Horizon: ST | Risk Trend

R7 MARKET RISK

Description

Risk of adverse movements in profit, capital or portfolio value arising from changes in interest rates, foreign exchange, equity prices and credit spreads.

Implication on Value Creation	Mitigation Actions	Results
Heightened market volatility may impact trading income, investment valuations, capital adequacy and balance sheet resilience.	Proactive management of market risk; stress testing and sensitivity analysis; limit monitoring; hedging strategies; and regular review of market risk exposures.	Market risk exposures remained within approved limits with no material breaches observed during the financial year.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group adopts a prudent market risk appetite with clearly defined limits, escalation triggers and regular monitoring to ensure exposures remain aligned with approved thresholds.	**Moderately Elevated** amid ongoing interest rate uncertainties and geopolitical developments affecting financial markets.	Market dislocations may create selective opportunities for portfolio rebalancing, yield optimisation and customer risk management solutions.

Outlook

Market conditions are expected to remain sensitive to monetary policy shifts, inflation dynamics and geopolitical developments.

Capitals	Stakeholders	Strategic Pillars	Material Matters	Market Trends
FC	S1 S4 S5	OE	M1	T1

Risk Impact: Moderate | Time Horizon: ST | Risk Trend

R8 LIQUIDITY RISK

Description

Risk of the Group being unable to meet financial obligations as they fall due without incurring unacceptable losses.

Implication on Value Creation	Mitigation Actions	Results
Liquidity stress may constrain funding access, increase funding costs and affect the Group's ability to support business growth and financial obligations.	Maintenance of high-quality liquid assets; diversified funding strategy; regular liquidity stress testing; contingency funding plan testing; continuous monitoring of liquidity indicators and liquidity crisis early warning signals.	Liquidity coverage ratio and funding indicators remained above regulatory and internal minimum requirements throughout the financial year.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains a conservative liquidity risk appetite to ensure adequate funding capacity and liquidity buffers under both normal and stressed conditions.	**Stable** supported by adequate liquidity buffers and diversified funding sources.	Strengthening funding diversification initiatives may enhance funding resilience under different market conditions.

Outlook

Liquidity conditions are expected to remain manageable, although market volatility and external shocks may contribute to periodic funding pressures.

Capitals	Stakeholders	Strategic Pillars	Material Matters	Market Trends
FC	S1 S2 S4 S5	OE	M2 M4	T1 T3

Strategic Review

Principal Risks and Mitigations

Risk Impact: Moderate | Time Horizon: ST | Risk Trend

R9 MODEL RISK

Description

Risk arising from inaccurate, inappropriate or misused models leading to unreliable outputs and decision-making.

Implication on Value Creation	Mitigation Actions	Results
Weak model governance may affect risk assessments, capital adequacy, financial reporting and strategic decisions.	Independent model validation; periodic model performance monitoring; governance oversight; model inventory management; enhancement of documentation and controls.	Material models continued to undergo validation and monitoring processes to ensure appropriateness and reliability of model outputs.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains a prudent model risk appetite supported by independent validation and governance processes.	**Stable** supported by ongoing model governance improvements and validation activities.	Enhanced analytics and model capabilities may improve risk insights, portfolio management and strategic decision-making.

Outlook

Increasing reliance on data analytics and evolving regulatory expectations may require continued strengthening of model governance practices.

Capitals: IC, MC

Stakeholders: S3, S4

Strategic Pillars: D, OE

Material Matters: M1, M4

Market Trends: T2, T3

Risk Impact: Moderate | Time Horizon: ST, MT | Risk Trend

R10 SHARIAH NON-COMPLIANCE RISK

Description

Risk arising from failure to comply with Shariah requirements and principles applicable to Islamic banking operations and activities.

Implication on Value Creation	Mitigation Actions	Results
Shariah non-compliance may result in financial implications, reputational damage and erosion of stakeholder confidence.	Ongoing Shariah reviews and audits; advisory oversight by the Shariah Committee; staff training; policy governance and compliance monitoring.	No material Shariah non-compliance events were recorded during the financial year.
Risk Appetite Statement	**Risk Movement**	**Associated Opportunities**
The Group maintains zero tolerance towards material Shariah non-compliance events through robust governance and oversight arrangements.	**Stable** supported by established governance and oversight processes.	Continued strengthening of Islamic banking capabilities and product innovation may support sustainable business growth.

Outlook

The Group will continue enhancing Shariah governance practices in line with evolving regulatory and industry expectations.

Capitals: IC, SC

Stakeholders: S1, S4, S3

Strategic Pillars: OE, S

Material Matters: M1, M6

Market Trends: T4, T6

Strategic Performance Review

FY2026 marks the second year of execution of AmBank Group's Winning Together 2029 (WT29) strategy, representing a transition from initial foundation-building to accelerated execution and delivery.

Over the past year, the Group remained focused on disciplined execution, strengthening core businesses and embedding the foundations required to deliver sustainable long-term outcomes. Despite operating against a backdrop of geopolitical tensions, evolving trade dynamics, shifting monetary policy and the recent Middle East conflict having ripple effects on oil prices and broader economic conditions, the Group remained agile and vigilant, closely monitoring developments and responding with measured, tactical adjustments where necessary.

This execution was underpinned by a concerted effort to ensure organisation-wide alignment through a clear, consistent articulation of the WT29 strategy with leadership taking a hands-on approach to cascading strategic priorities into clear, operational terms. This effort to contextualise our goals has bridged the gap between strategic intent and day-to-day decision-making, effectively embedding a performance-driven culture across all levels of the Group.

The high levels of engagement and positive sentiment gathered from the ground reflect a workforce that is not only aligned but increasingly confident in driving the WT29 agenda. As we move into the next phase, our focus remains on sustaining this momentum, ensuring the entire organisation is mobilised, equipped and empowered to execute our long-term ambition with discipline and purpose.

WT29
WINNING TOGETHER FY2025-FY2029

Purpose	**"Winning Together"** ***To help individuals and businesses grow and win together***					
Mission	We focus on deepening relationships by acting as advisors and long-term partners to our customers We earn the trust of our customers by being professional, reliable and efficient, and providing the best service					
Core Values	P^2ACE: Principled, Proactive, Appreciative, Collaborative, Experimental		**Conduct**	Compliant, Responsible, Ethical, Accurate, Trustworthy, Equitable		
Ways of Working	Customer Engagement & Employee Experience		Conduct & Behaviours		Collaborate Pathologically	
Strategy Pillars (D.OE.S)	Digitalisation		Operational Excellence		Sustainability	
3 Financial Goals	Improve Dividend Payout		Lower CTI to 40%		Improve ROA to 1.1%	
Segment Participation	• SME and Mid Corp segments to lead lending growth • WB to originate and distribute large loans and maintain commercial surplus • RB to be a more focused lender and to generate commercial surplus		• Integrate wealth solutions for the investors segment • Top 3 Investment Bank • Upgrade existing tech stack and build Fintech capabilities (future of banking enablers)			

Strategic Review

Strategic Performance Review

FY2026 D.OE.S PROGRESS

Progress throughout the year remained firmly grounded in the Group's three strategic pillars: Digitalisation, Operational Excellence and Sustainability (D.OE.S).

These pillars work in tandem to drive transformation across the organisation, with Digitalisation enhancing customer engagement and data capabilities, Operational Excellence strengthening efficiency and execution discipline, and Sustainability guiding responsible growth and long-term resilience.

D

PILLAR 1
DIGITALISATION

A key enabler of WT29 to support the Group's ability to adapt to an evolving operating environment, enhance customer experience, strengthen data-driven decision-making and build scalable, future-ready platforms.

Resource Allocation Plans	Focus Areas
• **Financial:** – RM11.3 million incurred on selected strategic initiatives during the financial year. – Over the next few years, more than RM117 million has been set aside for approved digitalisation efforts across platforms, digital channels, and data and analytics, strengthening the Group's future-ready capabilities. • **Human:** Invested in building digital capabilities through workforce upskilling, development of digital talent pipelines and targeted external hiring. • **Intellectual:** Strengthened hybrid cloud and microservices architecture while modernising enterprise data and trade finance platforms.	• **Customer Channels and Digital Engagement:** Strengthen digital channels, including AmOnline and AmAccess Biz, to improve customer acquisition, onboarding and servicing, while increasing adoption of self-service banking. • **Data and Analytics Enablement:** Enhance enterprise data and analytics capabilities to support more informed decision-making and improved customer insights for next best offer and better servicing. • **Technology Platforms and Infrastructure Modernisation:** Continue investments in scalable architecture, cloud, cybersecurity and platform modernisation to support system resilience and future digital use cases. • **Digital Trust and Fraud Protection:** Strengthened digital security and fraud management capabilities through enhanced monitoring, authentication controls and customer protection measures to support a safe and trusted banking experience.

Key Initiatives	Progress and Achievements
Enhanced Digital Channels and Customer Acquisition: Continued enhancement of core platforms such as AmOnline and AmEquities, including digital onboarding and product expansion capabilities, to simplify customer journeys, reduce onboarding friction and support digital-first customer acquisition.	**Digital Customer Acquisition:** **+48%** YoY growth for accounts opened digitally via AmOnline **+17%** YoY growth in AmOnline transaction volumes **86%** of retail banking transactions conducted digitally, approximately 1.5 billion transactions in FY2026 **74%** of customers onboarded onto AmOnline, reflecting broad digital adoption

Key Initiatives	Progress and Achievements
Upgraded Trading and Investment Platforms: Rolled out the new AmEquities trading platform and enhanced institutional and retail trading capabilities to improve customer experience, expand product offerings and strengthen market competitiveness.	**Trading and Investment Platform Capabilities:** **4,119** new trading and margin accounts onboarded Recorded a **10%** increase in the retail new client base with an overall average of **14%** increase in revenue
Progressed Platform Capabilities for Wealth Segments: Planned launch of a Digital Marketplace platform for the wealth segment by FY2027 to enable direct investing capabilities, strengthening the Group's digital wealth proposition for corporate customers.	**Digital Marketplace (Funds Platform):** Net sales transacted through pilot clients: **RM10.8** million

Short Term Priorities	Long Term Priorities
In the near term, the Group will focus on strengthening its data, platform and technology foundations to support business growth and evolving customer needs. Key priorities include progressing Enterprise Data Modernisation programme to enable a more integrated data architecture, improving customer insights, decision-making and automation capabilities. The Group will also evaluate and advance core platform modernisation initiatives, including core banking and payment capabilities, to enhance system resilience, scalability and readiness for future digital use cases. At the same time, we will leverage our ecosystem partnerships, such as automotive dealers and telcos, to pilot API-enabled straight-through processing, enhancing the end-to-end financing experience through faster approvals. This will serve as a foundational use case to scale similar capabilities across other ecosystem partners.	Over the longer term, the Group aims to build a more customer-centric, digitally enabled bank where customer channels, data, analytics and technology platforms operate in a more integrated and scalable manner. This will support sustainable growth, improved decision-making and enhanced customer experience as the Group continues to evolve its digital capabilities in line with changing customer expectations and industry developments.

Capitals
FC HC MC IC

Risks
R1 R2 R3 R4 R6

Key Trends
T2 T3 T5

Stakeholder Groups
S1 S2 S3 S4 S5

Material Matters
M1 M3 M4 M5 M6 M7

Strategic Review

Strategic Performance Review

PILLAR 2 OPERATIONAL EXCELLENCE

Serves as a critical execution engine under WT29, ensuring that processes, systems and operating models are efficient, consistent and scalable to support the Group's growth ambitions.

Resource Allocation Plans	Focus Areas
• **Financial:** Over RM2.1 million was invested in initiatives to improve Retail Banking processes and drive automation across high-volume operational processes, supporting the delivery of more than RM8.1 million in realised savings across the Group. • **Manufactured:** Automation implemented across 15 high-volume processes. • **Human:** Targeted upskilling and reskilling, supported by tools and capabilities to enable productivity improvements.	• **Process Efficiency and Turnaround Time Improvement:** Streamline and re-engineer end-to-end processes to reduce manual intervention, eliminate redundancies and deliver faster turnaround across key customer journeys. • **Customer Experience Enhancement:** Deliver faster and more seamless customer journeys, improving speed and overall banking experience. • **Cost Optimisation and Productivity:** Leverage automation, digitisation and paperless processing to unlock capacity, reduce operational cost and support long-term efficiency gains.

Key Initiatives	Progress and Achievements
End-to-End Process Transformation Across Core Products: Re-engineered key customer journeys across credit card, auto finance, mortgage, CASA and ASB financing, personal financing products to simplify processes and reduce manual steps.	**Reduction in Processing Time Across Key Products:**
Digitised Financing and Enhanced Customer Acceptance Journeys: Expanded digital agreements including electronic Hire Purchase Agreements (eHPA) and digitised mortgage Letter of Offer acceptance (eLO), reducing reliance on physical documentation and enabling faster acceptance.	**Same Day Financing Fulfilment:** Up to **73%** faster financing agreement fulfilment through remote e-signing and more streamlined processing **Mortgage Processing Efficiency:** Up to **49%** reduction in Letter of Offer issuance turnaround time through process simplification and digitisation

Reduction in Processing Time Across Key Products:

	CASA	Credit Card	Auto Finance	Mortgage	ASB Financing
Turnaround Times (TAT) Improvement (%)	▼ 60%	▼ 95%	▼ 80%	▼ 57%	▼ 37%
Customer Application Journey	Application → Auto Account Opening	Application → Approval	Application → Acceptance	Application → Acceptance	Application → Approval

Key Initiatives	Progress and Achievements
• **Digital Submission and Onboarding Capabilities:** Continued to strengthen digital submission and onboarding channels, reducing reliance on manual processes. • **Unified Customer Onboarding:** Introduced a unified onboarding form via the Mobile Application Terminal (MAT), consolidating multiple products into a single digital submission, reducing duplication and improving processing efficiency.	**Digital Adoption Supporting Operational Efficiency:** As at March 2026 Percentage of credit card digital submission: **77%** Percentage of CASA digital submission: **75%** Hire Purchase Agreement executed digitally (eHPA): **93%** Mortgage Letter of Offer executed digitally (eLO): **60%**
Automation at Scale: Group Operations has scaled Robotic Process Automation (RPA) across 195 high-volume processes. The deployment of 172 RPA bots has successfully automated repetitive tasks, enhancing productivity while reducing manual intervention and enabling more standardised and efficient processing workflows across the Group.	**Manual Intervention and Decisioning Efficiency:** Reduced number of cases requiring manual intervention across key products Auto Finance ▼ **60%** Mortgage ▼ **36%** Credit Card ▼ **48%**

Centralised Processing within Group Operations: Transitioned key non-sales processing activities into a centralised operating model, supported by standardised and automated processing workflows.

Paperless Operations and Digital Records Management: Progressed digital document management and paperless processing to improve efficiency and accessibility of information.

Short Term Priorities	Long Term Priorities
In the near term, the Group will continue to strengthen its operating model through centralisation of servicing functions within respective lines of business, while progressively transitioning back-office activities to Group Operations, enabling front-line teams to focus on revenue generation and customer acquisition. Priorities also include expanding digital onboarding and automation to reduce manual data entry, accelerate processing turnaround and improve operational efficiency. In parallel, the Group will enhance digital document storage and management to improve accessibility while lowering long-term physical storage and administrative costs.	Over the longer term, the Group aims to build a more efficient, scalable and resilient operating model supported by automation, data and advanced technologies. This includes the progressive integration of AI-driven capabilities to enhance decision-making, improve productivity and reduce reliance on manual processes, enabling front-line teams to focus on higher-value, customer-centric activities.

Capitals FC HC MC IC

Risks R1 R2 R3 R4 R6 R9

Key Trends T3 T5 T6

Stakeholder Groups S1 S2 S4

Material Matters M1 M3 M4 M5 M6 M7

Strategic Review

Strategic Performance Review

PILLAR 3
SUSTAINABILITY

A strategic anchor guiding responsible growth, strengthening sustainability risk management practices and supporting long-term value creation in a transitioning economy for all stakeholders.

Resource Allocation Plans

- **Financial:** In FY2026, the Group incurred climate-related expenditure relating to climate risk tools, sustainability data, disclosure and assurance of approximately RM2.3 million. Additionally, CAPEX of over RM2 million for energy efficiency initiatives was spent. To align to our carbon neutral 2030 target, we anticipate a spend of between RM15 million to RM20 million until FY2031.
- **Human:** 17,823 hours of specialised internally developed sustainability training was delivered for AmBankers especially relationship managers and risk managers, amplifying sustainability literacy and technical competency.

Focus Areas

- **Operationalising the AmBank Group Net Zero Transition Plan (NZTP), Shaping Tomorrow Together:** Translating our high-level commitments into actions by integrating the NZTP into core business decisions, including credit evaluations, sustainability considerations in the identified hard-to-abate sectors, structuring solutions in accordance with the Group's Sustainable Finance Product Framework and monitoring our enterprise emissions.
- **Strengthening Climate Risk Management:** Augmenting credit policies and guidelines to align with Position Statements in the NZTP and monitoring our portfolios for climate risk (transition and physical risks). Conducting a climate stress test in accordance with regulatory direction.
- **Strengthening Capability and Capacity:** Enhancing internal expertise on sustainable finance, climate risk, sector analysis and decarbonisation levers, sustainable products and solutions.
- **Engaging Customers and Advocacy:** Reaching out to key customers to understand their climate commitments and supporting them in their own transition journeys. Amplifying AmBank's voice in national and regional sustainability dialogues and promoting sustainable practices across the real economy.
- **Designing and Developing a Sustainability Data System:** Systemising the collection, integration, analysis and reporting of sustainability data through a data management system.
- **Disclosures of the Highest Quality:** Positioning sustainability disclosures aligned to the ISSB standards in accordance with the National Sustainability Reporting Framework.

Key Initiatives

NZTP Operationalisation: Implemented the Sustainable, Transition and Green (STG) Financing Guideline. Engaged customers and advanced their sustainability objectives through financing renewable energy, battery energy storage, green industrial parks, green commercial real estate and biogas plants. Further, we launched Malaysia's first SRI-qualified ETF traded on Bursa Malaysia.

Climate Risk Management: Augmented Credit Policies with Prohibitions, Restrictions and Conditional Financing Criteria. Performed Climate Risk Stress Testing (CRST) and operationalised the Climate Risk Management and Scenario Analysis (CRMSA) framework for structured monitoring of climate-related risks.

Progress and Achievements

Sustainable Financing:

RM18.0 billion in Sustainable Financing mobilised covering Green Financing, Sustainable Financing, Affordable and Low-income Financing, Sustainable Investments and Sustainable Capital Market Issuances

Climate Risk:

Conducted the regulator-guided climate risk stress test that allows for a forward-looking assessment and informs mitigation action as needed

Key Initiatives	Progress and Achievements
AmBank Group Sustainability Academy: Launched a central platform for sustainability knowledge – offering curated learning pathways, expert insights, free external courses and practical reference materials.	**Capability Building:** Cultivated a high-performance sustainability culture through targeted upskilling across the Group. Total training sessions: **17 internally** curated sessions
Advocacy and Engagement: Participated in financial industry collaboration, engaged customers particularly in the hard-to-abate sectors and initiated discussions with supply chain partners on their transition journeys.	Industry Advocacy: **12 speaking** and panel sessions (national and regional) Supplier Engagement Day: **>50 key suppliers** participated Sector Engagements: Cumulatively engaged **22 key clients** in hard-to-abate sectors
Development of Sustainability Data System: Built the foundational data architecture needed to support credible and auditable sustainability reporting, data collection and analysis.	**Sustainability Data Infrastructure:** Completed design and progressive development of a proprietary system to enable more effective monitoring and reporting of sustainability metrics and disclosures.
Disclosure Readiness: Advanced the Group's reporting framework to align with International Financial Reporting Standards (IFRS) S1, S2 and S2 industry-based guidance.	**Enhanced Transparency:** Identified six Sustainability-related Risks and Opportunities for disclosure in accordance with IFRS S1, S2 and S2 Industry-based Guidance.

Short Term Priorities	Long Term Priorities
In the short term, our primary focus is on refining the sustainability data collection across all applicable sources. By improving data quality, AmBank Group aims to facilitate more robust analysis and informed decision-making through the integrated sustainability data system. Simultaneously, we will conduct a preliminary nature and biodiversity risk assessment specifically targeting key nature-related sectors to better understand how our financing activities affect and are dependent upon the environment. Beyond internal metrics, we remain committed to advocating for industry-wide transitions, ensuring our customers are supported while we stay closely aligned with evolving policy and regulatory developments. Ultimately, we strive to augment our disclosures as internal capabilities and external information landscapes mature, maintaining transparency and accountability in our progress.	AmBank Group's long-term sustainability ambition is anchored by the Net Zero 2050 commitment and near term 2030 milestones (our inaugural NZTP was launched in 2025), which seeks to align the Group's entire business model with a low-carbon, inclusive economy. Our objective is to achieve enduring sustainability integration, where sustainability is fully ingrained into the fabric of how the Group operates and grows. This transformation ensures that decisions at every level account for sustainability impact, positioning the Group as a responsible and sustainable financial institution.

Capitals: FC HC SC IC NC

Risks: R1 R2 R5 R6 R10

Key Trends: T6

Stakeholder Groups: S1 S2 S3 S4 S5

Material Matters: M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11

Strategic Review

Key Performance Indicators

Our Winning Together 2029 (WT29) strategy is tracked through key performance indicators that measure progress against our strategic priorities and the value created through their execution over time.

STRATEGY PILLARS	INDICATORS
3 FINANCIAL GOALS To deliver superior returns through disciplined use of financial resources and within the Group's risk appetite.	Dividend payout ratio (DPR) (%)
	Cost to income ratio (CTI) (%)
	Return on assets (ROA) (%)
DIGITALISATION To enhance customer experience and support scalable growth through digital adoption, stronger data capabilities and modern technology platforms.	AmOnline user base
	AmOnline digital penetration (%)
	AmAccess Biz user base
OPERATIONAL EXCELLENCE To improve productivity, turnaround times and efficient service delivery through process simplification, automation and operating model enhancements.	Processes automated
	Bots implemented
SUSTAINABILITY To strengthen resilience and support responsible growth by embracing sustainability across our business.	Net enterprise emissions (Scope 1 and Scope 2 GHG Emissions) (tCO_2e)
	Hard-to-abate sector decarbonisation pathways on track to meet 2030 near-term targets
	Cumulative employee volunteering hours

Assurance Indicators

FS Financial information extracted from the 2026 AMMB Audited Annual Financial Statements.

MO Management and Board oversight through rigorous internal reporting

EA External limited assurance on selected sustainability information

VALUE DRIVERS	FY2024	FY2025	FY2026	YoY CHANGE	FY2029 TARGET	ASSURANCE
Shareholder returns	40.0	50.0	**55.0**	▲	Improve dividend payout	FS
Productivity	44.2	44.6	**44.7**	▲	40.0	FS
Profitability	0.97	1.02	**1.05**	▲	1.10	FS
Growth	1,405,195	1,479,613	**1,555,682**	▲	1.8 million users	MO
Growth	62.6	70.8	**74.0**	▲	75.0%	MO
Growth	46,743	52,225	**57,271**	▲	82,600 users	MO
Productivity	124	165	**195**	▲		MO
Productivity	118	143	**172**	▲		MO
Advancing sustainability	16,636	16,437	**21,801**	▲	Carbon Neutral (Scope 1 and Scope 2) by 2030*	EA
Advancing sustainability	N/A	3 out of 7	**–^**	–	7 out of 7 by 2030*	MO
Advancing community welfare	4,364	16,074	**28,658**	▲	50,000	MO

Note:
** 2030 refers to FY2031*
^ To be disclosed in FY2027

Performance Review by Group Chief Financial Officer

"Robust set of financial results in FY2026, achieving a record PATMI of RM2.1 billion, on the back of strong income growth and margin expansion – delivered against a challenging operating environment."

PHUAH SHOK CHENG
Group Chief Financial Officer

Profit After Taxation and Minority Interests (PATMI)

RM2,100.8 million

▲ 5%

FY2025: RM2,001.2 million

Total Income

RM5,158.4 million

▲ 5%

FY2025: RM4,928.9 million

Net Interest Margin (NIM)

1.98%

▲ 4bps

FY2025: 1.94%

Net Interest Income (NII)

RM3,729.6 million

▲ 4%

FY2025: RM3,569.6 million

Non-Interest Income (NoII)

RM1,428.8 million

▲ 5%

FY2025: RM1,359.4 million

Good income growth, driven by strong corporate loans growth and margin expansion

The Group delivered net income of RM5,158.4 million, representing a 4.7% increase YoY. NII rose 4.5% YoY to RM3,729.6 million (FY2025: RM3,569.6 million), with strong loan growth of 5.6% and a 4-bps NIM expansion to 1.98% (FY2025: 1.94%). The improvement in NIM was a result of effective liability management which lowered cost of funds and helped cushion the impact of an Overnight Policy Rate (OPR) reduction of 25 bps in July 2025.

NoII rose 5.1% YoY to RM1,428.8 million (FY2025: RM1,359.4 million), with key contributions from:

Group Treasury and Markets (GTM) ▲ **42.7%**

which recorded a 42.7% increase in income to RM251.1 million, mainly from trading gains in securities, driven by proactive portfolio positioning to capture market opportunities and realise gains.

Foreign Exchange (FX) ▲ **7.2%**

which saw sales income grow 7.2% YoY mainly from Wholesale Banking and Business Banking, reflecting higher customer flows.

Group Wealth Management (GWM) ▲ **3.9%**

which recorded an increase of 3.9% YoY in income to RM352.8 million (FY2025: RM339.6 million), mainly contributed by Retail Wealth and Funds Management. AUM increased by 10.0% to RM73.8 billion supported by net inflows, improved market performance, and increased client engagement across wealth and institutional channels.

Customer deposits increased 3.9% YoY to RM147.0 billion, supported by a 4.8% YoY growth in Time Deposits to RM94.9 billion (FY2025: RM90.5 billion) and a 2.1% YoY growth in CASA to RM52.1 billion (FY2025: RM51.0 billion).

The Group's total gross loans, advances and financing increased 5.6% YoY to RM146.7 billion (FY2025: RM138.9 billion) driven by a strong 12.0% growth from Wholesale Banking and a 10.6% growth from Business Banking.

Gross loans, advances and financing
▲ **5.6%**
to **RM146.7 billion**

Customer deposits
▲ **3.9%**
to **RM147.0 billion**

Stable Cost-to-Income (CTI)

Total operating expenses increased 4.8% YoY to RM2,303.6 million (FY2025: RM2,197.8 million) with CTI ratio relatively stable at 44.7%.

- Personnel expenses increased by 6.1% YoY to RM1,546.1 million, mainly attributed to higher performance-based rewards (bonuses and the Group's employee share scheme).
- Establishment costs increased by 3.3% YoY to RM509.6 million, mainly from an increase in amortisation of software costs.
- Marketing and communication expenses as well as Administration and General expenses were relatively flat due to disciplined cost management. During the year, higher expenses were incurred to support key activities such as the Group's 50th anniversary campaign and deposit-focused initiatives. In addition, PIDM premium was higher driven by higher insurable deposits.

Performance Review

Group Chief Financial Officer

Net impairment charges were lower with higher writebacks and recoveries offsetting higher impairment charges in Business Banking

Net impairment charges
RM133.6 million
(FY2025: RM143.9 million)
▼ 7.1%

Net credit cost
0.21%
(FY2025: 0.16%)

Net impairment charges reduced 7.1% to RM133.6 million, largely due to a writeback of RM146.1 million from Wholesale Banking pursuant to a corporate debt restructuring and a RM50.7 million recovery from a retail debt sale. These gains were partially offset by higher Expected Credit Loss (ECL) charges and provisions in Business Banking, where overlay provisions were increased to strengthen credit buffers amid ongoing SME portfolio de-risking efforts.

The Group's net credit cost for FY2026 stood at 0.21%, including the net impact of SME overlay of RM99.3 million.

Continued close monitoring of asset quality

GIL
1.59%
(FY2025: 1.54%)

LLC with RR
100.9%
(FY2025: 103.6%)

We continue to monitor asset quality vigilantly, actively taking pre-emptive steps to manage risk exposures and initiate regularisation plans as and when necessary. We also retained sufficient overlay reserves for potentially vulnerable credit portfolios as an additional buffer, with total overlay reserves carried forward of RM307.1 million as at 31 March 2026 (FY2025: RM439.5 million).

Record PATMI of RM2.1 billion, Return on Equity (ROE) of 10.0% and Return on Assets (ROA) of 1.05%

ROE
10.0%
(FY2025: 10.0%)

ROA
1.05%
(FY2025: 1.02%)

The Group achieved Profit Before Taxation (PBT) of RM2,721.2 million, an increase of 5.2% YoY and a record PATMI of RM2,100.8 million (FY2025: RM2,001.2 million), a YoY increase of 5.0%. The Group delivered a ROE of 10.0% (FY2025: 10.0%) and an improved ROA of 1.05% (FY2025: 1.02%), reflecting improved operating leverage and earnings quality.

Higher Dividend Payout Ratio (DPR) of 55%, well capitalised and ample liquidity

Dividend Per Share
35.0 sen
(FY2025: 30.2 sen)
▲ 16%

DPR
55%
(FY2025: 50%)

Total dividend of **~RM1.2** billion
paid out for FY2026
(FY2025: ~RM1.0 billion)

The Group's capital position remained robust, with a post dividend Common Equity Tier 1 (CET1) ratio of 14.82%.

The Group declared an interim dividend of 12.5 sen per share in Q2FY2026 and a final dividend of 22.5 sen per share in Q4FY2026, bringing total dividend for FY2026 to 35.0 sen per share, a 16% increase YoY. This translates into an improved dividend payout ratio (DPR) of 55%, demonstrating the Group's continued commitment to delivering sustainable and attractive shareholder returns.

Liquidity levels continued to be ample, with Liquidity Coverage Ratios (LCR)* across all banking entities maintained above 135%.

** LCR is based on 12-month rolling average.*

FY2026 Financial Snapshot

	Reported Financials	FY2025	FY2026	Variance
Profitability (RM million)	Income	4,929	**5,158**	▲ 5%
	Expenses	(2,198)	**(2,304)**	▲ 5%
	PBP	2,731	**2,855**	▲ 5%
	Impairment	(144)	**(134)**	▼ (7%)
	PBT	2,587	**2,721**	▲ 5%
	PATMI	2,001	**2,101**	▲ 5%
	ROE	10.0%	**10.0%**	≈
Assets & Liabilities (RM billion)	Gross Loans	138.9	**146.7**	▲ 6%
	Customer Deposits	141.5	**147.0**	▲ 4%
Capital	CET1 (post dividend)	14.82%	**14.82%**	≈
	Dividend per share	30.2 sen	**35.0 sen**	▲ 16%

Priorities for FY2027

FY2026 marked a year of strong and consistent delivery for the Group, underpinned by sustained income growth, margin expansion and disciplined execution. This translated into record profitability, supported by the strength of our core businesses and a balanced contribution across NII and NoII streams. At the same time, continued cost discipline and proactive risk management reinforced the quality of our earnings, reflecting a business that is growing with greater efficiency and focus.

The Group closed the year on a firm footing, supported by steady loan and deposit growth alongside a robust capital and liquidity position. Our diversified franchise, combined with prudent balance sheet management, enabled us to sustain momentum while remaining responsive to evolving conditions. Reflecting this performance, we delivered an improved dividend payout to reward our shareholders. This underscores our ability to execute with discipline, capture opportunities across the cycle, and deliver consistent value to our stakeholders as we move into the next financial year.

FY2027 started amidst volatility arising from increasingly uncertain geopolitical tensions in the Middle East, impeding global energy markets, with potentially significant implications on Malaysia's domestic growth, inflationary outlook and overall economic impact. These developments may have a direct impact on Malaysia's macroeconomic environment through softer investment activity, trade flows and tourism. While the Group's strong domestic focus and limited direct exposure to the affected regions should help mitigate potential impacts, the Group remains vigilant and continues to closely monitor evolving developments.

Operational Excellence

Against this operating landscape, the Group will continue to prioritise operational excellence, with emphasis on strengthening execution capabilities, enhancing end-to-end process efficiency and embedding discipline in cost and productivity management. These efforts will be supported by well-considered investments in people and technology, including continued capability building, talent development and the advancement of technology in digital, data and systems. Collectively, these efforts are intended to enhance service quality, operational resilience and scalability, while maintaining a prudent and sustainable cost structure.

Balance Sheet Management

In parallel, the Group will maintain a proactive approach to balance sheet management, with a focus on optimising its funding profile. Key priorities include rebalancing the funding mix to support a more resilient and cost-efficient structure, optimising cost of funds, and strengthening liquidity amid a more uncertain operating environment.

Sustainable Shareholder Returns

These initiatives will be underpinned by the Group's strong capital position, which provides financial flexibility to support sustainable growth and enables the Group to continue delivering consistent and sustainable dividends to shareholders, in line with the objectives of WT29.

Performance Review

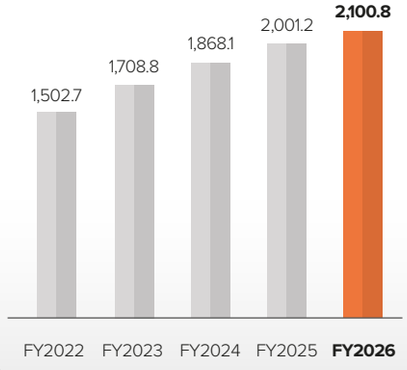
5-Year Group Financial Highlights

		FINANCIAL YEAR ENDED 31 MARCH				
		2022	2023	2024	2025	2026
1.	**STATEMENT OF PROFIT OR LOSS (RM MILLION)**					
	i. Total income	4,665.0	4,711.4	4,646.6	4,928.9	**5,158.4**
	ii. Profit before provisions	2,570.8	2,611.0	2,594.9	2,731.1	**2,854.8**
	iii. Net impairment charges	(766.0)	(466.9)	(329.5)	(143.9)	**(133.6)**
	iv. Profit before taxation and zakat before one-off charges	1,804.7	2,144.2	2,265.4	2,587.3	**2,721.2**
	v. One-off charges[1]	–	–	(520.2)	–	**–**
	vi. Profit before taxation and zakat	1,804.7	2,144.2	1,745.2	2,587.3	**2,721.2**
	vii. Profit attributable to shareholders[2]	1,502.7	1,708.8	1,868.1	2,001.2	**2,100.8**
2.	**STATEMENT OF FINANCIAL POSITION (RM MILLION)**					
	Assets					
	i. Total assets	174,858.9	197,429.9	196,763.8	199,043.6	**207,708.7**
	ii. Gross loans, advances and financing	119,993.3	130,226.8	134,130.3	138,883.4	**146,687.3**
	iii. Net loans, advances and financing	118,065.7	128,242.6	132,102.1	137,130.1	**145,091.7**
	Liabilities and Shareholders' Equity					
	i. Total liabilities	156,900.0	179,404.7	177,321.9	178,421.9	**186,083.7**
	ii. Deposits from customers	122,592.9	130,315.1	142,381.2	141,547.0	**147,000.1**
	iii. Paid-up share capital	6,776.2	6,376.2	6,376.2	6,376.2	**6,376.2**
	iv. Shareholders' equity	16,759.8	18,024.4	19,440.8	20,620.8	**21,624.2**
	Commitments and Contingencies	122,661.4	124,873.0	128,709.7	133,291.0	**158,259.6**
3.	**PER SHARE (SEN)**					
	i. Basic/diluted net earnings	45.5	51.6	56.5	60.6	**63.5**
	ii. Net assets	506.2	545.0	587.9	624.1	**653.9**
	iii. Single tier dividend	5.0	18.3	22.6	30.2	**35.0**
4.	**FINANCIAL RATIOS (%)**					
	i. Post-tax return on average shareholders' equity[3]	9.3	9.8	10.0	10.0	**10.0**
	ii. Post-tax return on average total assets	0.94	0.90	0.97	1.02	**1.05**
	iii. Loan/financing loss coverage (including regulatory reserve)	139.2	127.7	109.5	103.6	**100.9**
	iv. Loan-to-deposit[4]	97.9	99.9	94.2	98.1	**98.4**
	v. Net interest margin	2.05	2.07	1.79	1.94	**1.98**
	vi. Cost-to-income	44.9	44.6	44.2	44.6	**44.7**
	vii. CET1 Capital Ratio[5]	12.20	12.51	13.30	14.82	**14.82**
	viii. Total Capital Ratio[5]	15.32	15.65	16.49	17.49	**17.23**
5.	**SHARE PRICE (RM)**					
	i. High	3.71	4.24	4.41	5.94	**6.83**
	ii. Low	2.81	3.39	3.44	4.10	**4.94**
	iii. As at 31 March	3.71	3.75	4.19	5.60	**6.59**

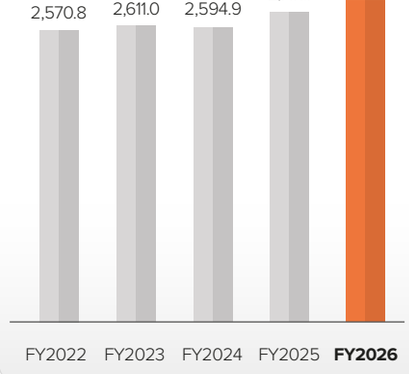
Notes:
[1] *FY2024 includes credit impairment overlays of RM328.2 million, impairment of intangible assets of RM111.9 million and restructuring expenses of RM80.0 million.*
[2] *FY2024 includes net tax benefit of RM135.7 million after offsetting one-off tax credit of RM538.2 million and one-off charges.*
[3] *Adjusted for non-controlling interests.*
[4] *Loan-to-deposit ratio refers to gross loans, advances and financing divided by deposits from customers and Mudarabah Term Investment Account (MTIA-i).*
[5] *Pursuant to BNM's policy documents issued on 15 December 2023, the capital ratios computed from FY2022 to FY2024 had applied the transitional arrangements (TA) on provision for Expected Credit Loss (ECL). Under the TA, the Group was allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET1 Capital. Effective 1 April 2024, the TA have ended. With effect 1 August 2024, the capital ratios of AmBank and AmBank Islamic are computed based on Foundation Internal Ratings Based (FIRB) Approach.*

Group Financial Highlights

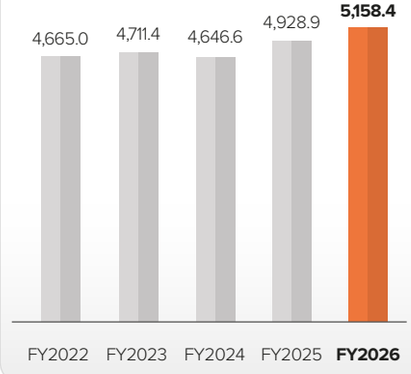
Profit Attributable to Shareholders
(RM million)



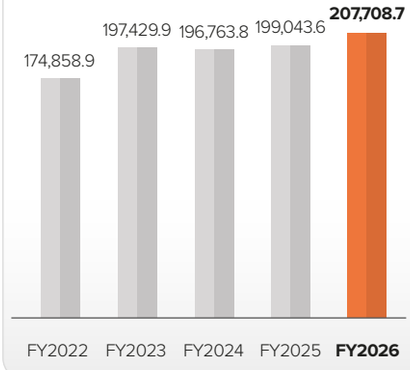
Profit Before Provisions
(RM million)



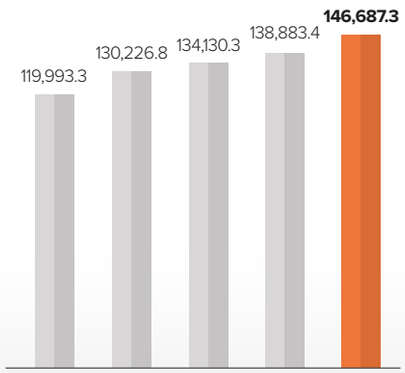
Total Income
(RM million)



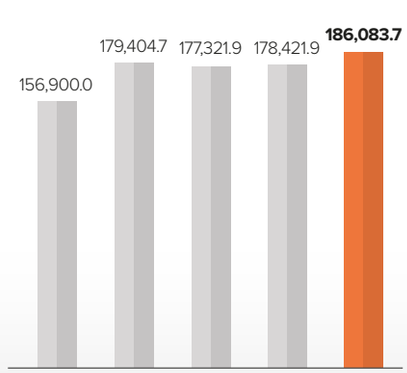
Total Assets
(RM million)



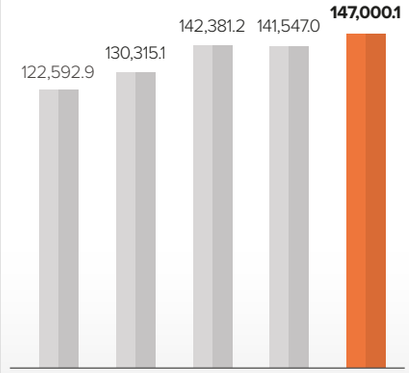
Gross Loans, Advances and Financing
(RM million)



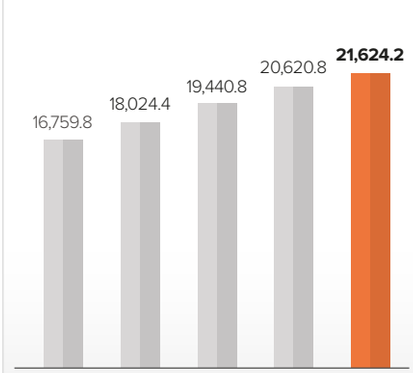
Total Liabilities
(RM million)



Deposits from Customers
(RM million)



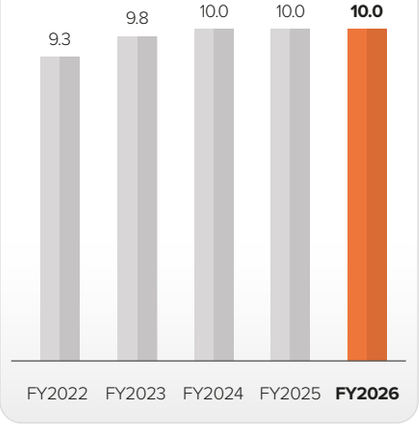
Shareholders' Equity
(RM million)



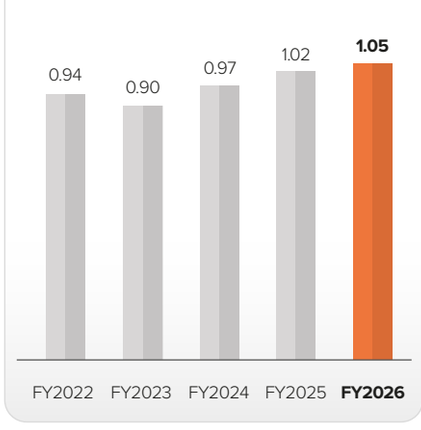
Performance Review

Financial Indicators

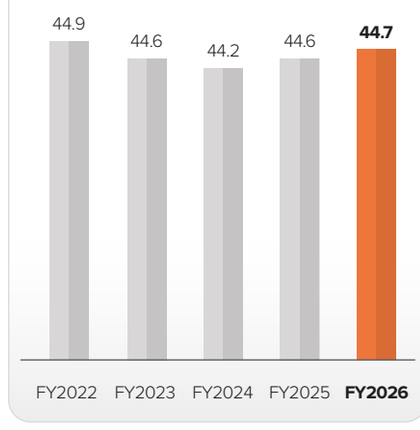
Return on Equity
(%)



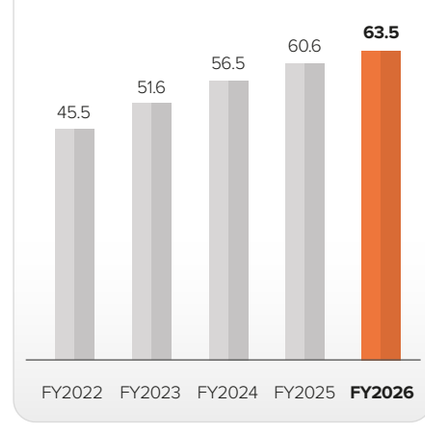
Return on Assets
(%)



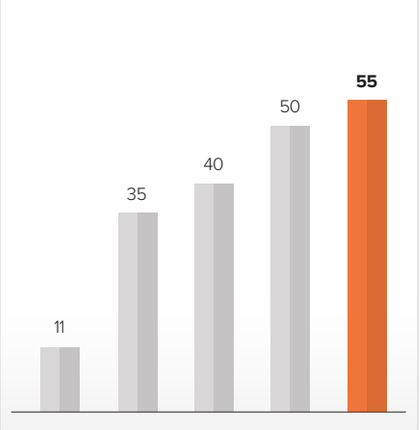
Cost-to-Income
(%)



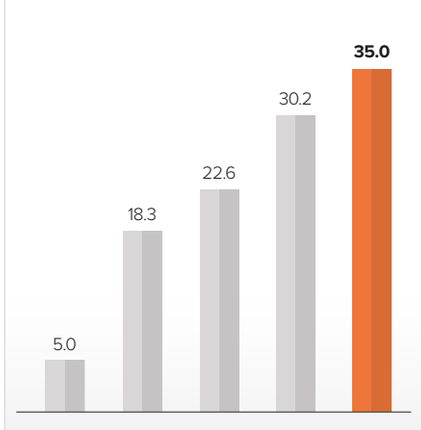
Earnings Per Share
(sen)



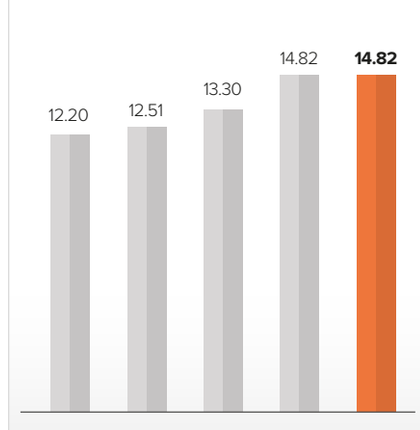
Dividend Payout Ratio
(%)



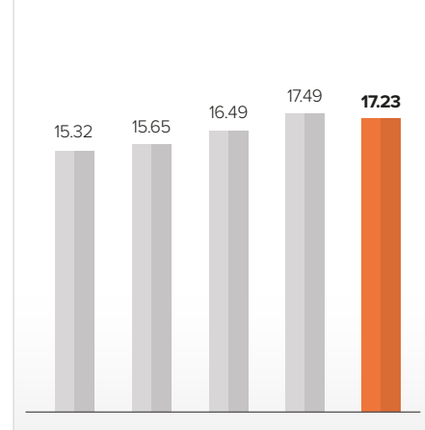
Dividend Per Share
(sen)



CET1 Capital Ratio*
(%)



Total Capital Ratio*
(%)

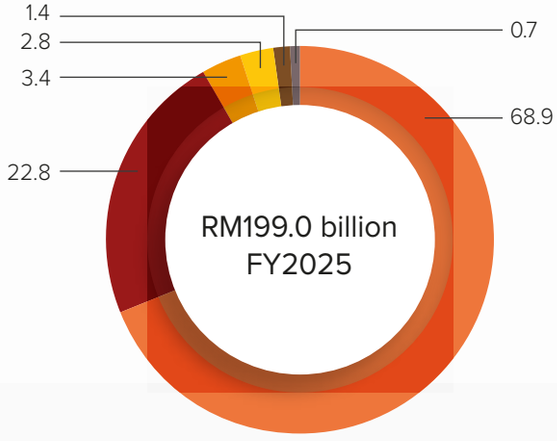


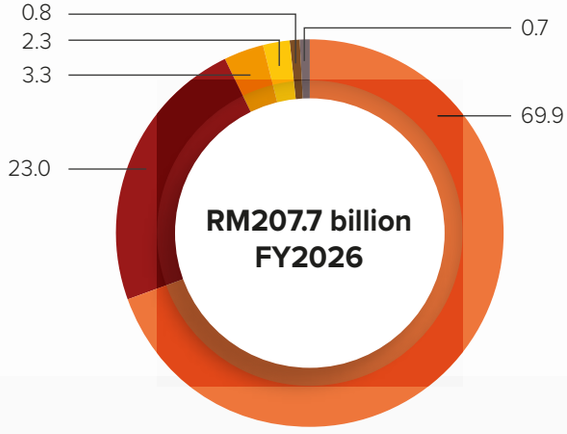
Notes:

* *Pursuant to BNM's policy documents issued on 15 December 2023, the capital ratios computed from FY2022 to FY2024 had applied the TA on provision for ECL. Under the TA, the Group was allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET1 Capital. Effective 1 April 2024, the TA have ended. With effect 1 August 2024, the capital ratios of AmBank and AmBank Islamic are computed based on FIRB Approach.*

Simplified Consolidated Statement of Financial Position

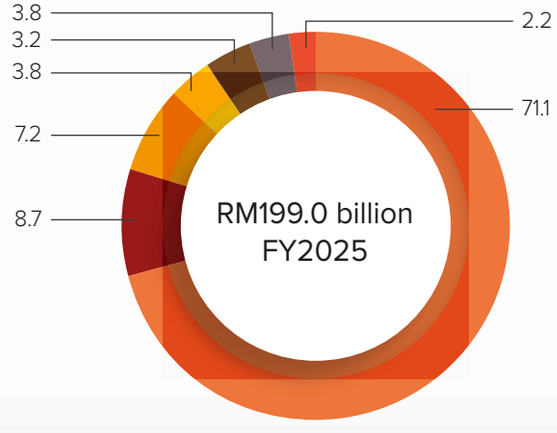
TOTAL ASSETS (%)

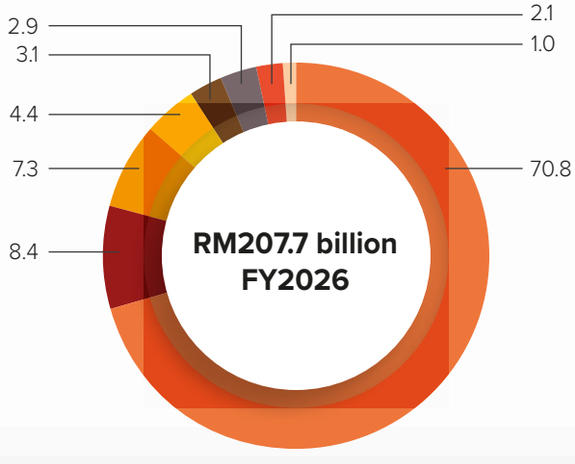




- Loans, advances and financing
- Investments in securities
- Cash and short-term funds
- Other assets
- Statutory deposits with BNM
- Investments in associates and joint ventures

TOTAL LIABILITIES AND EQUITY (%)





- Deposits from customers
- Other liabilities and financial liabilities at FVTPL
- Reserves
- Term funding
- Share capital
- Deposits and placements of banks and other financial institutions
- Debt capital
- Investment accounts of customers

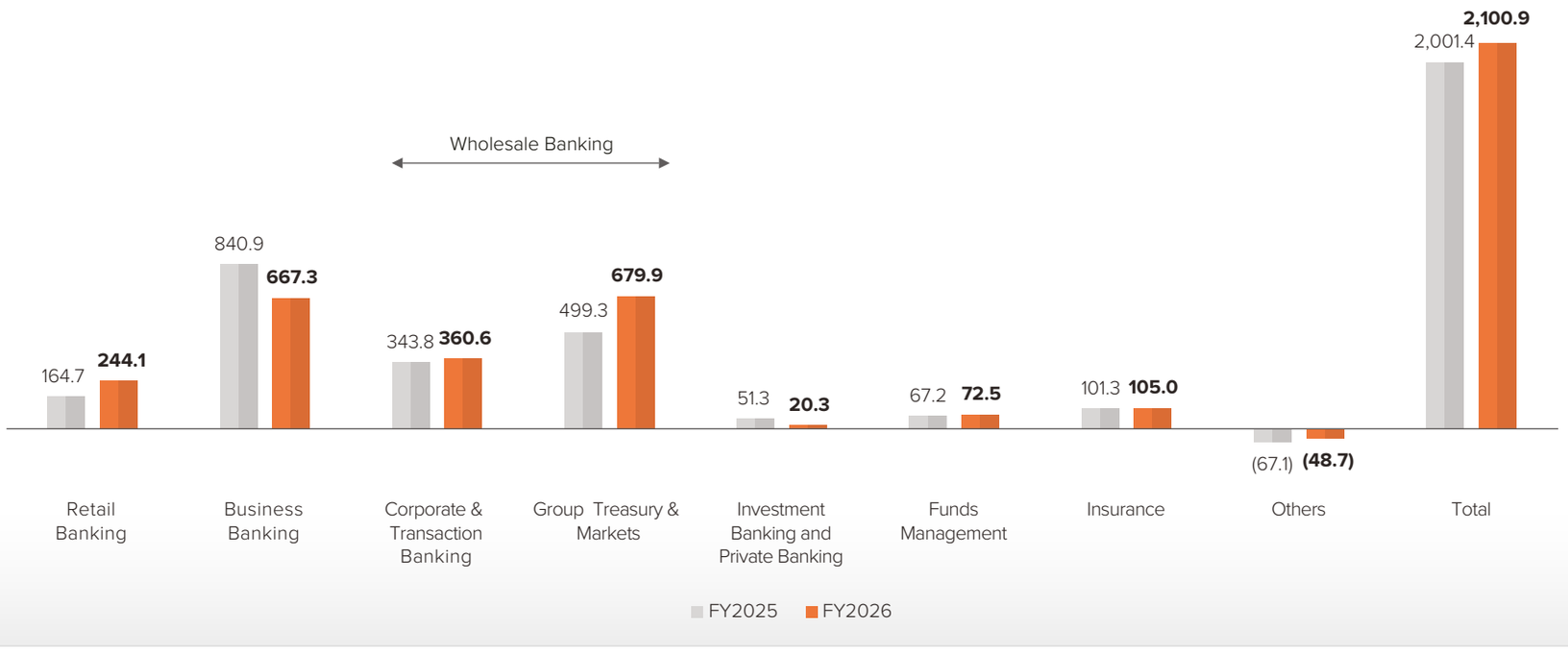
Performance Review

Segmental Analysis

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

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

Segment Profit After Taxation
(RM million)



RETAIL BANKING

Profit After Taxation (PAT) increased 48.2% YoY to RM244.1 million mainly driven by higher income and lower net impairment. We made good progress to reposition this business as reflected by the improved performance.

Income grew marginally to RM1,437.9 million (FY2025: RM1,419.1 million) supported by 0.8% growth in Net Interest Income (NII) and 4.3% growth in Non-Interest Income (NoII). Operating expenses increased 5.7% YoY to RM1,036.9 million (FY2025: RM980.5 million), CTI at 72.1% (FY2025: 69.1%). Net impairment charge was lower by 63.8% YoY to RM80.4 million (FY2025: RM222.3 million) due to lower expected credit loss (ECL) charges, higher overlay reversal and better recoveries mainly from a debt sale.

Gross loans, advances and financing grew marginally by 0.1% YoY to RM67.4 billion mainly due to growth in mortgages, partially offset by a decline in auto financing. Gross impaired loans (GIL) ratio was higher YoY at 1.83% (FY2025: 1.64%). Total deposits increased 2.2% YoY to RM59.5 billion, Loan-to-deposit ratio (LDR) improved to 109.9% (FY2025: 116.2%).

BUSINESS BANKING

PAT fell 20.6% YoY to RM667.3 million mainly due to higher expenses and net impairment charge.

Income fell 2.3% YoY to RM1,737.8 million (FY2025: RM1,778.9 million). Operating expenses increased 11.0% YoY to RM628.8 million (FY2025: RM566.4 million). A higher net impairment charge of RM231.8 million was recorded (FY2025: RM109.2 million) due to higher overlay provision in Enterprise Banking in relation to the derisking of the small and medium enterprises (SMEs) exposures and increased individual provisions in Commercial Banking.

Gross loans, advances and financing increased 10.6% YoY to RM53.9 billion, with Commercial Banking loans growth of 15.0% and Enterprise Banking loans growth of 9.5%. GIL ratio was slightly higher YoY at 1.76% (FY2025: 1.74%). Total deposits increased 3.1% YoY to RM42.2 billion.

WHOLESALE BANKING

PAT grew 23.4% YoY to RM1,040.5 million driven by higher income and higher net impairment writeback.

Income grew 20.7% YoY to RM1,563.8 million (FY2025: RM1,295.4 million) driven by higher NII growth of 18.7% YoY from effective liability management efforts and strong loans growth, as well as higher NoII of RM386.5 million (FY2025: RM303.3 million, mainly from trading gains from securities. Operating expenses increased 7.2% YoY to RM387.9 million (FY2025: RM362.0 million). Net impairment writeback was higher at RM177.7 million (FY2025: RM160.9 million) largely due to higher writeback of provisions following the resolution of a large corporate debt restructuring in the second quarter FY2026.

Gross loans, advances and financing increased 12.0% YoY to RM23.5 billion. GIL ratio improved YoY to 0.48% (FY2025: 0.69%). Total deposits grew 3.8% YoY to RM50.6 billion.

Corporate and Transaction Banking

PAT increased by 4.9% YoY to RM360.6 million mainly attributable to higher income and higher net impairment writeback, partially offset by higher operating expenses.

Income increased 7.9% YoY to RM537.8 million (FY2025: RM498.4 million), driven by a 9.7% YoY growth in NII from higher YoY loans growth, partly mitigated by a 2.0% decline in NoII mainly from lower fee income in Transaction Banking. Operating expenses increased 10.9% YoY to RM234.8 million (FY2025: RM211.6 million). Net impairment writeback was higher at RM167.9 million (FY2025: RM164.8 million).

Gross loans, advances and financing increased 12.0% YoY to RM23.5 billion, while total deposits increased 5.0% YoY to RM15.9 billion.

Group Treasury and Markets

PAT increased by RM180.6 million or 36.2% YoY to RM679.9 million mainly due to higher income and higher net impairment writeback on financial investments.

Income increased 28.7% YoY to RM1,026.0 million, from effective liability management and higher NoII of RM309.7 million (FY2025: RM225.0 million) mainly from trading gains in securities.

INVESTMENT BANKING, PRIVATE BANKING AND FUNDS MANAGEMENT

Investment Banking income at RM157.4 million, which comprised of Originations and Broking, down 10.0% YoY mainly due to lower fee income from Corporate Finance, Stockbroking and Futures.

Private Banking and Funds Management, under Group Wealth Management (GWM) recorded stable income at RM212.7 million, with Funds Management income increased 6.2%, offset by a decline in Private Banking income. Average Assets under Management (AUM) grew 5.0% YoY to RM65.9 billion (FY2025: RM62.8 billion).

INSURANCE

PAT increased 3.7% to RM105.0 million primarily driven by higher investment income, higher net earned insurance premiums, partially offset by higher claims. The results of the Group's life insurance, family takaful and general insurance businesses were equity accounted to reflect the Group's effective equity interests in the respective joint ventures and associate.

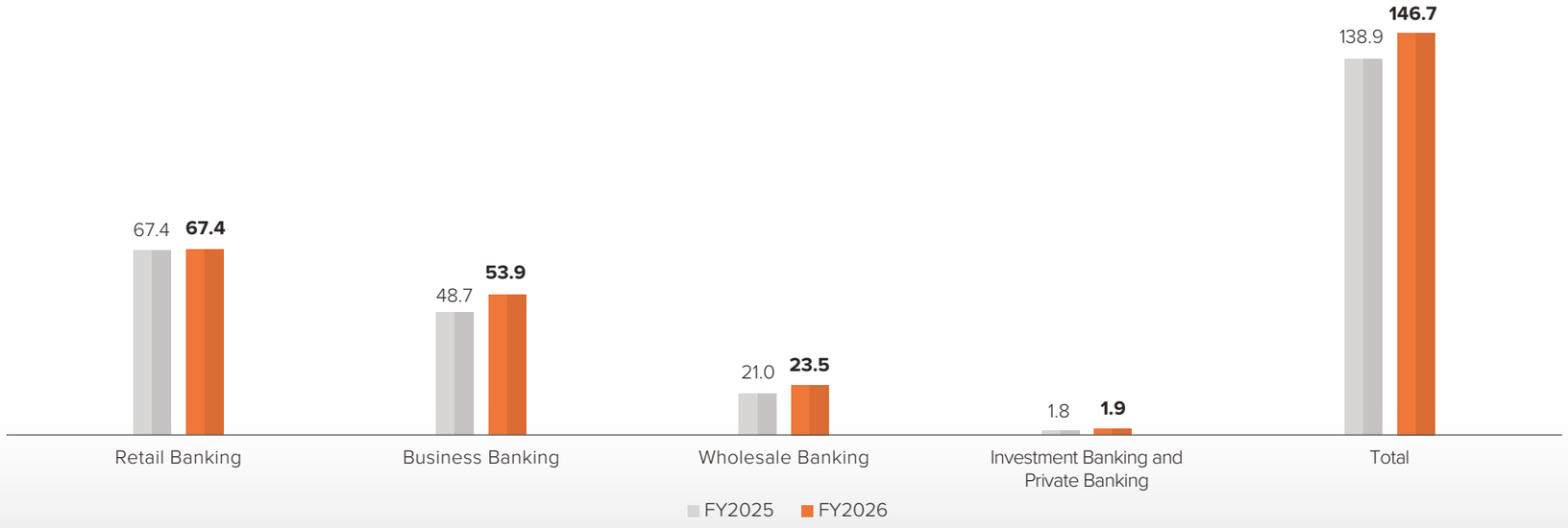
OTHERS

This segment comprises of support and corporate functions of the Group. Loss After Taxation (LAT) narrowed to RM48.7 million from RM67.1 million due to lower operating expenses.

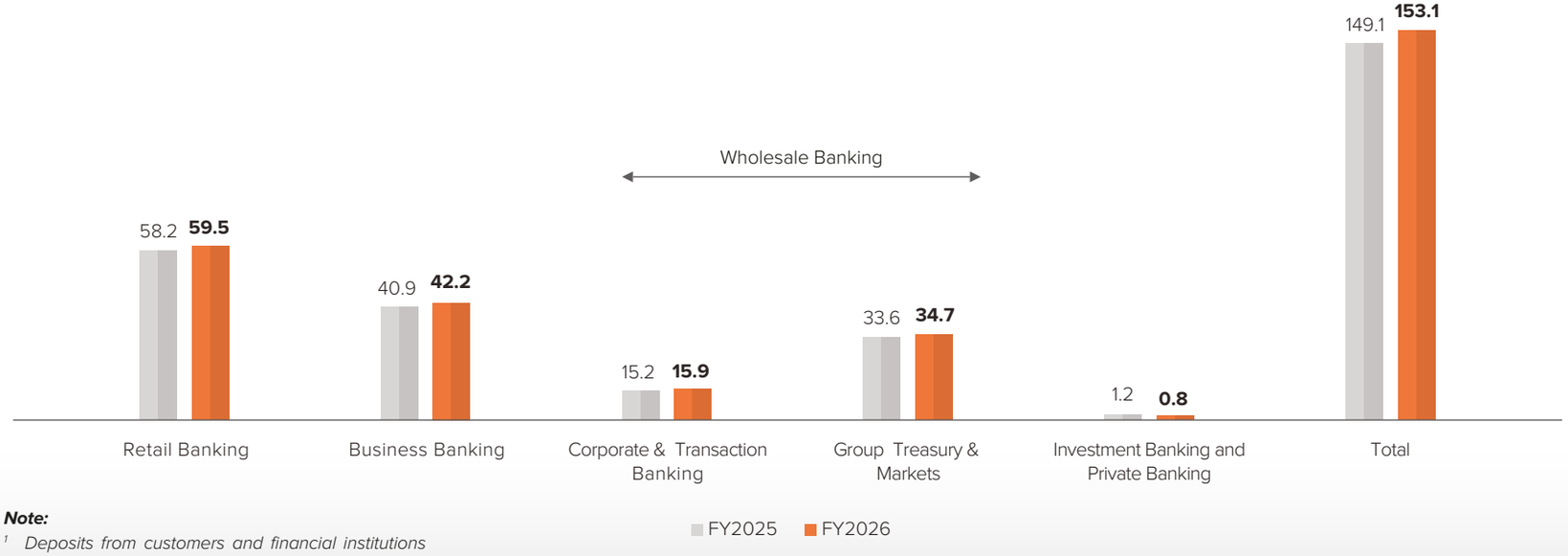
Performance Review

Segmental Analysis

Gross Loans, Advances and Financing
(RM billion)



Deposits[1]
(RM billion)



Note:

[1] *Deposits from customers and financial institutions*

Group Quarterly Financial Performance

FY2026

All in RM million unless stated otherwise	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Total income	1,290.7	1,291.9	1,279.6	1,296.2	**5,158.4**
Profit before provisions	726.8	724.0	698.6	705.4	**2,854.8**
Allowances for impairment on loans, advances and financing	(87.1)	(208.7)	(14.8)	(2.1)	**(312.7)**
Profit before taxation and zakat	654.4	700.3	685.6	680.9	**2,721.2**
Profit attributable to shareholders	516.2	534.6	529.5	520.5	**2,100.8**
Earnings per share (sen)	15.6	16.2	16.0	15.7	**63.5**
Dividend per share (sen)	–	12.5	–	22.5	**35.0**

FY2025

All in RM million unless stated otherwise	First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Total
Total income	1,178.5	1,228.4	1,240.6	1,281.4	4,928.9
Profit before provisions	657.9	698.5	669.8	704.9	2,731.1
Allowances for impairment on loans, advances and financing	(36.4)	(95.9)	(35.6)	(56.1)	(224.0)
Profit before taxation and zakat	645.7	653.5	631.9	656.2	2,587.3
Profit attributable to shareholders	500.2	500.6	486.5	513.9	2,001.2
Earnings per share (sen)	15.1	15.2	14.7	15.6	60.6
Dividend per share (sen)	–	10.3	–	19.9	30.2

Performance Review

Key Interest Bearing Assets and Liabilities

	FY2025			FY2026		
	Average Balance RM million	Average Rate %	Interest Income/ Expense RM million	Average Balance RM million	Average Rate %	Interest Income/ Expense RM million
INTEREST EARNING ASSETS	183,620	4.87	8,938	**188,578**	**4.68**	**8,833**
of which:						
Short-Term Funds, Deposits and Placements with Banks and Other Financial Institutions	2,679	6.33	170	**3,142**	**3.84**	**121**
Financial Assets at Fair Value Through Profit or Loss	6,886	3.47	239	**6,300**	**3.28**	**207**
Financial Investments at Fair Value Through Other Comprehensive Income	26,228	3.73	978	**27,332**	**3.64**	**995**
Financial Investments at Amortised Cost	12,506	4.46	557	**11,034**	**4.37**	**482**
Loans, Advances and Financing	134,249	5.19	6,971	**140,365**	**5.00**	**7,016**
INTEREST BEARING LIABILITIES	171,107	3.14	5,369	**172,135**	**2.96**	**5,103**
of which:						
Deposits from Customers[1]	141,259	2.92	4,118	**143,356**	**2.78**	**3,986**
Deposits and Placements of Banks and Other Financial Institutions	8,566	3.10	265	**7,652**	**2.66**	**203**
Recourse Obligation on Loans and Financing Sold to Cagamas Berhad	6,752	4.05	274	**7,080**	**3.92**	**278**
Term Funding, Debt Capital and Other Borrowed Funds	18,273	4.08	746	**17,036**	**4.05**	**690**

Notes:

[1] *Deposits from customers includes Investment accounts of customers*

Statement of Value Added

VALUE ADDED	FY2025 RM million	FY2026 RM million
Net interest income	2,358.0	**2,448.6**
Net income from Islamic Banking	1,350.7	**1,444.0**
Other operating income	1,112.4	**1,156.8**
Share in results of associates and joint ventures	107.8	**109.0**
Other operating expenses excluding personnel and depreciation and amortisation	(592.7)	**(593.7)**
Allowances for impairment on loans, advances and financing	(224.0)	**(312.7)**
Other impairment and provisions – writeback	80.2	**179.1**
Value added available for distribution	4,192.4	**4,431.1**

DISTRIBUTION OF VALUE ADDED	FY2025 RM million	FY2025 %	FY2026 RM million	FY2026 %
To employees:				
Personnel expenses	1,457.4	34.8	**1,546.1**	**34.9**
To the Government:				
Taxation	581.0	13.9	**615.2**	**13.9**
To state collection centres and community:				
Zakat	4.9	0.1	**5.1**	**0.1**
To providers of capital:				
Dividends to shareholders*	998.1	23.8	**1,157.4**	**26.1**
Non-controlling interests	0.2	0.0	**0.1**	**0.0**
To reinvest in the Group:				
Depreciation and amortisation	147.7	3.5	**163.8**	**3.7**
Retained profits	1,003.1	23.9	**943.4**	**21.3**
Value added available for distribution	4,192.4	100.0	**4,431.1**	**100.0**

Note:

** Exclude treasury shares.*

Performance Review

Capital Management

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

Meet regulatory capital requirements at all times

Support risk appetite, business growth and strategic objectives

Achieve or maintain the desired credit rating

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

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

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

KEY INITIATIVES DURING THE YEAR

The Group's key initiatives that were undertaken during the financial year 2026 are as outlined below:

(a) AmBank Islamic Berhad and AmBank (M) Berhad issued Basel III Tier 2 Subordinated Sukuk and Basel III Tier 2 Subordinated Debt of RM400.0 million on 30 September 2025 and 17 March 2026 respectively;

(b) AmBank Islamic Berhad redeemed RM400.0 million Basel III Tier 2 Subordinated Sukuk on 8 December 2025 and AmBank (M) Berhad redeemed RM400.0 million Basel III Tier 2 Subordinated Debt on 30 March 2026 on their respective first callable dates; and

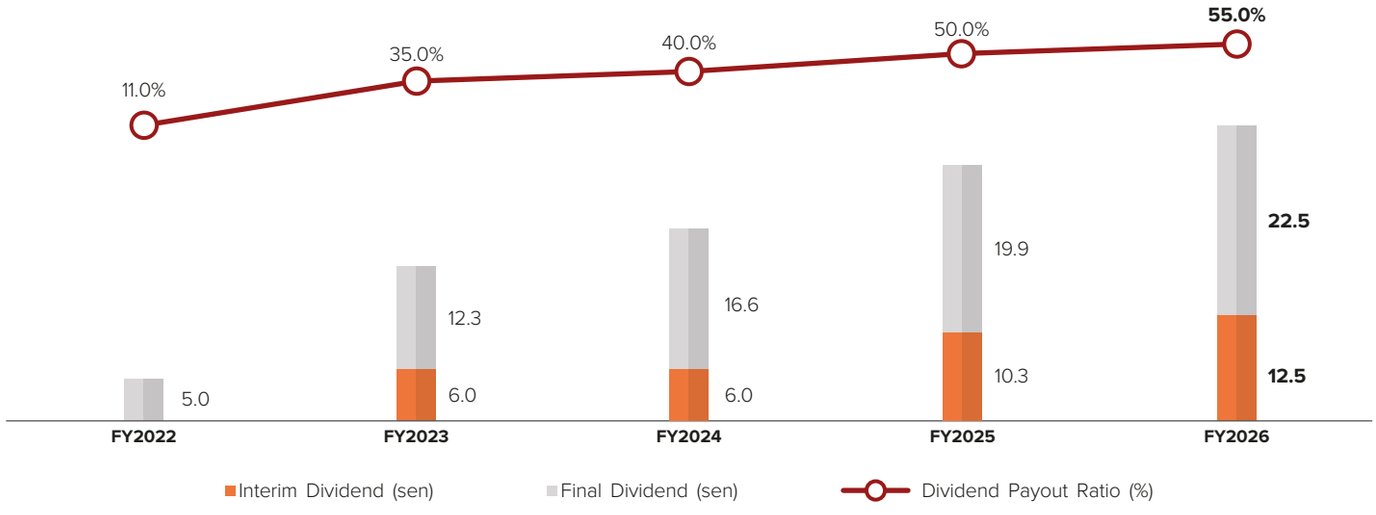
(c) Ongoing risk-weighted assets (RWA) optimisation initiatives which includes amongst others undrawn limits review and management, collateral tagging and model enhancements.

DIVIDEND

We seek to deliver sustainable returns to our shareholders by balancing long-term strategic growth opportunities with prudent and proactive capital management. Our dividend approach is guided by a long-term dividend target payout ratio of 40-60 per cent based on net profit after tax, taking into account the prevailing macroeconomic outlook and business environment across the region and subject to regulatory approval.

With profit accretion and active risk weighted assets management, the Group's capital ratios remain healthy and above target operating levels. Post dividend, the Group's Common Equity Tier 1 (CET1) Capital Ratio is at 14.82% (FY2025: 14.82%) and Total Capital Ratio is at 17.23% (FY2025: 17.49%). The Group proposed a final dividend of 22.5 sen per share in FY2026, together with the interim dividend of 12.5 sen per share declared, FY2026 total annual dividends amounted to 35.0 sen per share (FY2025: 30.2 sen), an increase of 16% YoY or 55% of net profit after tax.

AMMB GROUP'S HISTORICAL DIVIDEND PAYOUT RATIO



Total Dividend *(sen)*

FY2022	FY2023	FY2024	FY2025	FY2026
5.0	18.3	22.6	30.2	35.0

BASEL III REFORM

The implementation of Basel III reforms is expected to be rolled out in phases from 2025 onwards. The reform involves coordinated play across capital, RWA, pricing and portfolio strategy and will impact strategic decisions on growth plan, dividend payouts and buybacks. The fully phased in impact of Basel III reform is expected to be positive to the capital ratio, in line with trends seen across the region. The Group remains fully on track to deliver its WT29 financial goal of increasing dividend payout.

Performance Review

Credit Ratings

Our latest credit ratings are as set out below:

Rating Agency	Rating Date	Rating Classification	Rating Accorded
AMMB HOLDINGS BERHAD			
RAM Rating Services Berhad	25 May 2026	Long-term Corporate Credit Rating Short-term Corporate Credit Rating Outlook	**AA2** **P1** **Stable**
AMBANK (M) BERHAD			
Moody's Investors Service	22 August 2025	Long-term Bank Deposits (Foreign) Rating Short-term Bank Deposits (Foreign) Rating Outlook	**A3** **P-2** **Stable**
S&P Global Ratings	19 November 2025	Long-term Foreign Currency Rating Short-term Foreign Currency Rating Outlook	**BBB+** **A-2** **Stable**
RAM Rating Services Berhad	25 May 2026	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	**AA2** **P1** **Stable**
AMBANK ISLAMIC BERHAD			
RAM Rating Services Berhad	25 May 2026	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	**AA2** **P1** **Stable**
AMINVESTMENT BANK BERHAD			
RAM Rating Services Berhad	25 May 2026	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	**AA2** **P1** **Stable**

Balance Sheet Management

Balance sheet management plays a central role in managing AmBank Group's structural funding and liquidity position, supporting sustainable balance sheet growth and ensuring efficient allocation of liquidity across businesses.

Diversified funding strategies driving sustainable liquidity strength

The Group manages its structural funding and liquidity through a diversified funding base, avoiding excessive concentration by depositor and investor type, product, maturity and currency.

A key strategic priority is to strengthen funding stability through continued growth in resilient funding sources, particularly from retail and SME deposits, which provide a stable and reliable core funding base.

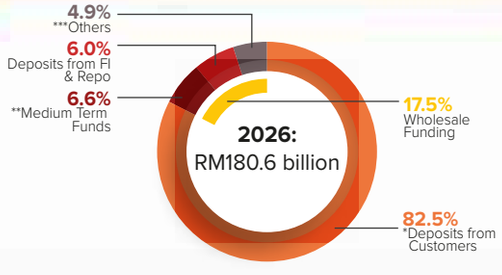
Stable deposit franchise and improved funding mix while wholesale sources provide funding flexibility

Customer deposits remain the Group's primary source of funding, providing a stable base. Loans are predominantly funded by customer deposits, which totalled RM147.0 billion in FY2026 and represented 79.0% of total liabilities.

While the Group continues to grow customer deposits from retail and SME segments as a core pillar of its funding strategy, wholesale funding continues to provide flexibility and diversification ensuring the Group meet overall liquidity needs and optimise its funding mix.

Total funding increased from RM173.8 billion to RM180.6 billion in FY2026, driven by a higher proportion of customer deposits (81.5% to 82.5%), with wholesale funding declined YoY from 18.5% to 17.5%.

Funding Structure



* *Deposits from customers include investment accounts.*
** *Medium Term Funds include Senior issuance, medium term notes, Cagamas funding*
*** *Others include Debt Capital, Commercial Papers and Structured Deposits*

The funding structure is regularly assessed considering market conditions and maturity profiles. The Group maintains a diversified investor base and actively explores alternative funding sources to support balance sheet growth while managing funding costs efficiently.

Robust regulatory liquidity position supported by prudent balance sheet discipline

The Group employs an internal funds transfer pricing mechanism to support balance sheet discipline by embedding liquidity and funding costs into business decision making, aligning asset growth with structural liquidity objectives. This mechanism enables Balance Sheet Management to influence balance sheet behaviour in a consistent and forward looking manner.

Liquidity is managed conservatively, with the Group maintaining liquidity buffers above regulatory requirements under the Basel III framework, including Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR).

LCR and NSFR

Liquidity Coverage Ratio: well above regulatory minimum requirements (based on 12-month average basis)

AmBank	AmBank Islamic	AmInvestment Bank
AmBank	AmBank Islamic	AmInvestment Bank
139.4%	**154.1%**	**310.5%**
(FY2025: 146.0%)	(FY2025: 158.0%)	(FY2025: 363.9%)

Net Stable Funding Ratio: above regulatory minimum requirements

Group

109.8%

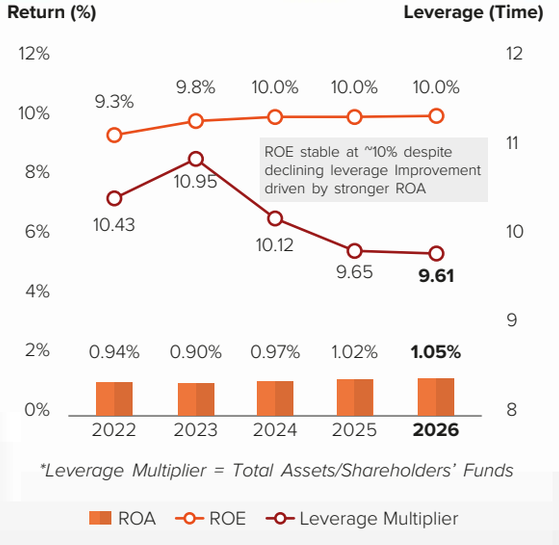
(FY2025: 108.9%)

These measures enable the Group to maintain sound liquidity positions throughout the year, supporting its operational stability and long-term growth objectives.

Stable return driven by deleveraging and prudent balance sheet management

Return on equity strengthened to 10%, supported increasingly by underlying operational performance, as return on assets improved to 1.05%. At the same time, leverage moderated to 9.61 times. This positions the Group with greater flexibility going forward. As the operating environment evolves, there is capacity to recalibrate leverage selectively to support growth, which could further enhance returns to shareholders. The trajectory therefore reflects not only stronger fundamentals today, but also the potential to optimise the balance between return and capital efficiency over time.

ROE, ROA & Leverage Multiplier



**Leverage Multiplier = Total Assets/Shareholders' Funds*

Performance Review

Financial Calendar

2026

February

25 February

Announcement of Unaudited Consolidated Results for Q3/9MFY2026

May

28 May

Announcement of Audited Consolidated Results for FY2026

June

26 June

Payment of Final Single Tier Dividend of 22.5 sen per share for FY2026

August

20 August

35th Annual General Meeting

2025

May

26 May

Announcement of Audited Consolidated Results for FY2025

July

8 July

Payment of Final Single Tier Dividend of 19.9 sen per share for FY2025

August

18 August

Announcement of Unaudited Consolidated Results for Q1FY2026

August

20 August

34th Annual General Meeting

November

26 November

Announcement of Unaudited Consolidated Results for Q2/H1FY2026

December

30 December

Payment of Interim Single Tier Dividend of 12.5 sen per share for FY2026

Results *Dividend* *AGM*

Investor Relations

Our Investor Relations (IR) team plays a strategic role in strengthening shareholder and investor confidence by serving as a communications bridge between the Group and key stakeholders, including shareholders, investors, fund managers, financial analysts and rating agencies, with the objective of supporting fair valuation of the Group's shares while reinforcing a compelling investment proposition.

AmBank Group's IR approach aims to strengthen shareholder and investor confidence through proactive, transparent and well-calibrated engagement. Our IR programme provides timely, accurate and meaningful insights into the Group's performance, outlook and strategic priorities, including regular updates on the progress of its five-year strategic plan, as well as its responses to evolving market conditions. In line with the objectives of the recently launched MY Value Up Programme, we place strong emphasis on clearly articulating our long-term growth strategy and value creation priorities to enhance investor understanding, support fair valuation and foster sustained confidence.

The MY Value Up Programme, introduced by the Securities Commission Malaysia and Bursa Malaysia, is a strategic initiative to enhance long-term value creation by encouraging clearer articulation of growth strategies, capital allocation priorities and forward-looking disclosures. It also seeks to address structural gaps such as undervaluation and limited investor engagement, while reinforcing stronger Board accountability and a more strategic focus on sustainable value creation through effective communication of each company's value proposition—underscoring the critical role of robust IR practices.

Ongoing engagements with key shareholders and targeted investor groups support informed investment decision-making and help mitigate share price volatility, while enabling us to incorporate meaningful feedback into our strategic and sustainability priorities. This reinforces a continued shift towards active value creation, stronger performance discipline and deeper stakeholder engagement. The following sections outline the key engagement platforms and communication channels through which the Group executes its IR strategy.

34TH ANNUAL GENERAL MEETING (AGM)

The Group held its 34th AGM in a hybrid mode on 20 August 2025, providing shareholders with greater accessibility and fostering meaningful shareholder engagement. The event was held and livestreamed from the Grand Ballroom, Sime Darby Convention Centre, thereby offering shareholders the flexibility to attend in person or participate virtually through a secure online platform with remote voting facilities. Our Board and Senior Management were present at the AGM which was attended by a total of 1,444 shareholders holding 2,255,446,915 ordinary shares, representing 68.05% of AMMB's total issued shares.

The 34th AGM was chaired by our Chairman, Tan Sri Md Nor bin Md Yusof (Tan Sri Md Nor). Our Group CEO, Jamie Ling, delivered a brief presentation outlining the Group's strategic direction under the WT29 strategy. This was followed by the presentation of the Group's key performance and financial highlights for FY2025 and Q1FY2026, along with insights into the Group's FY2026 business outlook.

AmBank Group's Board of Directors and Senior Management at the 34th AGM.

Jamie Ling then addressed the questions raised by the Employees Provident Fund (EPF), Permodalan Nasional Berhad (PNB) and Minority Shareholders Watch Group (MSWG). Subsequently, our Chairman commenced the Question and Answer (Q&A) session by inviting questions from shareholders and/ or their proxies.

Deloitte Business Advisory Sdn Bhd (Deloitte), as the appointed independent moderator, facilitated the handling of questions raised by shareholders, including pre-submitted questions received via the Group's IR email and the Boardroom Smart Investor Portal, as well as questions received virtually from shareholders via the Remote Participation and Voting (RPV) platform and from shareholders attending physically during the AGM.

Responses to questions from both physical and virtual participants were provided by the Group CEO, the Chairman and members of the Board. Messrs. Ernst & Young PLT, the Company's external auditors, were also present to assist with addressing queries relevant to or directed at them.

All resolutions proposed at the 34th AGM were duly passed. All queries were responded to or resolved and have been recorded in the AGM minutes. The softcopy version of the 34th AGM minutes is available on the Company's corporate website.

The Group's AGM meeting minutes can be found on https://www.ambankgroup.com/investor-relations/general-meetings/annual-general-meeting.

Investor Relations

BURSA MALAYSIA'S WEBSITE

As a listed entity on Bursa Malaysia, the Group is committed to timely and accurate disclosure of material information to keep the market informed of key developments. Financial statements, media releases, dividend notices, changes in Senior Management, changes in substantial shareholders' interests and other material announcements are published promptly on Bursa Malaysia's website in accordance with regulatory requirements.

AMMB'S CORPORATE WEBSITE

The Group's corporate website (*ambankgroup.com*) features a dedicated IR section (*ambankgroup.com/investor-relations/overview*) to facilitate timely information dissemination and enhance digital engagement with investors and the public. The site houses key materials including investor presentations, quarterly financial results, media releases, Integrated Annual Reports, credit ratings, foreign shareholding levels and dividend information.

A dedicated IR email address (*ir@ambankgroup.com*) is provided to facilitate enquiries and feedback.

ANALYST BRIEFINGS

Every quarter after the release of the Group's quarterly financial results, financial analysts and members of the investment community are invited to a results briefing together with an interactive Q&A session hosted by our Group CEO, Group CFO and the IR Team. These briefings provide insights into the Group's financial performance and business strategies, while enabling constructive dialogue and feedback from the investing community.

MEETINGS

The Group actively engages target groups through virtual and in-person one-on-one or group meetings, as well as through domestic and international conferences and thematic events. The IR team regularly reviews investor profiles to optimise engagement planning and ensure effective outreach to existing and potential investors.

In addition, the Group also periodically hosts in-person "Post Results Analyst Chats" for buy-side and sell-side analysts and other members of the investment community. These sessions promote constructive dialogue with senior management, including the Group CEO, Group CFO and CEOs or Managing Directors from the Group's Lines of Business, who share strategic milestones and address investor queries.

In FY2026, the IR team and senior management hosted and participated in a total of 44 meetings including conferences, reaching more than 400 members of the investing community with key information.

THEMATIC EVENT – STRATEGY DAY WITH INVESTORS

The Group hosted its Strategy Day on 25 July 2025, marking the completion of the first full year under the WT29 strategy. The session provided an update on the Group's progress, during which the Group CEO, Jamie Ling, together with the senior management team, highlighted the Group's FY2025 performance and reaffirmed the Group's commitment to achieving WT29 financial goals by FY2029.

Leaders from each line of business shared updates on their growth trajectories, strategic priorities and medium-term plans, followed by an interactive Q&A session. The event was attended by approximately 60 members of the investment community, several of whom subsequently published positive research reports expressing confidence in the Group's WT29 strategy.

PRESS CONFERENCES

The Group typically hosts a Press Conference at the end of each financial year to highlight its financial performance and provide an opportunity for senior management to address questions from the media.

INVESTOR CONFERENCES

The Group actively participates in investor conferences organised by local and international research houses as part of its ongoing engagement efforts. In FY2026, these conferences complemented the Group's IR programme by strengthening relationships with existing shareholders and expanding outreach to prospective domestic and foreign investors.

CREDIT RATING

The IR team supports the Group CFO and Group CRO in the Group's credit rating reviews with credit rating agencies. The Group is rated by both domestic and international rating agencies, namely RAM Ratings (RAM), Moody's Investors Service (Moody's), and S&P Global Ratings (S&P).

We maintain active and continuous engagements with these rating agencies throughout the financial year to ensure they have a comprehensive and current understanding of the Group's business profile, financial performance, strategic priorities and operating environment. These engagements support the timely exchange of information on strategic initiatives, capital management, risk profile and outlook, enabling rating agencies to conduct a balanced and well-informed assessment of the Group's credit fundamentals.

Through constructive dialogue, the Group seeks to ensure that its credit profile is accurately represented, to underscore the sustainability of its financial strength, and, where appropriate, to create the basis for positive rating outcomes that reflect improvements in the Group's underlying credit metrics and strategy execution. The engagement process also provides the Group with valuable perspectives on rating agencies' views and assessments, as well as broader macroeconomic and sector-specific considerations.

As credit rating reports are publicly available and widely referenced by the global investing community, they play an important role in shaping market perception, funding costs and the Group's overall reputation in the capital markets.

To learn more about our credit ratings, please refer to page 100.

SUSTAINABILITY

Our approach to sustainability is embedded in our WT29 strategy, where sustainability considerations guide how we support customers, allocate capital, and manage risks and opportunities across the different time horizons. We remain steadfast in our commitment to sustainability, recognising it as a dynamic driver of long-term value and a source of sustainable competitive advantage.

For more information on our sustainability efforts, please refer to pages 38-57 of this report and the Sustainability Report 2026.

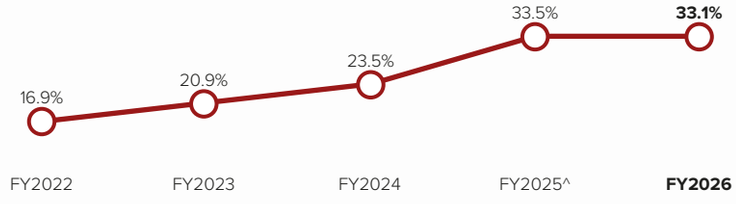
Investor Relations

FOREIGN SHAREHOLDING

Foreign Shareholding in AMMB:

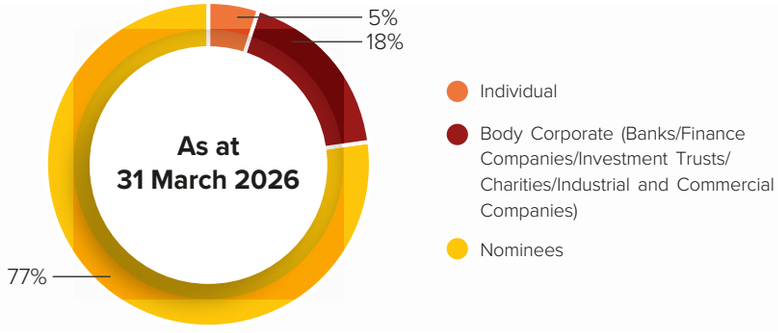
FY2026	Jun'25 Q1FY2026	Sep'25 Q2FY2026	Dec'25 Q3FY2026	Mar'26 Q4FY2026
% of shareholding	31.8%	31.4%	30.6%	**33.1%**

AMMB's foreign shareholding remained high throughout the financial year, reflecting sustained strong interest from foreign investors.



^ *ANZ ceased to be a shareholder of AMMB on 5 June 2024 following its disposal of its entire shareholding in AMMB in 2 tranches on 8 March 2024 and 5 June 2024.*

SHAREHOLDING BY TYPE

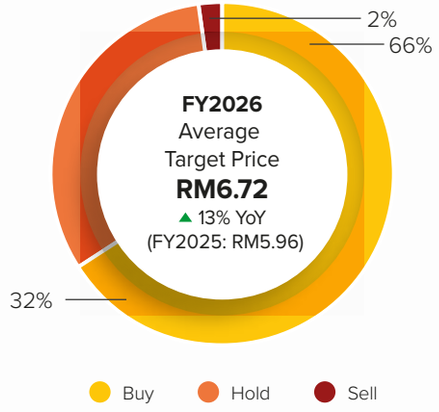


ANALYST COVERAGE

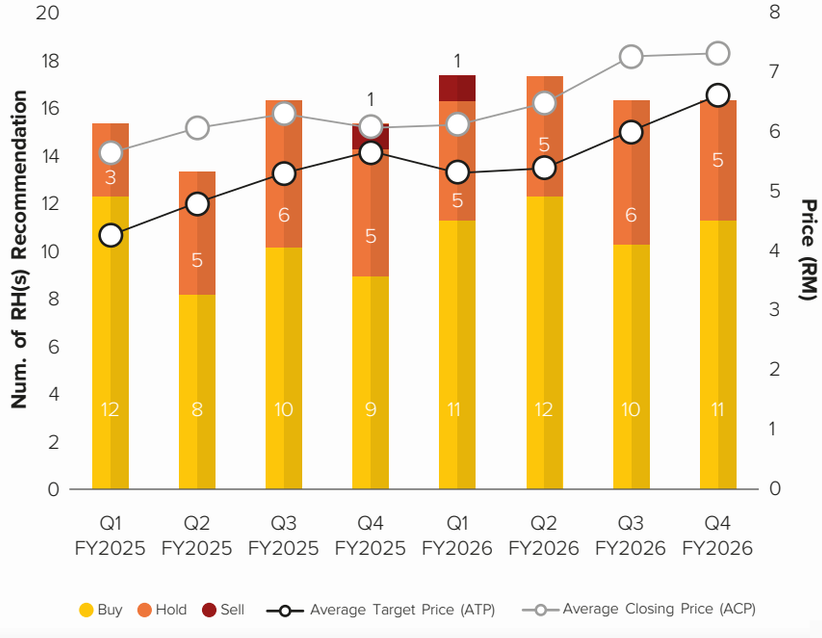
AMMB remains a well-covered stock, with 16 local and foreign research houses providing coverage in FY2026.

List of AmBank's sell-side analysts' coverage can be found on *www.ambankgroup.com/investor-relations/analyst-coverage*.

Analysts' Recommendation and Average Target Price



	Q1 FY2025	Q2 FY2025	Q3 FY2025	Q4 FY2025	Q1 FY2026	Q2 FY2026	Q3 FY2026	Q4 FY2026
Num. of Research House(s)	15	13	16	15	17	17	16	16
ATP/ACP(x)	1.32	1.26	1.18	1.07	1.15	1.20	1.21	1.11



AMMB Share Price Performance (2 April 2025 to 31 March 2026)

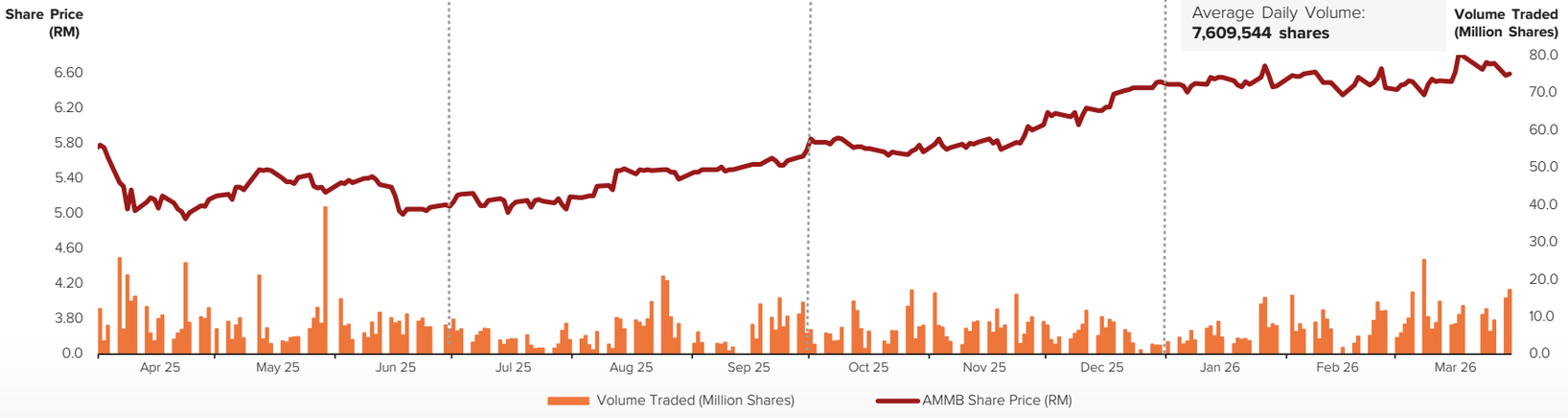
Q1FY2026		
High	RM5.78	2 Apr 2025
Low	RM4.94	24 Apr 2025
Close	RM5.10	30 Jun 2025

Q2FY2026		
High	RM5.65	30 Sep 2025
Low	RM5.01	16 Jul 2025
Close	RM5.65	30 Sep 2025

Q3FY2026		
High	RM6.50	31 Dec 2025
Low	RM5.66	22 Oct 2025
Close	RM6.50	31 Dec 2025

Q4FY2026		
High	RM6.83	18 Mar 2026
Low	RM6.35	16 Feb 2026
Close	RM6.59	31 Mar 2026

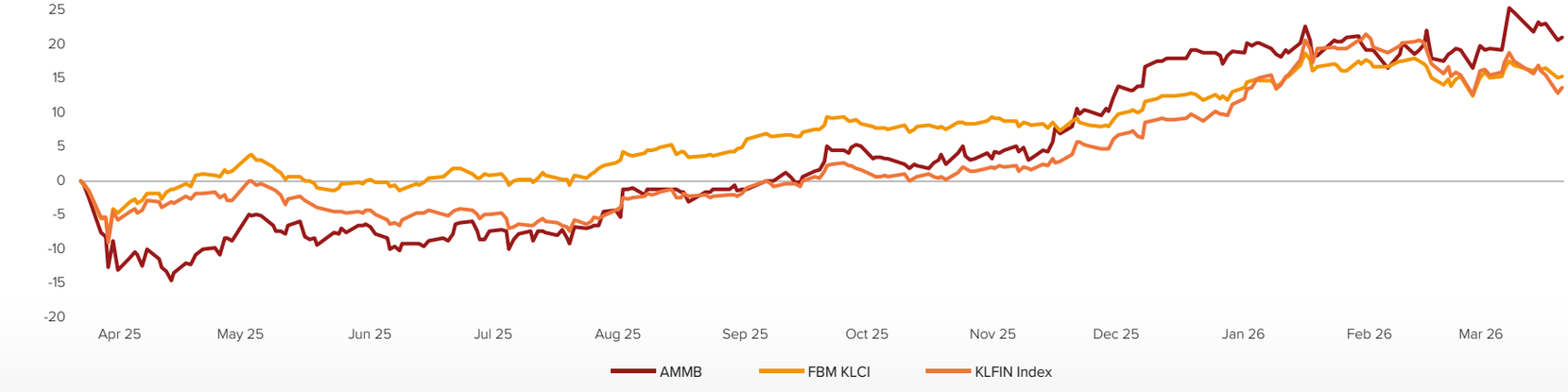
Market Cap as at 31 March 2026:
RM21.8 billion
Average Daily Volume:
7,609,544 shares



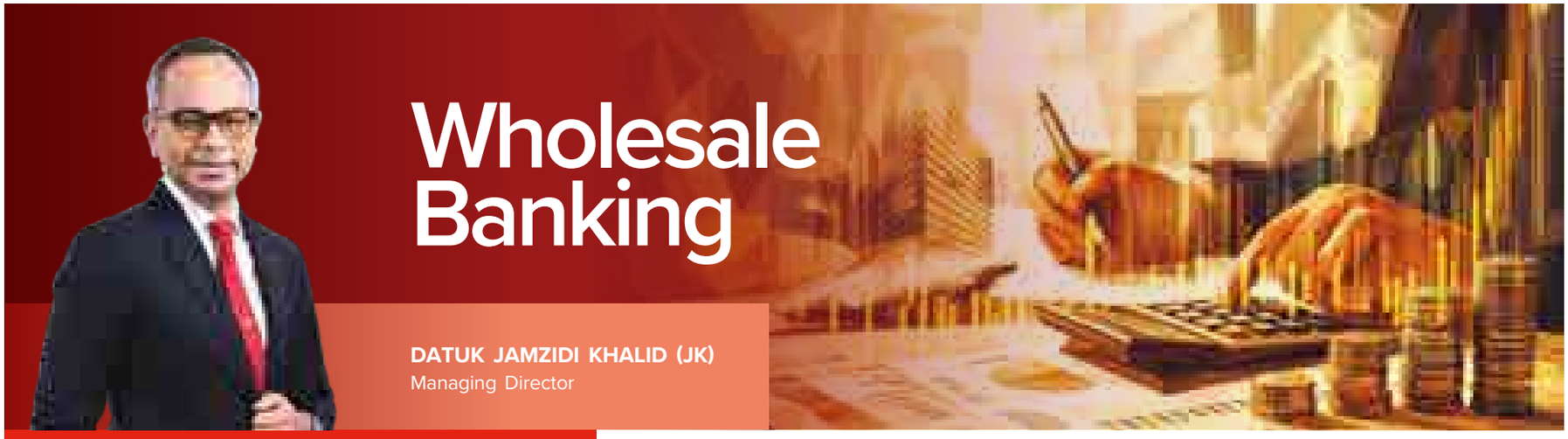
Total Shareholder Return (2 April 2025 to 31 March 2026)

Holding Period (Years)	1-Year	3-Year	5-Year
Invested on 31 March 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%

	FY2024	FY2025	FY2026
Dividend Yield (%)	**5.8%**	**6.1%**	**6.1%**
Average Share Price (RM)	3.87	4.97	5.76
DPS (sen)	22.6	30.2	35.0



Business Review



Wholesale Banking

DATUK JAMZIDI KHALID (JK)
Managing Director

TOP ACHIEVEMENTS IN FY2026

Flagship Syndicated Financing

- Awarded Best Syndicated Financing in Asia 2025 by Alpha Southeast Asia for a **RM4.9 billion** Syndicated Islamic Term Financing facility.

Notable Developments in collaboration with AmInvestment Bank

- **RM3.0 billion Unrated Medium-Term Notes (MTN) Issuance for Genting RMTN Berhad**
  AmInvestment Bank Berhad acted as Joint Lead Manager for Genting RMTN Berhad's RM3.0 billion unrated MTN issuance under its existing RM10.0 billion MTN Programme.
- **RM2.0 billion Financing to Accelerate the Expansion of Weststar Aviation Services**
  Granted RM2.0 billion in financing to Weststar Aviation Services Sdn Bhd through AmBank (M) Berhad and AmBank Islamic Berhad.
- **RM1.1 billion Financing for DRB-Hicom Bhd's Acquisition of Spirit AeroSystems Malaysia Sdn Bhd**
  AmBank Group, through AmBank Islamic Berhad had granted RM1.1 billion financing to facilitate the acquisition as well as supporting the working capital requirement of CTRM Group of Companies.

WHO WE ARE AND WHAT WE DO

Wholesale Banking supports the financial aspirations of corporates, government-linked companies, investment firms, financial institutions, and agencies. Leveraging both conventional and Islamic solutions, our experienced coverage and product teams deliver strategic, tailored financing solutions that best serve the ambitions of our customers and stakeholders.

Business and Relationship Development
Pursue market segments and industries that align with the growth themes and risk appetite of the Group, allowing controlled exposure and leveraging growth trends.

Financing and Investment Solutions
Develop end-to-end financing and investment solutions leveraging product expertise, market access, and digital capabilities.

Operational Excellence
Review, simplify and digitalise our processes to maximise efficiency and elevate customer experience.

- **Wholesale Banking Coverage and Corporate Banking:**
  Provides a single point of contact across our suite of banking products, delivering tailored corporate lending and investment banking solutions supported by deep research as we partner our customers in their business growth.
- **Group Treasury and Markets (GTM):**
  Facilitates access to financial markets across fixed income, interest rates, equities, foreign exchange and commodities for hedging and investment solutions, while managing the Group's funding and liquidity requirements.
- **Transaction Banking:**
  Provides customers with working capital solutions, including supply chain financing and cash management offerings, supported by award-winning API innovations to enable efficient management of day-to-day business operations.

BUSINESS ENVIRONMENT

Malaysia's economy demonstrated commendable resilience amid heightened geopolitical uncertainty and shifts in global trade policies, recording solid growth of 5.2%. Despite disruptions to global markets following the implementation of the United States' reciprocal tariffs in April 2025, national exports expanded by 6.4%, accelerating from 5.8% in CY2024.

The domestic investment upcycle remained intact, driven by a global surge in AI-related capital expenditure, a robust pipeline of infrastructure projects and the continued development of economic zones and industrial parks. The financial sector remained robust, supported by good lending activities and ongoing capital market expansion. Corporate bonds issuance rose significantly to RM169.3 billion in the year, compared with RM119.4 billion previously, reflecting strong corporate funding demand and improved market depth.

Against this backdrop, Wholesale Banking (WB) aligned its financing activities with the Government's strategic priorities, notably the New Energy Transition Roadmap (NETR) and the New Industrial Master Plan (NIMP) 2030. The segment supported investment momentum across key growth sectors through tailored financing for projects in renewable and clean energy, manufacturing and transportation. This translated into a strong overall performance for WB, anchored by balance sheet growth and reinforced by enhanced customer access to a broader suite of financing and capital market solutions.

The industry benefited from lower funding costs and favourable market movements as global monetary policy easing gained momentum. Bank Negara Malaysia's (BNM) 100bp reduction in the Statutory Reserve Requirement (SRR) Ratio in May 2025, followed by a 25bp cut to the Overnight Policy Rate (OPR) in July 2025, further eased financial conditions, reinforcing system liquidity and supporting orderly market intermediation. Meanwhile, the MYR extended its appreciation trend from CY2024, strengthening 10.1% against the USD in CY2025 and gaining against all Asian currencies and several major currencies. In this environment, WB delivered solid non-interest income growth from sales and trading activities alongside fee income from corporate banking, underpinned by active customer engagements and disciplined risk management to support customers through periods of heightened financial market volatilities.

FY2026 marked a year of deliberate strategic navigation for WB. The segment focused on product expansion into supply chain financing and improved product penetration across the existing customer base to drive return on assets (ROA) higher. In supporting customer businesses and honouring its commitment to the Group's Net Zero Transition Plan, WB continued to embed ESG considerations across its financing activities, operational priorities and value-based propositions throughout the year. Despite ongoing uncertainties surrounding developments in Middle East, the Bank remains committed to a measured and disciplined approach to pursue growth opportunities that deliver sustainable returns while contributing meaningfully to national development.

RISKS

Uncertain Market Conditions
Global geopolitical uncertainties, coupled with shifts in trade policies, have led to increased market volatility and a more fluid outlook across affected sectors.

RESPONSES

- **Portfolio Diversification:** Maintained balanced risk diversification and a strong lending portfolio that was less impacted by changes in global trade policy, reflecting resilience in the customer base.
- **Sustained Loan Growth:** Sustained loan growth of 12% YoY, with WB trade assets growing by 17% despite tariff uncertainties.
- **Customer Risk Education Workshops:** Conducted targeted workshops for importers and exporters with foreign currency exposures, enhancing their understanding of derivative solutions to effectively manage market risks.
- **Trade and Supply Chain Financing Solutions:** Extensively deployed customised trade and supply chain financing solutions to continuously bridge customers' working capital gaps.
- **Strategic Trading Position:** Executed strategic trading positions that leveraged market volatility, resulting in increased trading gains.
- **Funding Efficiency Optimisation:** Improved funding efficiency through the successful release of high-cost deposits while effectively managing the Group's overall Cost of Funds (COF).

OPPORTUNITIES

Rise of Sustainability Considerations
Heightened awareness on impending energy supply shortage has caused rise in renewable energy projects and green technology adoption among corporates.

RESPONSES

- **Green Financing:** Amount of Green Financing mobilised increased to RM483.1 million in FY2026 (FY2025: RM353.9 million).
- **Energy Sector Engagement:** Participated in conferences addressing national and regional energy concerns through panel involvement at Energy Asia 2025 and the 48th Federation of ASEAN Economic Associations Conference.
- **Asian Infrastructure Investment Bank (AIIB) Partnership:** Participated in a partnership agreement with the Asian Infrastructure Investment Bank to facilitate and mobilise sustainable infrastructure investments.

Business Review

Wholesale Banking

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Supported customer growth through tailored financing solutions, facilitation of market access and bespoke trade facilities. Continued incorporation of digital solutions and sustainability-related considerations, allowing customers to leverage an efficient and diverse suite of products and services.

Employees

Elevated operational strength by providing access to necessary resources and guidance required to support knowledge and upskilling across teams.

Shareholders and Investors

Continuously build, diversify and deliver sustainable income and asset growth through disciplined capital allocation and investment decisions.

Strategic Priorities	Progress and Achievements
1. Diversification of High-Growth Customer Segments Deepened relationships with high-growth institutional and corporate customers.	• **Next20 (N20) Initiative:** Continued focus on the N20 initiative by deepening relationships with identified high-growth customers through tailored financial solutions and deepening product penetration, achieving 101% income growth YoY. • **Strengthening Investment Banking (IB) Capabilities:** Established an advisory desk for our Corporate Banking arm, leveraging IB expertise and insight to facilitate and advise on potential IB opportunities among WB customers. Achieved IB-related YoY income growth of 422% among N20 customers.
2. Customer Experience Enhancements Improved platform functionality, security and accessibility across key customer channels.	• **Digital Channel and Platform Improvements:** Streamlined operational functions, automated workflows, implemented fraud countermeasures, and elevated user experience through feature improvements and new functionalities. • **Fraud Prevention Integration:** Completed the integration of fraud prevention features committed to Bank Negara Malaysia on AmAccess Corporate and AmAccess Biz, online banking service platforms for business customers, and initiated plans to phase out the legacy platform to maintain customer security. • **Expanding eFX Integration:** Launched eFX feature on AmOnline which enabled customers to execute foreign exchange transactions online seamlessly. Number of eFX bookings on AmOnline, AmAccess Biz and branches increased by 26% YoY.
3. Supply Chain Financing (SCF) Capabilities Scaled working capital solutions through a Centre of Excellence (CoE) and enhanced regional trade support.	• **CoE as SCF Driver:** Actively structured tailored supply chain financing (SCF) solutions to meet customers' working capital needs, complemented by education-driven client engagement—resulting in 15% YoY trade asset growth across the Group. • **Cross-Border Capability Strengthening:** Strengthened cross-border capabilities, including RMB direct settlement, positioning the Group to capture growing regional trade flows and support customers across key Asian trade corridors.
4. Business Maintenance and Development Optimised the Group's COF; expanded product suite through strategic internal collaborations.	• **Active Cost and Funding Management:** Managed the Group's COF and source of funding to maintain pricing competitiveness across products, resulting in a decrease in Group COF by 0.18% YoY. • **Expansion of Product Suite:** Created variations and introduced new structured products to the current suite of products to meet customer demands from Group Wealth Management. • **Structured Products Revenue:** Increased revenue earned from the sale of Equity Derivatives (ED) Structured Products by 88% YoY, with volume increasing by 48% YoY. • **Transaction Banking Solutions:** Co-created bespoke payment and collection solutions, scaled digital adoptions, and elevated the national payments landscape by maintaining collaboration with local councils, resulting in average deposit growth of 46% YoY across council accounts.

TARGETS

Scale our presence in supporting cross-border transactions, capturing trade flows in key economic corridors.

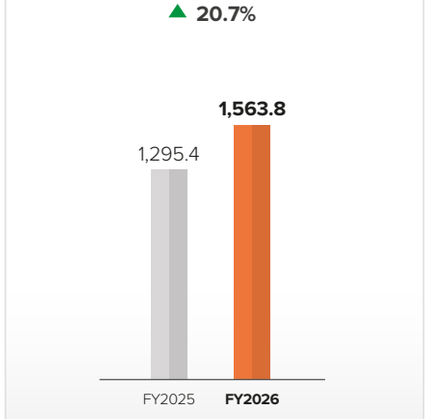
Diversify into non-conventional wealth products to unlock blue ocean opportunities, supporting Group Wealth Management's sales growth.

Improve digital customer experience through technology refresh and system upgrades.

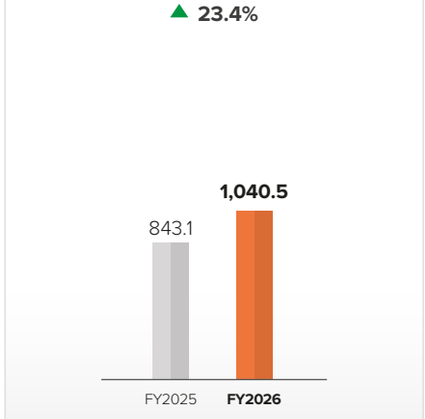
FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

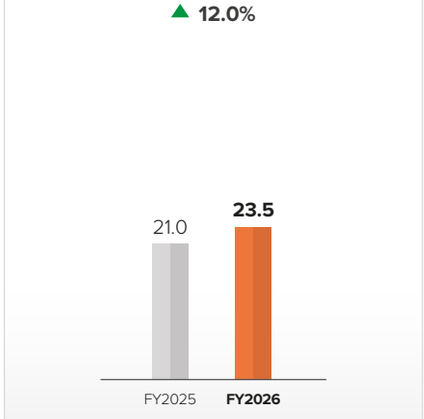
Income
(RM million)



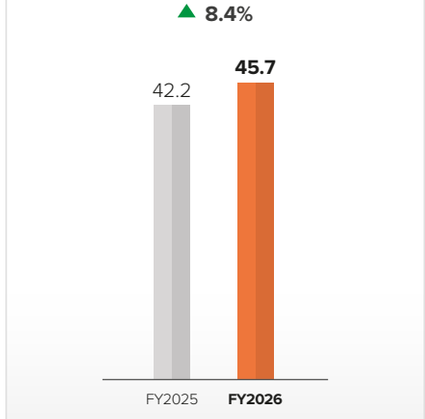
Profit After Taxation
(RM million)



Gross Loans, Advances and Financing
(RM billion)



Customer Deposits
(RM billion)



Business Review

Wholesale Banking

Sustainability Highlights

Wholesale Banking Coverage and Corporate Banking

Increased participation in providing financing solutions and lending opportunities to customers involving the following areas:

- **Green Infrastructure:** One of four banks to participate in a cooperation agreement with the Asian Infrastructure Investment Bank (AIIB) to jointly mobilise up to USD6 billion in financing for sustainable and technology-enabled infrastructure projects across the ASEAN region.
- **Food Security and Adaptation Financing:** RM745 million green financing to finance an infrastructure development project for paddy cultivation in Kedah which aims to upgrade the irrigation and drainage systems via implementation of modern agri-technology.
- **Clean/Renewable Energy:**
  - RM500 million green financing for the acquisition and development of solar farms.
  - RM150 million financing to part-finance capital expenditure requirements to develop Biogas Upgrading Plants (BUP) in selected palm oil mills and landfills.

Group Treasury and Markets

- Maintained alignment with responsible investment practices by minimising investments in elevated sustainability risk industries when making investment decisions.

Social Impact

- **Community Infrastructure:** Collaborated with Global Peace Malaysia for the installation of 10 solar-powered streetlights across two Orang Asli villages in Pahang – Kampung Batu Putih and Kampung Sungai Gayung, benefitting a total of 52 families (approximately 230 villagers).
- **Donation Drive:** Organised a donation drive for the Orang Asli which collected clothing items as well as packaged food for the villagers.
- **Sports Empowerment:** Installed a takraw court in Kampung Sungai Gayung to encourage sports participation among the villagers.

Awards and Accolades

Alpha Southeast Asia Awards 2025

- Best Syndicated Financing in Asia 2025
- Best FX Bank for Structured Hedging Solutions and Proprietary Trading Ideas
- Best FX Bank for Structured Products: Commodities, Credit, Equity, FX and Multi-Asset

The Digital Banker Global Transaction Banking Innovation Awards 2025

- Best API Initiative
- Best Technology Solution by a Transaction Bank
- Best Bank for Payments and Collections in Malaysia
- Best Bank for Transaction Banking Services in Malaysia

PayNet Malaysian e-Payments Excellence Awards 2025

- Best Innovation Industry Partnership

The Asset Triple A Sustainable Finance Awards 2026

- Best Syndicated Loan for RM4.86 billion Syndicated Islamic Term Financing facility for Weststar Aviation Services.

FinanceAsia Achievement Awards 2025

- Best Structured Finance Deal in Malaysia 2025 for Supply Chain Financing Structures supporting Cocoa and ICT sectors.

OUTLOOK AND PROSPECTS

Looking ahead, trade conditions are projected to improve as the impact of the United States' reciprocal tariffs recedes, removing a key headwind to growth. Malaysia's economy is expected to remain resilient, underpinned by sound domestic fundamentals, targeted fiscal measures and continued infrastructure development, particularly under the 13th Malaysia Plan (13MP). These drivers should support a steady growth trajectory, sustaining corporate investment activity across priority sectors while underpinning demand for financing.

Lending momentum is poised to remain healthy, driven by increased demand for infrastructure development, technology related investments and strategic national projects aligned with 13MP priorities and broader government led initiatives. The energy sector spanning renewable energy as well as oil and gas remains a key area of opportunity, supported by elevated global oil prices, continued investment into the energy transition and initiatives under the NETR such as Large-Scale Solar (LSS) programmes and the Corporate Renewable Energy Supply Scheme (CRESS).

Notwithstanding these positive fundamentals, external challenges are likely to persist amid fluid global developments, especially during periods of heightened geopolitical tension that could disrupt global supply chains and weigh on market sentiment, contributing to financial market volatility. In navigating this landscape, the Bank remains focused on prudent risk management while continuing to support corporate customers and national strategic priorities, reinforcing its commitment to facilitating sustainable growth, investment and long-term value creation.

Business Banking

CHRISTOPHER YAP HUEY WEN
Managing Director

TOP ACHIEVEMENTS IN FY2026

Driving National Growth Through Strategic Financing and Partnerships

- Mobilised a total gross loans of RM53.9 billion as at FY2026 across infrastructure, property, renewable energy, advanced manufacturing, digital infrastructure and Foreign Direct Investment (FDI).
- Forged key international partnerships and championed innovation through new technology and industry engagement platforms.

Road to Capital Markets Programme

- Generated RM6.3 billion in loans and RM86.5 million in revenue by supporting businesses on their journey to capital markets access through structured education and advisory.

Commercialisation of JMB Solutions

- Onboarded 800+ Joint Management Bodies (JMBs) clients, contributing RM932.7 million in total deposits and an estimated 3.4% market share in community and property-linked financial solutions.

One-Stop Centre for FDI

- Onboarded 50+ FDI clients since 2023, achieving RM2 billion+ in approved facilities across FY2025 to FY2026.
- Actively promoted cross-border investment through strategic roundtables abroad to attract China-based investors into the Johor-Singapore Special Economic Zone (JS-SEZ).

WHO WE ARE AND WHAT WE DO

Business Banking division supports businesses across different stages of growth, providing financing, transaction banking and advisory solutions.

Segment Focus

Small and Medium Enterprises (SMEs)

Focuses on mid and upper SME segments, delivering fast and efficient financing through streamlined lending programmes, supported by experienced Relationship Managers (RMs) who provide strategic guidance.

Commercial Banking Segment

Serves large commercial enterprises and mid-sized corporates through comprehensive banking services, including bespoke financing solutions and corporate advisory in collaboration with AmInvestment Bank.

Key Focus Areas

- Operational Efficiency
- Customer Segmentation Strategy
- Customer Growth and Relationship Deepening

Financial Solutions Offerings

- Business loans
- Trade financing
- Cash management
- Foreign exchange services
- Transaction banking
- Business wealth management
- Bancassurance

Our offerings are delivered through a high-touch relationship model driven by our RMs and supported by a network of 48 business centres nationwide, ensuring consistent, relationship-led service and accessibility.

BUSINESS ENVIRONMENT

In FY2026, the Business Banking environment strengthened, supported by resilient domestic demand and sustained investment activity. SMEs and mid-corporate businesses continued to pursue growth, while remaining disciplined in managing liquidity and execution amid ongoing external uncertainties.

Cross-border investment flows and supply chain reconfiguration continued to shape business activity. Malaysia's position as a regional hub drove demand for FDI facilitation, trade solutions and cross-border banking support.

In line with AmBank Group's Winning Together 2029 (WT29) strategy, Business Banking remained focused on deepening market coverage and strengthening frontline capacity to capture opportunities across high-potential regions and priority sectors.

RISKS

- External uncertainties and shifting global trade dynamics may affect client expansion, liquidity and credit quality.
- Increased competition in cross-border and high-growth segments may pressure margins.
- Geopolitical risk exposure in specific markets may increase volatility in deal pipelines and concentration risk within certain countries or sectors.

RESPONSES

- **Strengthening Operational Capabilities:** Improving end-to-end processes, governance, and risk management.
- **Developing Targeted Products and Solutions:** Tailoring to evolving customer needs amid an ever changing market environment.
- **Digital Improvements:** Strengthened digital platforms and online channels to improve accessibility, turnaround time and customer experience.

OPPORTUNITIES

- Stronger investment activities and Malaysia's regional positioning support expansion in FDI, trade and cross-border banking.
- Increasing demand for integrated and ecosystem-based solutions enables deeper client relationships and higher wallet share.
- Geopolitical shifts are redirecting supply chains toward Southeast Asia, with Malaysia gaining prominence.

RESPONSES

- **FDI Desk Support:** Established a one-stop FDI desk to support foreign companies with market entry, setup and ongoing operations in Malaysia.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Strengthened the quality and relevance of banking relationships by delivering integrated, segment-focused solutions and beyond-banking support that helped businesses grow, access new markets, and build long-term financial resilience.

Employees

Invested in frontline capacity and capability, creating meaningful career growth opportunities and equipping teams with the tools, structure, and support needed to perform at their best.

Shareholders and Investors

Delivered disciplined, sustainable portfolio growth underpinned by stronger operational governance, responsible financing practices, and a diversified business model built for long-term value.

Business Review

Business Banking

Strategic Priorities	Progress and Achievements
1. Expanding and Deepening Geographical Reach • Strengthened presence across key growth regions, including Penang, Klang Valley, Southern Malaysia and East Malaysia, through targeted market expansion and strategic recruitment.	• Enhanced SME servicing capabilities by expanding and upskilling the Relationship Manager workforce, with over 300 Relationship Managers across the region enabling deeper client coverage and supporting accelerated growth in Malaysia by FY2026.
2. Driving Operational Excellence • Launched the SME Operational Excellence initiative as a strategic programme to strengthen operational efficiency across the division, improve customer experience and enhance overall sales productivity in support of the Bank's long-term SME revenue aspirations.	• Identified key focus areas to support the next phase of business growth, including the digitisation of onboarding and credit processes to enhance turnaround time and customer experience; the deployment of RM enablement tools to drive more effective client engagement and sales execution; and the centralisation of non-sales administrative activities into dedicated back-office functions to increase RM sales capacity. • Strengthened portfolio monitoring capabilities to support proactive risk management, while developing a structured SME talent programme to build a stronger pipeline of future RMs and leaders.
3. Delivering Relevant Products and Solutions • Delivered end-to-end segment-focused financing for Industrial Parks, Logistics & Warehousing and Manufacturing sectors, with expanded Supply Chain Financing in collaboration with Wholesale Banking. • Advanced the Road to Capital Markets initiative, guiding SME clients on their journey towards public listing and capital markets readiness. • Established dedicated China and South Korea desks to support FDI through targeted solutions including supply chain integration, foreign exchange, payment systems and regulatory navigation. • Developed integrated solutions for JMBs and Management Corporations, enhancing payment collection and reconciliation through an improved payment gateway.	• Onboarded several Forbes Global 2000 companies, reinforcing AmBank's positioning as the preferred local banking partner for high-complexity FDI relationships and validating the strategic importance of the FDI desk in driving quality client acquisition. • Signed a Memorandum of Understanding (MoU) with Woori Bank to promote bilateral investment and trade flows between Malaysia and South Korea, while continuing to expand FDI desk capabilities through cross-group collaboration, improved due diligence processes and development of strategic partnerships. • Achieved RM1.4 billion in deals won for Supply Chain Financing (SCF), underscoring strong client adoption and reinforcing the Bank's capabilities in delivering end-to-end working capital solutions.

TARGETS

Driving SME revenue growth through **enhanced sales capacity, improved productivity, and a stronger focus on customer acquisition and portfolio expansion**.

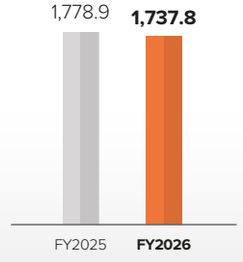
Improved turnaround time and customer accessibility through **enhanced credit and operating processes,** supported by digitalisation and automation.

FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

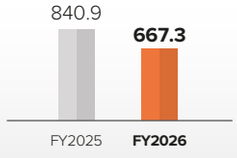
Income
(RM million)

▼ 2.3%



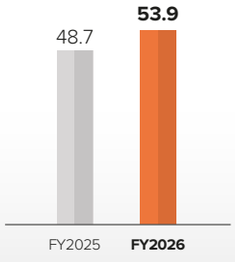
Profit After Taxation
(RM million)

▼ 20.6%



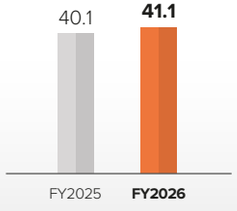
Gross Loans, Advances & Financing
(RM billion)

▲ 10.6%



Customer Deposits
(RM billion)

▲ 2.6%



Sustainability Highlights

SME Growth and Capital Access

- Approved RM3.0 billion in Sustainable, Transition and Green (STG) Financing in FY2026.
- Supported over 150 high-impact projects across industries, i.e. logistics, green technology and sustainable property development.
- Advanced SME access to financing and IPO readiness advisory to strengthen business resilience and capital markets transition.

Cross-border Ecosystem Development

- Built a strong and scalable FDI platform through dedicated China and Korea desks, facilitating inbound transactions via a one-stop ecosystem spanning supply chain integration, merger and acquisition support and two-way trade flows.
- Successfully onboarded over 50 clients since inception, including Huawei Technologies, ZTE, Asus Advanced Technologies and Samsung SDS Malaysia.

Responsible Banking and Capability Building

- Strengthened credit and operating discipline while investing in people, systems and collaboration to reinforce execution and deliver sustainable, responsible value.
- Delivered a series of BizDIALOGUE sessions under the AmBank BizCLUB platform, engaging over 200 businesses on AI adoption in retail and manufacturing and raising awareness of government grants and financial support available to accelerate digital growth.

OUTLOOK AND PROSPECTS

Looking ahead, Business Banking is supported by resilient domestic demand, steady investment inflows into Malaysia and sustained SME growth. Demand for financing, trade solutions and cash management is expected to remain steady, driven by business expansion, evolving supply chains and increased cross-border activity. At the same time, global uncertainties persist, reinforcing the need for disciplined risk management. Against this backdrop, Business Banking remains focused on supporting customers through a comprehensive suite of banking solutions and beyond-banking initiatives that delivers innovative, flexible and relevant support while navigating an increasingly complex external environment.

Retail Banking

CHEONG CHEE WAI
Managing Director

TOP ACHIEVEMENTS IN FY2026

Expanded Product Offerings

- Relaunched Mudarabah Term Investment Account-i (MTIA-i) as a stable, low-risk option for yield-seeking customers.

Accelerated Hire Purchase Growth

- Recorded over 50% YoY growth in Hire Purchase new sales.

Enhanced Credit Card Value Proposition

- Refined Mass-segment offerings through the relaunch of the Cash Rebates Card and the BonusLink co-branded card.

Digital Transformation and Ecosystem Integration

- Expanded AmOnline capabilities to support ASB Financing applications, while integrating eFX and FCCA services to enhance foreign currency account management.

WHO WE ARE AND WHAT WE DO

Retail Banking offers a comprehensive suite of conventional and Shariah-compliant financial solutions, ranging from deposit and financing products to sophisticated wealth management and everyday banking services. Anchored by the Group's Winning Together 2029 (WT29) strategy, the business is focused on strengthening its position as a primary net funder by deepening deposit growth and delivering targeted propositions across affluent, mass-affluent and mass segments.

To drive sustainable growth, our execution focuses on three priorities:

Portfolio Resilience: Sustain financing growth while maintaining stable delinquency through disciplined risk management.

Scalable Digital Acquisition: Expand digital onboarding and engagement to drive cost-efficient customer acquisition.

Operational Excellence: Simplify processes and reduce manual friction to accelerate turnaround time and improve cost efficiency.

BUSINESS ENVIRONMENT

Retail Banking continues to operate in a growth oriented yet increasingly uncertain environment. Globally, business activity remains susceptible to geopolitical volatility, which continues to introduce friction across supply chains and commodity flows. Locally, digital-only banks, e-wallet ecosystems, and fintech-based lending and payments are rapidly reshaping the Malaysia's retail banking landscape and intensifying competitive pressures, requiring banks to continuously adapt to evolving customer expectations and market dynamics.

Collectively, these external headwinds have contributed to a more cautious economic outlook, weighing on household disposable income and influencing consumer spending and borrowing behaviour. At the same time, the industry has seen heightened regulatory oversight focused on fraud prevention and data integrity. The implementation of robust fraud controls remains a strategic priority to safeguard customer assets and reinforce institutional trust.

RISKS

- **Emerging Competition:** Competition from digital-only banks for frictionless user experiences (UX), instant onboarding and hyper-personalised offerings.
- **Security vs. Usability Restrictions:** Stringent cybersecurity and anti-fraud mandates potentially compromising app usability and the customer journey.
- **Macroeconomic Pressures:** Geopolitical tensions and inflationary pressures may dampen lending demand while increasing delinquency risks across vulnerable segments.

RESPONSES

- **Digital Ecosystem Optimisation:** Accelerated the digitalisation of onboarding and operational processes.
- **Strategic Anti-Fraud Integration:** Implemented regulatory-mandated anti-fraud measures, complemented by customer communication and education programmes to reinforce user confidence.
- **Strengthening Resilience:** Retail Banking mitigates the impact of geopolitical and inflationary pressures through disciplined portfolio management, early risk detection and intervention, product and pricing optimisation and targeted customer support for vulnerable segments.

OPPORTUNITIES

- **Digital Banking Shift:** Sustained shift toward digital banking provides an outlet to deepen customer engagement and drive automated cross-selling initiatives.
- **Robust Security Feature:** Security frameworks and reduced fraud volatility offer a strategic advantage in reinforcing customer confidence and brand loyalty.
- **Demand for Defensive and Capital-Preservation Products:** Increasing demand for stable, low-risk investment products as risk appetite has moderated, customers remain active by shifting asset allocations toward stability and liquidity.

RESPONSES

- **Platform Enhancement:** Ensured continuous upgrades to AmOnline capabilities for a seamless, market-leading customer journey.
- **Robust Fraud Containment:** Maintained cybersecurity occurrences and fraud losses within risk appetite through enhanced security protocols.
- **Agile Credit and Pricing Management:** Maintained competitive positioning across mortgage, ASB financing and hire purchase through dynamic pricing, while de-risking the unsecured portfolio toward higher-quality segments.

Business Review

Retail Banking

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Enhanced accessibility and choice through streamlined digital onboarding and a diversified suite of well-designed financial solutions, delivering faster and more secure banking journeys.

Shareholders and Investors

Build operational excellence and portfolio resilience while enhancing efficiency and expanding digital businesses to support sustainable returns and long-term value creation.

Employees

Strengthened employee up-skilling and future-ready workforce capabilities through digital, service excellence, and leadership training programmes.

Strategic Priorities	Progress and Achievements
1. Segment Strategy Delivered targeted product propositions and integrated wealth solutions across affluent, mass-affluent and mass segments through both physical and digital channels.	• **MTIA-i Relaunch:** Successfully relaunched the Mudarabah Term Investment Account-i (MTIA-i), delivering robust performance with strong customer uptake and accelerated growth. • **Card Portfolio Enhancement:** Revitalised mass-segment value propositions for Cash Rebates and BonusLink co-branded cards, driving a significant uplift in new-to-card acquisition. • **AmBank@Work Expansion:** Launched the AmBank@Work payroll salary deduction scheme designed to deepen engagement with corporate clients while supporting CASA acquisition growth. Through partnerships with employers, employees are able to enjoy a more seamless banking experience with value-added rewards and benefits tied to salary crediting and payroll arrangements. While still in early stages, this reflects Retail Banking's continued focus on building sustainable low-cost deposit base.
2. Digital Acceleration Scaled digital capabilities and onboarding journeys to expand the customer base, strengthen engagement and meet rising expectations for speed and convenience.	• **Seamless CASA Onboarding:** Enhanced the end-to-end digital Current Account/Savings Account (CASA) journey, leading to a 100% increase (2x growth) in digital account openings through AmOnline within six months. • **Digital Growth:** Achieved an 11% YoY increase in mobile app users, significantly strengthening digital proposition.
3. Operational Excellence Simplified end-to-end retail lending and onboarding journeys across key products (i.e. mortgages, deposits, cards and hire purchase) while reducing friction and operating costs to accelerate time-to-market.	• **Digital Process Transformation:** Digitalised and automated retail lending onboarding journeys to improve service efficiency and competitiveness. • **Service Efficiency:** Improved customer satisfaction through service guarantee, enhancing competitiveness in Hire Purchase.

TARGETS

Achieve Net Funder status by **driving core deposit growth and optimising the retail funding base.**

Deliver tailored propositions to **high-value retail segments through data-driven insights** and optimised omnichannel distribution.

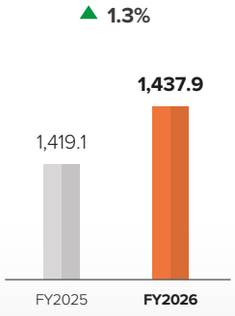
Scale the digital agenda to **enable cost-efficient customer acquisition while meeting demands** for speed and convenience.

Re-engineer end-to-end retail lending and onboarding journeys to **drive scalable growth, enhanced customer experience, and long-term cost sustainability.**

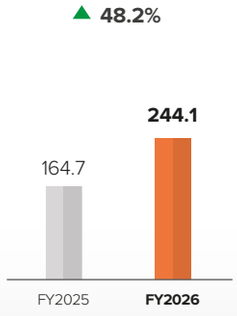
FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

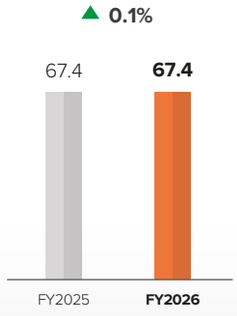
Income
(RM million)



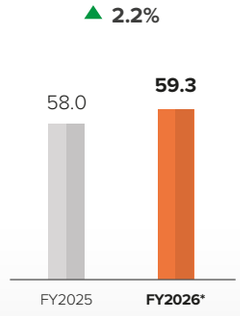
Profit After Taxation
(RM million)



Gross Loans, Advances and Financing
(RM billion)



Customer Deposits
(RM billion)



* *Customer deposits and Mudarabah Term Investment Account (MTIA-i) at RM61.3 billion, recorded a 5.8% YoY growth*

Sustainability Highlights

The implementation of electronic agreements reduces paper usage, thereby lowering carbon emissions and contributing to a smaller overall carbon footprint.

Execution of digital onboarding enhances operational efficiency while minimising reliance on physical documentation, thereby supporting the reduction of paper usage and contributing to the achievement of the Group's sustainability goals.

OUTLOOK AND PROSPECTS

Looking ahead, Retail Banking anticipates a landscape of moderate growth amid intensifying competition, heightened cybersecurity mandates and geopolitical headwinds. Strategically, the business remains positioned to achieve Net Funder status for the Group by driving sustained deposit growth through accelerated new acquisition, supported by a digital onboarding journey on AmOnline. Lending will also remain disciplined, with a continued focus on Affluent and Mass Affluent segments as credit quality and portfolio resilience will take priority over volume.

Simultaneously, Wealth Management remains cautiously optimistic, as market volatility reinforces demand for trusted advisory and deeper client engagement through enhanced Relationship Manager capabilities. In line with WT29, Retail Banking will continue scaling the AmOnline ecosystem to expand digital features, strengthen customer value propositions and build a more scalable, growth-oriented business.

Investment Banking

CHRISTOPHER NG KOK WAI
Chief Executive Officer

TOP ACHIEVEMENTS IN FY2026

Bloomberg's Mergers & Acquisitions (M&A) League Table

- #1 ranking in CY2025.

Alpha Southeast Asia Best Financial Institution (FI) Awards 2025

- Best Small to Mid-Cap Corporate Finance House in Malaysia for six consecutive years.

The Asset Triple A Sustainable Finance Awards 2026

- Best Privatisation: Gateway Development Alliance consortium's privatisation of Malaysia Airports Holdings Bhd (MAHB) for RM18 billion.

Major Transactions Achieved

- Weststar Aviation Services Sdn Bhd: RM4.86 billion Syndicated Shariah-Compliant Banking Facilities (Mandated Lead Arranger)
- Genting Berhad: RM6.7 billion Take-over Offer of Genting Malaysia Berhad (Principal Adviser)
- Sunway Healthcare Holdings Berhad: RM3.3 billion Initial Public Offering (Joint Principal Adviser, Joint Global Coordinator, Joint Bookrunner, Managing Underwriter and Joint Underwriter)
- Sarawak Energy Berhad: RM1.5 billion Sukuk Musyarakah (Joint Lead Manager)
- Saracap Ventures Sdn Bhd: RM1.85 billion Medium Term Notes Programme (Principal Adviser/Lead Arranger/Joint Lead Manager, Facility and Security Agent)
- DRB-HICOM Berhad: USD111.2 million Acquisition of Spirit AeroSystems Malaysia Sdn Bhd (Principal Adviser)
- Paradigm REIT: RM560 million Initial Public Offering (Joint Bookrunner and Joint Underwriter)

WHO WE ARE AND WHAT WE DO

Investment Banking provides comprehensive, end-to-end financial solutions and we serve a diverse client base, ranging from corporate and institutional clients to retail through a synergistic platform that integrates advisory, structuring, distribution and trading through our origination, brokerage and equity research teams.

Segment Focus:

Equity Markets: The stockbroking arm of AmInvestment Bank, serving retail, institutional and futures clients. The division provides equities execution and futures broking services, margin financing and securities borrowing and lending facilities.

Debt Markets: Originates, structures and executes a full spectrum of debt and capital financing solutions, including corporate bonds and Sukuk, structured finance, loan syndications, project and leveraged financing, asset-backed securitisation, hybrid capital and sustainability-linked instruments.

Equity Research: Delivers domestic equity market analyses and insights for institutional investors, corporate clients and internal business units across the AmBank Group.

Corporate Finance: Delivers strategic solutions to a diverse portfolio of listed and unlisted corporates, Government-Linked Companies (GLCs) and Government-Linked Investment Companies (GLICs) across Malaysia. The team also delivers comprehensive advisory services encompassing Initial Public Offerings (IPOs), Mergers & Acquisitions (M&A), takeovers and corporate restructurings.

Equity Capital Markets: Manages the marketing, pricing and distribution of equity and equity-linked offerings across primary and secondary markets. Leverages internal synergies to provide market intelligence, deal structuring and execution.

Transaction Structuring and Advisory: Originates and structures high-value deals for Investment Banking, with a core emphasis on M&A and capital-raising mandates for strategic clients. Coordinates multi-product execution to deliver integrated advisory and capital markets solutions and optimise fee capture.

BUSINESS ENVIRONMENT

This year was defined by structural uncertainty, driven by geopolitical tensions and macroeconomic fragility, leading to cautious investor sentiment and prolonged decision-making process. These conditions compressed deal windows and heightened execution risks as clients recalibrated valuations and timing. Competitive pressures intensified fee compression, where long-term strategic positioning often took precedence over immediate returns.

Equity markets remained subdued, with soft trading volumes and volatility weighing on brokerage income. The rise of digital platforms and evolving pricing expectations increased competition, while tighter risk management impacted margin lending. In the institutional segment, wallet compression and the AI-driven commoditisation of research accelerated the demand for differentiated, proprietary insights. In contrast, debt capital markets remained relatively resilient, providing a stable foundation for capital allocation throughout FY2026. Despite evolving interest rate expectations, the segment was supported by steady refinancing needs and proactive funding diversification strategies from corporate issuers.

Nevertheless, Malaysia's capital markets showed resilience, supported by steady IPO activities and increased participation from foreign investors and GLICs. Improved domestic stability sustained confidence in defensive sectors, though successful execution required rigorous pricing discipline and targeted distribution.

RISKS	RESPONSES
Secondary Market Constraints and Restrictive Margin Financing Conditions: Persistent weakness in secondary market depth continues to limit the flow of reverse block trades and institutional churn, coupled with high client sensitivity to restrictive margin financing conditions.	**Market Participation:** Strengthen equity and capital markets execution through platform upgrades, improved margin sustainability, increased retail and futures participation, streamlined processes, and enhanced client segmentation, helping sustain activity despite weaker liquidity.
Persistent Fee Pressure: Fee compression remains elevated across advisory and capital markets businesses, driven by heightened competition and shifting client priorities.	**Pricing Discipline:** Address fee and margin pressure through disciplined mandate selection and differentiated, solution-driven execution, balancing long-term franchise value with pricing discipline to remain competitive amid intensified market pressure.
Global Macro-Political Volatility: Heightened global political uncertainty drives market volatility, thereby increasing underwriting risks and deal-completion uncertainty.	**Investor Coordination and Risk Mitigation:** Strengthen coordination and real-time engagement with investors to enhance demand visibility and pricing discipline, thereby mitigating underwriting risk in volatile market conditions.

OPPORTUNITIES	RESPONSES
Monetary Easing Resurgence: Lower cost of funds is driving a significant resurgence in privatisation and corporate restructuring mandates.	**M&A Advisory Leadership:** Pursue high-impact M&A and take-over opportunities by providing integrated funding solutions and early-stage joint origination dialogues between product teams.
Capital Market Interest: Strong, sustained IPO interest continues to build a robust pipeline of high-quality new listings.	**IPO Pipeline Robustness:** Successfully executed a robust portfolio of transactions in various capacities, including the IPOs of Sunway Healthcare Holdings Berhad, CUCKOO International (MAL) Berhad, Paradigm REIT and Lim Seong Hai Capital Berhad.

Business Review

Investment Banking

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Enabled high-impact execution by translating complex data into targeted financial solutions, integrating advisory with disciplined capital markets execution and enhanced equity trading platforms that improved market access, liquidity participation and recurring client activities.

Employees

Built a high-performance workforce anchored on disciplined execution, strong sales culture and robust risk governance across departments. Enhanced professional depth through role clarity, defined career pathway and hands-on exposure to complex transactions and high-intensity business environments, supporting sustainable franchise performance.

Shareholders and Investors

Drove sustainable franchise value through disciplined mandate selection, advisory-led growth and capital-efficient execution, reinforcing earnings resilience and long-term market positioning.

EQUITY MARKETS

Strategic Priorities	Progress and Achievements
1. Digitalisation and Platform Excellence Upgraded both the retail and institutional platforms to improve market access, cybersecurity, and trader confidence.	• **Platform Transformation:** Successfully launched and deployed retail and institutional systems within the agreed timeline to enhance execution capabilities, improve client experience and strengthen scalability to support growing transaction volumes and evolving market demands. These platforms delivered stable performance in compliance with cybersecurity and technology risk requirements, including Bank Negara Malaysia's Risk Management in Technology framework.
2. Sustainable Margin Growth Drive stable and risk-adjusted margin income by strengthening portfolio quality, governance discipline and credit resilience across market cycles.	• **Margin Financing Sustainability:** Strengthened margin financing sustainability through enhanced governance, improved turnaround times and tighter credit controls. These improvements supported stable Net Interest Income and grew margin utilisation while maintaining prudent risk standards.
3. Retail Futures Growth Expanded digital marketing reach and strategic partnerships.	• **Strategic Growth:** Expanded digital marketing efforts to strengthen AmInvestment Bank's competitive positioning across retail segments and ensuring long-term portfolio resilience.

EQUITY RESEARCH

Strategic Priorities	Progress and Achievements
1. Tier 1 Institutional Franchise Positioning Strengthen Equity Research's client tier positioning by sharpening sector focus, deepening engagement across GLIC and non-GLIC clients and providing high-conviction insights to support trading activity.	• **Strategic Coverage:** Restructured stock coverage toward high-interest and growth sectors. • **Performance Metrics:** Embedded outcome-based KPIs, including client votes, corporate access and productivity to drive accountability. • **Institutional Rankings:** Improved client account tier rankings and deepened client penetration across GLIC and non-GLIC accounts. • **Alpha Generation:** Delivered standout stock calls with strong performance.
2. Product Differentiation and Digital Scalability Developed scalable, data-driven research products and interactive formats to increase responsiveness and market reach.	• **Investment Intelligence and Market Monitoring:** Developed products to consolidate and track fund manager positioning and market trends, supporting timelier and data-driven portfolio insights. • **Data-Driven Market Analyses:** Leveraged digital tools to conduct structured addressable market assessments, particularly within the consumer sector, enabling deeper understanding of growth drivers and competitive dynamics at the stock level. • **Client Engagement and Relationship Management:** Enhanced internal client relationship management platforms to improve data capture, segmentation, targeting and supporting more effective client coverage and tailored engagement strategies.

EQUITY CAPITAL MARKETS

Strategic Priorities	Progress and Achievements
1. Value-Added and M&A-Linked Fundraising Focused on equity fundraising opportunities tied to M&A. Collaborated across departments to deliver complex, advisory-anchored transactions.	• **Flagship IPO Distribution:** Executed several landmark listings, including: • **Unified Client Coverage:** Executed the "Next 22" client account planning strategy to deepen customer relationships and drive revenue growth from identified customers. • **League Table Leadership:** Achieved a Top 3 ranking in the CY2025 league tables for IPOs and primary placements, cementing AmInvestment Bank's position as a leading equity house in Malaysia.
2. Secondary Placement and Volume Scaling Scaled fundraising volume in secondary placements to increase revenue from block trades and promoter sell-downs. Shifted the mix from IPO-heavy mandates to scalable transactions.	• **Scalable Capital Markets:** Built significant scale across IB Origination through repeatable, distribution-led execution. Successfully transitioned the deal mix toward recurring revenue streams and enhanced sustainability through diversified fundraising products.

Company	Role	Deal size (RM)
Sunway Healthcare Holdings Berhad	Joint Global Coordinator, Joint Bookrunner, Managing Underwriter and Joint Underwriter	3.3 billion
CUCKOO International (MAL) Berhad	Joint Global Coordinator, Joint Bookrunner and Joint Underwriter	395 million
Paradigm REIT	Joint Bookrunner and Joint Underwriter	560 million

Business Review

Investment Banking

DEBT MARKETS

Strategic Priorities	Progress and Achievements
1. Advisor of Choice and Integrated Solutions Position the Group as a trusted debt capital markets adviser by delivering integrated capital markets solution to the "Next 22" clients through cross-bank origination and the "Road to Capital Markets" (RTCM) initiative.	• **Integrated Client Origination:** Delivered advisory-led debt capital markets solutions to the "Next 22" clients through coordinated origination efforts with Wholesale Banking and Business Banking, strengthening share of wallet and reinforcing long-term client relationships. • **RTCM Pipeline Conversion:** Progressed clients along the RTCM pipeline by structuring tailored capital market solutions and executing transactions in collaboration with Corporate Finance and the Transaction Advisory and Structuring teams.
2. Scale Capabilities for New Revenue Streams Leverage cross-departmental synergies to secure large-scale M&A mandates via bridging loans with defined equity or debt market exits. Furthermore, provide strategic debt advisory and restructuring services to optimise client access to project and corporate funding.	• **Notable Debt Market Executions:** Concluded several high-impact financing transactions, including:

Company	Role	Deal size (RM)
Weststar Aviation Services Sdn Bhd	Mandated Lead Arranger	4.86 billion
Genting Vista Berhad	Joint Principal Adviser, Joint Lead Arranger and Joint Lead Manager	3.0 billion
Saracap Ventures Sdn Bhd	Principal Adviser, Lead Arranger, Joint Lead Manager, Facility and Security Agent	1.85 billion
IOI Group	Joint Lead Manager	1.0 billion
Sarawak Energy Berhad	Joint Lead Manager	1.5 billion
Benih Restu Bhd	Joint Principal Advisers and Joint Lead Arrangers	500 million

CORPORATE FINANCE

Strategic Priorities	Progress and Achievements
1. Landmark M&A Advisory and Transactions Pursued high-impact M&A transactions and rebalanced deal portfolio by shifting away from volume-driven engagements toward revenue-accretive, high-value opportunities.	• **Major M&A Execution:** In collaboration with the Transaction Structuring and Advisory team, successfully advised on major transactions, including:

Deal	Role	Deal size (RM)
Acquisition of Spirit AeroSystems Malaysia Sdn Bhd by DRB-HICOM Berhad	Principal Adviser	USD111.2 million
Privatisation of Genting Malaysia Berhad by Genting Berhad	Principal Adviser	6.7 billion

2. Capital Markets and IPO Capability Enhancement Focused on delivering IPOs across the Main and ACE Markets with strong fundamentals, while maintaining the capability to support clients across different listing platforms.	• **Notable IPO Success:** In collaboration with the Equity Capital Markets team, successfully executed major listings, including:

Company	Role	Deal size (RM)
Sunway Healthcare Holdings Berhad	Joint Principal Adviser	3.3 billion
A1 A.K. Koh Group Berhad	Principal Adviser, Sponsor, Sole Placement Agent and Sole Underwriter	54.6 million

3. Market Reach and Cross-Functional Collaboration Strengthened cross departmental collaboration through the RTCM initiative.	• **Integrated Deal Sourcing:** Advanced the RTCM initiative to actively facilitate M&A and takeover transactions through tailored funding solutions.

TRANSACTION STRUCTURING AND ADVISORY

Strategic Priorities	Progress and Achievements
1. Advisory and Landmark Transactions Delivered landmark transactions and unique insights through innovative deal structures to enhance the Group's reputation as a trusted adviser. Captured high-value opportunities arising from GLIC and GLC strategic shifts toward domestic direct investment.	• **Major M&A Advisory and Execution:** Successfully advised on, inter alia, the structure and financing of significant deals, including:

Deal	Role	Value (RM)
Privatisation of Genting Malaysia Berhad by Genting Berhad	Principal Adviser	6.7 billion
Establishment of Medium-term Notes Programme of up to RM5.0 billion in nominal value by Genting Vista Berhad	Joint Principal Adviser	3.0 billion
Acquisition of Spirit Aerosystems Malaysia Sdn Bhd by DRB-Hicom Berhad	Principal Adviser	USD111.2 million

TARGETS

- Maintain Top 3 rankings across the Equity Capital Markets and M&A league tables as well as achieve Top 3 for the Malaysian Bonds and Sukuk market.
- Drive higher loan utilisation among existing retail clients while aggressively onboarding retail mass customers through targeted marketing campaigns and collaborations.
- Improve institutional client positioning to support higher and more consistent order flows across the institutional franchise.
- Secure high-value IPO opportunities and reinforce M&A advisory leadership, targeting high-impact transactions by GLCs and GLICs.
- Scale the digital distribution suite to enhance client engagement and improve vote conversion across institutional platforms.
- Achieve a Top 5 ranking for MYR Loan Syndications with a projected market share of 5% to 10%.

Business Review

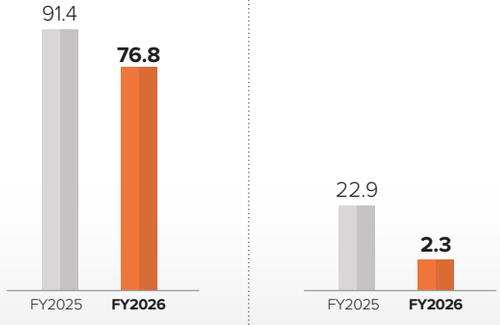
Investment Banking

FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

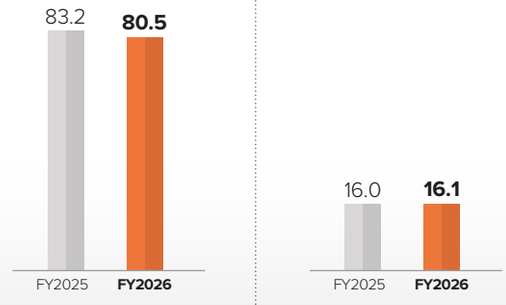
Equity Markets

Income (RM million)	Profit After Taxation (RM million)
▼ 16.0%	▼ 89.7%



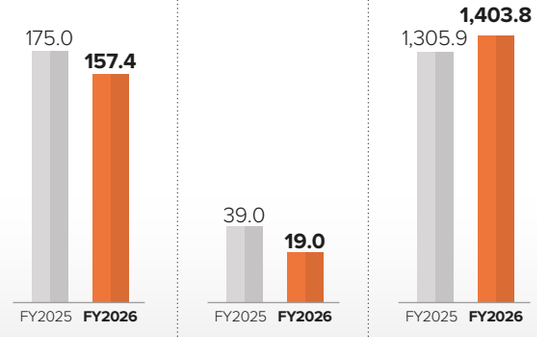
Debt Markets, Equity Capital Markets and Corporate Finance, including Transaction Structuring and Advisory *(consolidated)*

Income (RM million)	Profit After Taxation (RM million)
▼ 3.2%	▲ 0.9%



Overall Performance of Investment Banking

Income (RM million)	Profit After Taxation (RM million)	Gross Loans (RM million)
▼ 10.0%	▼ 51.3%	▲ 7.5%



Sustainability Highlights

The following sustainability recognitions were awarded under The Asset 8th Global Islamic Finance Awards 2025:

Best Sustainability-Linked Sukuk:

Acted as Lead Manager for Johor Plantations Group's RM1.3 billion Sustainability-Linked Sukuk Murabahah.

Best Sustainability-Linked Sukuk (Real Estate):

Served as Principal Adviser, Lead Arranger, Lead Manager and Sustainability Structuring Adviser for Paramount Corporation's RM150.0 million Sustainability-Linked Sukuk Wakalah.

Best Sustainability Sukuk (Real Estate):

Appointed as Lead Manager for Pelaburan Hartanah Berhad's RM1.4 billion Sustainability Sukuk Murabahah.

Best Sustainability Sukuk (Railway):

Acted as Principal Adviser, Lead Arranger, Lead Manager, and Sustainability Structuring Adviser for Berapit Mobility's RM1.3 billion Sustainability Sukuk Wakalah.

SR *For more information on AmInvestment Bank's involvement in deals with ESG credentials, refer to page 79 of the Sustainability Report 2026.*

Awards and Accolades

Equity Research

- **FTSE Bursa Malaysia KLCI Futures (FLKI) Ranking**
  Maintained a Top 3 ranking in FLKI for four consecutive years.
- **Bursa Excellence Awards 2025**
  1st Runner-Up as Best Institutional Equities Participating Organisation.

Equity Capital Markets

- **19th Annual Southeast Asia Best Financial Institution Awards 2025**
  1) Best Investment Bank
- **The Asset Triple A Islamic Finance Awards 2025**
  1) Best Islamic Equity Deal (Prolintas Infra Business Trust IPO)
  2) Best Islamic IPO (Johor Plantations Group IPO)
- **The Asset Triple A Sustainable Finance Awards 2026**
  1) Best Primary Placement (Pavilion REIT)
- **19th Annual Deal and Solution Awards**
  1) Best Performing Small Cap (Post-IPO) of the Year 2025 (Lim Seong Hai Capital Berhad's IPO)

Debt Markets

- **The Asset Triple A Awards for Sustainable Finance 2026**
  1) Best Syndicated Loan (Weststar Aviation Services Sdn Bhd)
  2) Best Significant Deals (Saracap Ventures Sdn Bhd)
- **19th Annual Deal & Solution and ESG Awards 2025**
  1) Best Syndicated Financing in Asia (Weststar Aviation Services Sdn Bhd)
  2) Best Islamic Finance Deal of the Year (Sarawak Energy Berhad)
  3) Best Local Currency Sukuk in Asia 2025 (Benih Restu Bhd)

Corporate Finance

- **19th Annual Alpha Southeast Asia Best Financial Institution (FI) Awards 2025**
  1) Best M&A House in Malaysia
  2) Best Small to Mid-Cap Corporate Finance House in Malaysia
- **19th Annual Alpha Southeast Asia Best Deal & Solution Awards 2025**
  1) Best Domestic M&A Deal of The Year (MAHB)
  2) Best Performing Small Cap (Post-IPO) of The Year (Lim Seong Hai Capital Berhad's)
- **The Asset Triple A Islamic Finance Awards 2025**
  1) Best Islamic Equity Deal (Prolintas Infra Business Trust)
  2) Best Islamic IPO (Johor Plantations Group)
  3) Best Privatisation (MAHB)
- **The Edge Malaysia Best Deals of the Year 2025**
  1) Best Privatisation (MAHB)
  2) Best Mergers & Acquisitions (Public Bank Bhd)
- **Bursa Excellence Awards 2024 (Awarded in FY2026)**
  1) Best Principal Adviser for largest IPO on the ACE Market – Champion
  2) Best Principal Adviser for largest funds raised IPO on the ACE Market – Champion
  3) Best Investment Bank in Malaysia

Business Review

Investment Banking

OUTLOOK AND PROSPECTS

In FY2027, we remain well-positioned to navigate a landscape of both emerging opportunities and systemic challenges through disciplined strategic initiatives and a customer-centric model.

Equity Markets:

Focus on capturing market share through digital upgrades, margin financing optimisation, and a strengthened sales culture to ensure earnings stability across market cycles. By elevating institutional rankings and balancing growth with disciplined risk management, we aim to build a resilient brokerage franchise across market cycles.

Equity Research:

Prioritise tier advancement and thematic leadership by deepening institutional penetration and integrating closely with Equity Markets, reinforcing differentiated research value serving as a strategic engine for long-term value creation.

Equity Capital Markets:

Pivot towards secondary placements and M&A-linked fundraisings, leveraging a strong IPO track record and execution capability in complex corporate exercises to scale fundraising volumes throughout FY2027.

Debt Markets:

Capitalise on resilient refinancing demand and continued issuances of sustainability-linked financing and Shariah-compliant instruments, leveraging innovative structuring and integrated advisory to preserve market leadership.

Corporate Finance:

Execute a steady advisory pipeline driven by corporate realignments and capital-recycling initiatives, supported by strengthened execution capabilities and prioritising transaction quality and sustainable fee outcomes.

Transaction Structuring and Advisory:

Target landmark, complex and multi-product transactions particularly in M&A, privatisations and capital-raising mandates that enable the AmBank Group to capture both integrated advisory and financing revenues, while strengthening long-term franchise positioning.

Group Wealth Management

GOH WEE PENG
Managing Director

TOP ACHIEVEMENTS IN FY2026

Accelerated Portfolio Depth

- Total AUM increased by 10% year-on-year to a record high of RM73.8 billion
- 18% increase in AUM per AmPrivate client
- 24% increase in AUM per Retail Wealth client

Secured 48 industry awards in FY2026, with notable accolades including:

Asia Asset Management Best of the Best Awards 2026

- Best Pension Fund Manager, Malaysia (8th consecutive win)
- Best Bond Manager, Malaysia (6th consecutive win)
- Best Sukuk Manager, Malaysia (5th consecutive win)
- Best ASEAN Awards – Best Application of ESG (3rd consecutive win)
- Best Institutional Asset Manager, Malaysia (2nd consecutive win)
- Best ESG Manager, Malaysia
- Best Performance Awards – Fixed Income: Asian Bonds, Local Currency (3rd consecutive win)
- Most Improved Asset Management Company, Malaysia

InsuranceAsia News Institutional Asset Management Awards 2025

- Insurance Fund House of the Year (8th consecutive win)
- Best Islamic Fund Manager (3rd consecutive win)
- Best Passive Asset Manager (2nd consecutive win)

Alpha Southeast Asia 16th Annual Fund Management Awards 2025

- Best Fund with the Optimal Sharpe & Information Ratios (2nd consecutive win)
- Best Asset Manager (Money Market & Sukuk Funds)

LSEG Lipper Fund Awards 2026

- AmDynamic Bond, Malaysia Provident Fund Awards: Bond MYR (10 Years)

WHO WE ARE AND WHAT WE DO

Formally established on 1 April 2025, Group Wealth Management brings together the Bank's wealth capabilities under a unified AmWealth brand. The business integrates a comprehensive suite of capabilities spanning wealth distribution, financial advisory, investment solutions, structured products, bancassurance, estate and legacy planning, as well as asset and fund management, enabling the Group to deliver a more seamless and sophisticated wealth proposition across the client spectrum, from mass affluent and affluent customers to high-net-worth individuals, as well as institutional and corporate clients.

Our integrated model brings together three complementary businesses:

Wealth Distribution and Advisory

(1) Retail Wealth

(2) AmPrivate Banking

Asset Manufacturing

(3) AmFunds Management Berhad (AFM) and AmIslamic Funds Management Sdn Bhd (AIFM)

Advisory-Led Solutions: Moves beyond standardised products to deliver personalised, life-stage-based portfolios, supporting long-term value preservation and creation.

Dual-Market Leadership: Offers market-leading expertise in both conventional and Shariah-compliant wealth management.

Intellectual Capital and Branding: Elevates the AmWealth brand through premium thought leadership, flagship publications, including the AmWealth Yearbook, Quarterly Checkpoint and Wealth Digest, equip clients with actionable insights to navigate complex market cycles.

Operational Synergy: Integrates our three business lines to optimise branding efficiency, marketing investments, and cross-business collaboration. This approach enables us to deliver comprehensive wealth solutions that create greater value for clients while driving operational excellence and cost efficiency.

Business Review

Group Wealth Management

BUSINESS ENVIRONMENT

In FY2026, the market was characterised by heightened volatility driven by persistent geopolitical uncertainty and the reintroduction of trade tariffs following U.S. policy shifts. These factors triggered periodic risk-off sentiment and a more cautious outlook among investors.

Equity performance became increasingly concentrated in artificial intelligence (AI) sectors, fuelled by strong earnings and sustained investment in AI infrastructure. However, elevated valuations in these segments heightened market sensitivity to potential corrections.

Consequently, wealth clients adopted a more selective approach, pivoting toward income-generating assets to mitigate volatility. This focus on capital preservation and yield-driven strategies remained a primary driver of investment behaviour throughout the period.

RISKS

Margin Compression from Intensifying Competition: Intensified competition within the wealth management space from global players and fintech platforms has exerted pressure on pricing, leading to margin compression.

RESPONSES

Cost Discipline and Digitalisation: Drive disciplined cost management and operational optimisation through streamlined workflows and digitalisation to sustain a healthy cost-to-income ratio.

OPPORTUNITIES

Growth in Technology and Alternative Assets
The continued momentum in the AI and technology sectors, coupled with rising gold prices has created unique opportunities for both growth and portfolio resilience.

Yield Enhancement through Structured Solutions
Investors seek yield enhancement products amidst market uncertainties.

RESPONSES

- **Fund Diversity:** Launched the AmTech Nasdaq-100 Fund and AmGold Plus Fund, while seeing sustained traction in the AmHong Kong Tech Index Fund.
- **Net Sales:** Garnered RM419 million in total net sales.

- **Structured Product Development:** Introduced a suite of structured product ideas tailored for investors seeking higher yields and tactical market exposure.
- **Income Generated:** Achieved a 34% YoY growth in income generated from structured products.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Enabled clients to navigate volatile markets with clarity and achieve sustainable wealth creation.

Shareholders and Investors

Improved collaboration across wealth segments and created greater synergies for the overall Group.

Strategic Priorities	Progress and Achievements
1. Drive Profitability Improved revenue quality by focusing on higher-margin opportunities and more efficient distribution channels.	• **Direct Sales Mobilisation:** Established AFM and AIFM direct sales teams, garnering RM959 million in net sales for FY2026. • **Margin Optimisation:** Converted feeder funds to retain income resulting in a margin improvement of 0.5bps for AFM and AIFM. • **Advisory Evolution:** Transitioned from product-based to advisory-led sales, increasing AUM per client for AmPrivate and Retail Wealth by 18% and 24%, respectively.
2. Client Base Expansion Grew presence in targeted customer segments and key regions through strengthened sales and engagement efforts.	• **Client Onboarding:** Increased coverage by Private Client Managers (PCMs) in underserved markets, approximately achieving 35% of newly onboarded High-Net-Worth clients aged 50 and below. • **Strategic Engagement:** Strengthened brand presence through lifestyle and thought leadership events in collaboration with internal and external business partners.
3. Product Diversification Broaden offerings to meet evolving client needs, supported by expertise and strategic partnerships.	• **Fund Diversification:** AFM and AIFM launched seven new funds and enhanced three existing funds for monthly distributions, while 22 new funds were onboarded across Retail Wealth and AmPrivate Banking, including 10 originated from AmFunds. • **Structured and Financing Solutions:** Expanded our offerings with three new structured product variants and introduced a new currency-secured financing facility. • **Wealth Protection:** Launched Prestige Wealth-i, a new takaful endowment plan designed to enhance the Islamic wealth management offering.
4. Operational Efficiency Empowered front-liners with digital tools and enhanced knowledge to drive sales effectiveness and service delivery.	• **Sales Academy Rollout:** Implemented the Sales Academy to strengthen front-liners' product knowledge, advisory capabilities, and overall sales effectiveness. • **Digital Enablement:** Deployed tablets to all Personal Bankers and Relationship Managers to improve client experience and drive operational efficiency.
5. Strategic Business Optimisation Streamlined workflows and consolidate business functions to maximise group synergies and governance.	• **Consolidation of Dealing Functions:** Integrated AmPrivate's dealing operations with Group Treasury Markets to streamline workflows, enhance execution efficiency and strengthen governance. • **Private Banking Migration:** Migrated the Private Banking business from AmInvestment Bank to AmBank (M) under the Group Wealth Management division to foster better synergy in serving high-net-worth and mass affluent segments.

TARGETS

Focus on underserved segments and regions.

Position AmWealth as one of the leading wealth franchises in the market, distinguished by its strong advisory capabilities and holistic client solutions.

Help investors stay ahead of markets through tailored solutions and strong research insights.

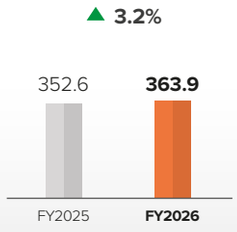
Business Review

Group Wealth Management

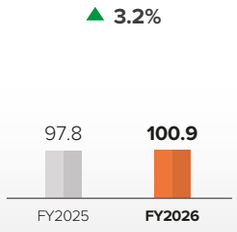
FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

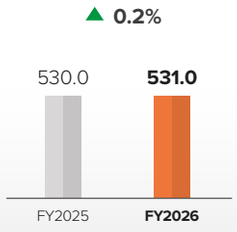
Income
(RM million)



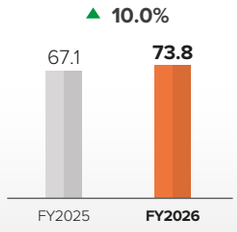
Profit After Taxation
(RM million)



Gross Loans, Advances & Financing
(RM million)



AUM
(RM billion)



Sustainability Highlights

- **Market Leadership in SRI Funds:** AFM maintained its leading position with the highest number of Sustainable and Responsible Investment (SRI)-qualified funds in the market, totalling nine funds as of 31 March 2026.
- **Dominant Market Share:** Captured a 29% market share in the SRI segment, with AUM exceeding RM4.3 billion as of 31 March 2026.

Awards and Accolades

Recognised for consistent outperformance with 48 industry awards during FY2026, including several prestigious ESG-related accolades:

FinanceAsia Asia's Best Companies Awards 2025
- Best Managed – Financial (Silver)
- Most Committed to ESG (Bronze)

FinanceAsia Awards 2025
- Biggest ESG Impact – Nonbank Financial Institutions (Domestic) (2nd consecutive win)

Citywire ASEAN Awards 2024/2025
- Best Sustainable Investments-Malaysia

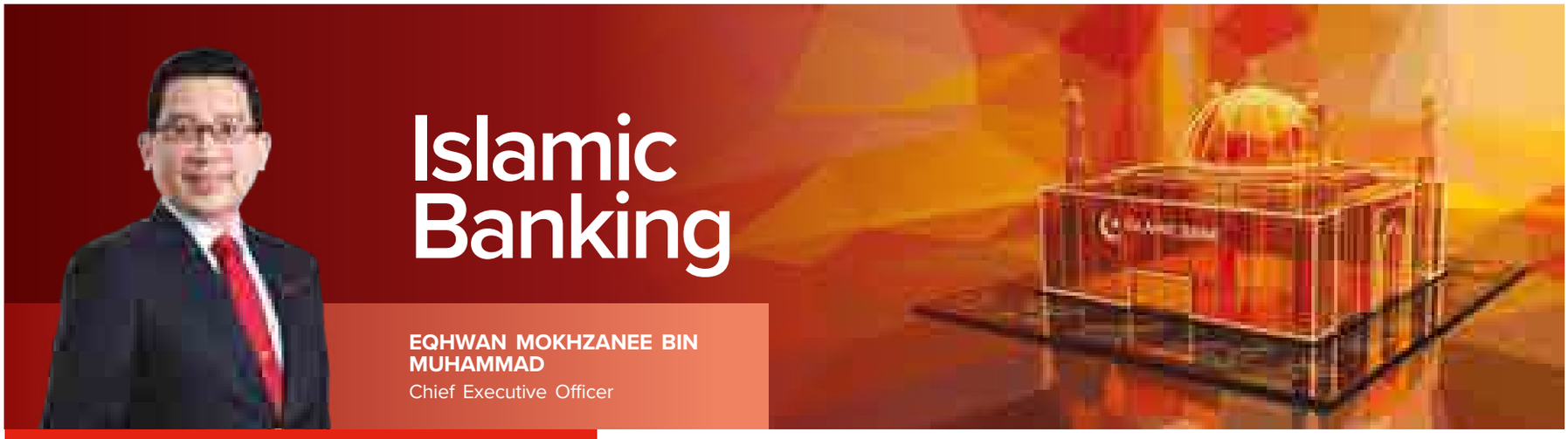
Corporate Treasurer Awards 2025
- Best ESG Initiative (2nd consecutive win)

AsianInvestor Asset Management Awards 2025
- Best Sustainable Investments-Nature Based Solutions

OUTLOOK AND PROSPECTS

The market outlook in the coming year remains cautiously constructive. While solid economic fundamentals support steady GDP growth, ongoing geopolitical and policy uncertainties continue to introduce potential vulnerabilities. In this environment, we anticipate a sustained shift toward wealth preservation and income-oriented solutions as investors prioritise capital protection and portfolio resilience. Opportunities are expected to emerge specifically within quality fixed income, income-generating structured solutions, and diversified multi-asset strategies that balance growth with defensive characteristics. We also see selective potential in growth themes centered on technology, innovation, and sustainable investing.

We aim to be strategically positioned to capitalise on these trends by leveraging our integrated platform to deliver seamless solutions across Retail Wealth, AmPrivate Banking and Fund Management. We will continue to drive product innovation to meet evolving client needs while deepening our advisory-led approach to provide clarity amid market complexity. Furthermore, ongoing investments in digital enablement will enhance both the client experience and operational efficiency. These solutions will play an increasingly important role in helping clients navigate uncertainty while sustaining long-term wealth outcomes.



Islamic Banking

EQHWAN MOKHZANEE BIN MUHAMMAD
Chief Executive Officer

TOP ACHIEVEMENTS IN FY2026

Driving East Coast Region Growth

- Led AmBank Group's penetration in the East Coast region to strengthen market share and successfully delivered early positive momentum as manifested by the higher growth rates for Islamic deposits and ASB Financing-i compared to the overall growth of these products.

Strategic Funding

- Re-engineered Mudarabah Term Investment Account-i (MTIA-i) into MTIA-i 2.0 by diversifying underlying assets to consist of both retail and non-retail fixed rate financing to facilitate sustainable returns for investment account holders and the optimisation of AmBank Islamic's capital utilisation. MTIA-i 2.0 achieved a balance of more than RM2.0 billion since launched in June 2025.

Profitability Tool

- Led the development of the Group-wide Return on Assets (ROA) calculator to align financial performance tracking with the WT29 financial targets.

Empowers community through social finance

- Empowered students with financial support and numerous asnaf and B40 micro entrepreneurs with seed capital and digital upskilling through a RM4.0 million zakat allocation.
- Microfinancing: Launched a strategic collaboration with TEKUN Nasional for the Qard Microfinancing programme, successfully disbursing funds to the first batch of asnaf entrepreneurs to expand their businesses.

WHO WE ARE AND WHAT WE DO

AmBank Islamic serves as the Group's primary Islamic banking arm, offering a comprehensive suite of Shariah-compliant retail and non-retail products, including financing, treasury and trade finance solutions. In supporting the Group's universal banking model and Winning Together 2029 (WT29) strategy, AmBank Islamic leverages the Group's business and operational strategic priorities while advancing Islamic banking specific growth opportunities to deliver sustainable value creation for customers, communities and shareholders in line with the principles of value-based intermediation (VBI).

Complementing the Group's core focus areas, AmBank Islamic comes to the fore in the following core priorities:

Mass Segment: Deliver comprehensive Shariah compliant propositions, focusing on acquiring and growing alongside future mass affluent and affluent customers while advancing broader financial inclusion efforts.

Large Corporate: Support large corporates and public sector institutions in line with national development agenda and delivering value-driven solutions.

East Coast Region: Via AmBank Islamic, the Group intends to strengthen its presence in the East Coast region through an Islamic-first approach by aligning financial offerings with community needs while promoting economic inclusivity.

Business Review

Islamic Banking

BUSINESS ENVIRONMENT

AmBank Islamic adopted a focused approach by growing in its targeted segments. Through disciplined underwriting, targeted growth initiatives and continued customer franchise strength, the Bank demonstrated notable resilience and execution capability as manifested by financing growth of 8.6% in FY2026.

On the funding side, the environment required AmBank Islamic to emphasise low-cost and stable deposits and funding sources to sustain margins and ensure liquidity resilience.

To navigate these conditions, AmBank Islamic maintained strong capitalisation, reporting a CET 1 capital ratio of 14.59% and a total capital ratio of 19.00%, providing a robust cushion to absorb market volatility while ensuring long-term institutional stability. These ratios sit comfortably above regulatory requirements, giving the Bank the capacity to support future growth and absorb potential stress.

RISKS	RESPONSES
Credit Risk: Economic downturns impact customers' ability to fulfil payment obligations.	• **Prudent Underwriting:** Applies prudent credit underwriting standards to maintain financing discipline at the origination stage. • **Active Portfolio Management:** Monitors portfolio composition and proactively engages underperforming customers in line with credit strategy and risk appetite. • **Collection Strategies:** Strengthens collection strategies to preserve asset quality and manage impairment risk.
Cybersecurity Threats: Rising digitalisation increases exposure to cyber-attacks and data breaches.	• **Dedicated SIRT:** Establishes a Security Incident Response Team (SIRT) to manage the full cyber risk lifecycle. • **Cyber Resilience Policy:** Implements a multi-layered defence approach via the Cyber Resilience Policy. • **Testing Controls:** Deploys structured controls and testing mechanisms to bolster the Group's response to cyber threats.
Shariah Compliance: Shariah non-compliance (SNC) incidents can lead to legal or regulatory sanctions, financial loss or non-financial implications including reputational damage if unresolved.	• **Governance Alignment:** Aligns governance practices with BNM's Shariah Governance Framework across three lines of defence. • **Organisational Awareness:** Promotes organisation-wide awareness to minimise SNC incidents.

OPPORTUNITIES	RESPONSES
• Growth opportunities remain across areas which are aligned with Islamic banking including public sector ecosystem, education sector, East Coast region and Bumiputera priority customer segments, through stronger alignment with customer needs and preference.	• Enhance customer proposition through competitive Shariah compliant solutions. • Deepen penetration through targeted propositions and Islamic-first approach in the East Coast region and to penetrate the Bumiputera priority customer segments.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Strengthened long-term relationships by providing Shariah-compliant solutions to meet their needs.

Employees

Built high-performing workforce by aligning staff with the WT29 strategy and fostering a culture of Shariah compliance.

Shareholders and Investors

Delivered strong returns through disciplined pricing and high-growth niche segments that naturally gravitate towards Islamic banking.

Communities

Contributed to societal well-being by impactful redistribution of wealth through Zakat and Shariah-compliant social initiatives.

Strategic Priorities	Progress and Achievements
1. East Coast Region Promoted Islamic products and services via the Islamic-first approach, enhancing economic inclusivity.	• **Targeted Ecosystems:** Build relationship with respective states government bodies and foster relationships with associations, SMEs and car dealers. • **Visibility and Local Community Presence:** Launched targeted advertisements plus sponsorships and initiated joint activities with mosques (e.g. Partake in *Hari Raya Aidiladha* for *"Korban"* activity at mosques). • **Financial Performance:** Deposits and ASB Financing-i in the East Coast Region grew at higher rates compared to overall deposits and ASB Financing-i growth in FY2026.
2. Mass Market Segment Growth Acquired and grow with customers in selected mass market sectors and support financial inclusion agenda.	• **Product Performance:** Focused on the new national segment for Auto Financing-i (6% growth). • **Portfolio Expansion:** Achieved 5.6% growth in the ASB Financing portfolio and promoted the AmWafeeq Savings Account-i, which contributed 30% of total Retail Islamic CASA balance.
3. Large Corporates Profitable growth Supporting large corporate and public sector in line with national agenda.	• **Profitability Management:** Spearheaded the development of the ROA calculator to align financial tools with the Group's WT29 strategy, which was launched in June 2025. • **National Agenda Support:** Extended financing to priority sectors including manufacturing, services, and plantation in line with inter alia the 13th Malaysia Plan.
4. Funding Sustainable funding and targeted deposit programmes.	• **Alternative Funding:** Re-engineer existing MTIA-i which uses diversified underlying assets (retail and non-retail fixed rate financing). Achieved MTIA-i 2.0 balance of more than RM2.0 billion since launch in June 2025. • **AmRewards Campaign:** A campaign that provides greater value to existing customers and attracted new customers to save and nurture their savings with AmWafeeq Savings Account-i.

TARGETS

Deepen penetration in **priority customer segments among Bumiputera segment**.

Strengthen Islamic first delivery across the East Coast region.

Expand acquisition of **high-potential mass affluent and affluent customers** within the mass market segment.

Drive business growth and deposit mobilisation from **public sector bodies, education sector and Shariah-compliant counters**.

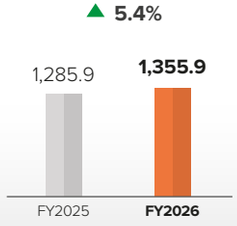
Business Review

Islamic Banking

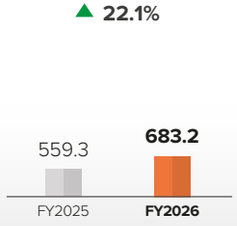
FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

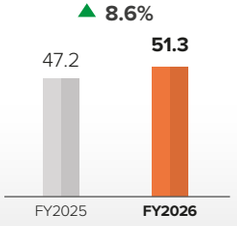
Income
(RM million)



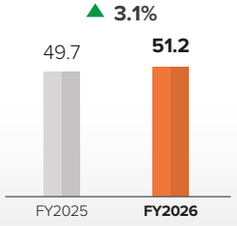
Profit After Zakat and Taxation
(RM million)



Gross Financing and Advances
(RM billion)



Customer Deposits
(RM billion)



Sustainability Highlights

We are committed to driving social impact and economic empowerment through the strategic distribution of its business zakat funds:

- **Zakat Allocation:** Allocated a total of RM4.0 million in business zakat to support socio-economic development, medical assistance, and education.
- **Economic Empowerment via iTEKAD 4.0:** Dedicated RM1.5 million toward economic initiatives, under the fourth iteration of the iTEKAD programme which provides seed capital, capacity building, and microfinancing to asnaf and B40 entrepreneurs.
- **Microfinancing Innovation:** Another economic empowerment initiative via a strategic collaboration with TEKUN Nasional for the Qard Microfinancing programme with a dedicated allocation of RM0.5 million.
- **Educational Support:** Distributed RM0.5 million to 1,253 students across ten academic institutions, including a digital academy, to support STEM education and student sustenance.
- **Healthcare Assistance:** Provided RM0.3 million in financial aid to support dialysis and medical treatments for asnaf patients and Muslim students.
- **Community and Religious Development:** Disbursed funds to state zakat centres, Islamic development organisations for Muallaf support, and community entities to cover essential charity home expenses.

Awards and Accolades

The Asset Triple A Awards 2025

- Best Islamic SME Bank Malaysia (5th consecutive win)
- Best Sustainability-Linked Sukuk – Real Estate 2025 (Shariah Adviser)
- Best New Sukuk 2025 – Plantation (Shariah Adviser)
- Best Securitisation Sukuk 2025 (Shariah Adviser)

Global Islamic Finance Awards (GIFA) 2025

- Best Islamic Bank for SME Banking (3rd year)
- Best Islamic Wholesale Banking Solutions (3rd year)

Alpha Southeast Asia Awards 2025

- Best Islamic Finance SME Bank Malaysia (5th year)

Global Banking and Finance Awards 2025

- Best Islamic Bank Malaysia (3rd year)
- Best Islamic Corporate Bank Malaysia (4th year)
- Best Islamic Banking Chief Executive Officer (CEO) Malaysia (5th year)

OUTLOOK AND PROSPECTS

We aim to expand our footprint in the mass market segment by acquiring and growing with customers in selected sectors and concurrently promote the financial inclusion agenda, while repositioning the mortgage segment towards the mass affluent and affluent customer bases to enhance portfolio quality.

For large corporations, AmBank Islamic will focus on achieving profitable growth by supporting large corporate and public sector entities align with the national agenda. This is complemented by a funding strategy centered on sustainable funding models and targeted deposit programmes to ensure liquidity and margin resilience.

We will also adopt Islamic first policy and reinforce Islamic banking products and services as the default offering in the East Coast Region as well as the accelerated expansion of the Bumiputera priority banking segment.

Life Insurance Business

WAN SAIFULRIZAL WAN ISMAIL
Chief Executive Officer

TOP ACHIEVEMENTS IN FY2026

Expanded market reach

- Strengthened multi-channel distribution across bancassurance, agency and corporate brokers to customers nationwide.

Customer focused product innovation

- Enhanced affluent segment insurance solutions with an extension of the entry age to offer a balanced proposition of protection and investment, contributing 20% to new business premiums.

People and capability development

- Invested in talent, leadership and professional training, with 331 employees trained and 6,733 training hours completed, strengthening organisational capability and resilience.

Digital and operational progress

- Advanced digitalisation initiatives, improving service efficiency and scalability, with 32% increase in digital adoption/46% improvement in turnaround time for medical claims.

Strong governance and risk oversight

- Maintained a robust control environment through proactive AmMetLife risk management practices aligned with regulatory standards, supported by risk-based audit coverage and ongoing enhancements to governance effectiveness.

WHO WE ARE AND WHAT WE DO

At AmMetLife Insurance Berhad (AmMetLife), we provide insurance and financial solutions that support individuals, families and corporate customers at different life stages. Established through a strategic partnership between AmBank Group and MetLife International Holdings LLC (MetLife), we bring together local market reach and global insurance expertise to deliver solutions that are practical and relevant to our customers.

Our offerings span a broad range of protection and financial planning needs:

- **Life Insurance:** Protection to support long term financial security.
- **Health and Medical Coverage:** Coverage for hospitalisation and healthcare needs.
- **Savings and Investment Solutions:** Plans that support wealth accumulation and financial planning.
- **Retirement and Legacy Planning:** Solutions to support long term financial goals and wealth transfer.
- **Credit Related Insurance:** Protection linked to financing products to safeguard repayment obligations.
- **Group Term Life Insurance:** Coverage for employees under corporate programmes.
- **Group Hospital and Surgical Insurance:** Medical benefits solutions for corporate clients.

We operate nationwide through a multi-channel distribution model that includes AmBank's bancassurance network, our agency force and financial advisors, as well as corporate brokers. This approach enables broader market access and ensures solutions are delivered through channels that are accessible and relevant to different customer segments.

Alongside this, continued investment in talent and capability development strengthens technical expertise, advisory skills and service delivery, allowing us to remain responsive to evolving customer needs while maintaining the quality of our offerings.

Business Review

Life Insurance Business

BUSINESS ENVIRONMENT

The life insurance operating environment in FY2026 remained complex, shaped by evolving macroeconomic conditions, regulatory developments, demographic shifts and accelerating digitalisation. Insurers continued to navigate cost pressures, changing customer expectations and a growing focus on sustainability and resilience.

Rising healthcare costs and heightened regulatory expectations further influenced industry priorities, reinforcing the need for balanced pricing, long term product sustainability and strong governance. At the same time, increased focus on consumer protection, transparency, data privacy and digital conduct highlighted the importance of robust risk management frameworks and proactive engagement with regulators to support sustainable access to healthcare protection.

RISKS

Macroeconomic and Affordability Pressures: Economic uncertainty and market volatility continued to affect household affordability, consumer confidence, and investment performance, while rising healthcare costs pressured insurance sustainability.

Regulatory and Compliance Requirements: Evolving regulatory expectations on consumer protection, pricing transparency and operational resilience reinforced the need for strong governance and control frameworks.

RESPONSES

- **Integrated Propositions:** Reinforced needs-based protection, medical, and savings solutions across life stages to address heightened awareness of health, longevity and financial risks.
- **Advisory-Led Distribution:** Leveraged bancassurance and hybrid agency models to deliver trusted, high-quality advice while strengthening customer relationships and long-term value.
- **Customer-Centric Solutions:** Enhanced integrated, needs-based propositions aligned to evolving regulatory expectations and customer needs.

- **Governance and Compliance:** Continued investment in compliance, data management, and control frameworks to strengthen operational resilience and regulatory alignment.

OPPORTUNITIES

Accelerating digital adoption continued to present opportunities to enhance customer experience, operational efficiency and scalable growth.

RESPONSES

- **Digital Enablement:** Accelerated adoption of digital self-service, automation, and data-driven insights to enhance customer experience, improve efficiency, reduce manual processes and support scalable growth.
- **Customer Experience and Accessibility:** Delivered more seamless, convenient, and personalised interactions, strengthening service accessibility and operational resilience.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Strengthened trust and long-term relationships through relevant protection solutions, improved service experience, and data-driven insights that enhance financial decision-making.

Employees

Built a resilient and high-performing workforce through capability development, engagement initiatives, and a strong culture aligned with our purpose.

Shareholders and Investors

Delivered consistent financial performance and sustainable returns through prudent risk management, disciplined underwriting, and operational efficiency.

Communities

Contributed to broader societal well-being through inclusive insurance solutions, financial literacy efforts, and community engagement initiatives.

Strategic Priorities	Progress and Achievements
1. Bancassurance as a Core Growth Engine Focused on deepening bancassurance penetration through advisory-led selling, product innovation, and distributor capability enhancement.	• **Premium Growth:** Achieved steady growth in premium contributions for advisory business, demonstrating resilience amid a challenging operating environment. • **Stronger Partnership:** Continued to deepen the exclusive bancassurance relationship with AmBank Group, with closer alignment across distribution and a more consistent advisory approach. • **Broader Solutions:** Expanded protection offerings to better reflect evolving customer needs, supporting a more resilient and higher-quality business mix. • **Distributor Capability:** Invested in capability building through digital enablement and targeted training.
2. Digitalisation and Operational Transformation Advanced digital leadership through platform innovation, process optimisation, and enhanced customer journeys.	• **Improved Turnaround Times:** Reduced processing turnaround times by 40-60%, supported by the shift towards digital-first payment methods, which also lowered operational risks and improved efficiency. • **LYNC Rollout:** Launched LYNC, a next-generation digital bancassurance platform that supports onboarding, e-signatures, and integrated advisory tools, strengthening how solutions are delivered across the network. • **Customer Experience:** Enhanced the end-to-end customer journey across both digital and assisted channels, with stronger self-service capabilities such as personal details updates via the Customer Portal, improving data accuracy and reducing reliance on manual processes. • **Digital Foundation:** Continued to embed digital capabilities within distribution, alongside a more unified presence across search and social channels, supporting more consistent customer engagement.
3. Digital Partnerships and Ecosystem Expansion Expanded reach beyond traditional channels through digital collaborations and ecosystem integration.	• **Ecosystem Partnerships:** Established a strategic collaboration with a leading mobile service provider serving 200,000 customers. This partnership is envisioned to extend our protection offerings into digital and lifestyle platforms. • **Channel Expansion:** Broadened distribution beyond traditional touchpoints by embedding solutions within wider digital ecosystems. • **Market Responsiveness:** Improved agility in responding to shifting customer behaviours and consumption patterns. • **Digital Visibility and Platform Growth:** Improved AmMetLife's Google Search Engine Optimisation ranking from fifth to second position as of December 2025.
4. Customer-Centric Operational Excellence Enhanced service delivery through automation, process simplification, and enterprise-wide efficiency improvements.	• **Claims Efficiency:** Improved medical claims turnaround time by 46%, enhancing customer satisfaction and service reliability. • **Cost Discipline:** Reduced expense ratio by 0.6%, reflecting improved operational efficiency. • **Process Simplification:** Streamlined claims and policy servicing processes through automation and system integration, improving efficiency and reducing manual intervention across operations. • **Service Responsiveness:** Improved service consistency and responsiveness across customer touchpoints.

TARGETS

- Deepen advisory-led bancassurance practices through more needs-based engagement.
- Enhance customer propositions to better meet evolving protection needs.
- Increase adoption of digital and self-service channels across customer journeys.
- Improve service efficiency and responsiveness through process simplification and automation.

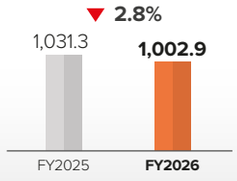
Business Review

Life Insurance Business

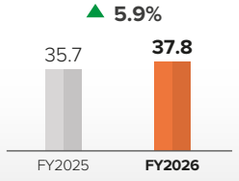
FY2026 RESULTS AND OUTCOMES

Financial Performance and Highlights

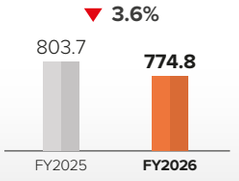
Income
(RM million)



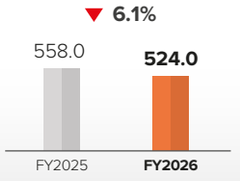
Profit After Taxation
(RM million)



Gross Written Premium
(RM million)



New Business Premium
(RM million)



Note: All reported FY2026 numbers are unaudited

Sustainability Highlights

We continued to advance sustainability and community engagement initiatives aligned with our commitment to responsible business practices and long-term stakeholder value creation:

Sustainability Impact and Environmental Stewardship

- **Recognition:** Received the 2025 MY AMCHAM CARES Award, recognising contributions to environmental and social causes.
- **Beach clean-up initiative:** Mobilised 88 volunteers across AmMetLife, AmMetLife Takaful and MetLife Malaysia for a clean-up at Pantai Remis, Jeram, removing 240.8 kilograms of litter and supporting marine and coastal protection.
- **Tree planting and biodiversity:** Partnered with Free Tree Society under the Rewild Malaysia initiative to plant more than 20 plants at Bangsar Nursery and Taman Tugu Negara, alongside an Earth Day programme with 35 employees participating.

Community Health and Well-being

- **Blood donation drive:** Organised a drive at Menara 1 Sentrum with Kelab AmBank Group and the National Blood Bank Centre, engaging 130 volunteers and collecting 100 bags of blood, potentially saving up to 100 lives.
- **Flu vaccination programme:** Conducted a workplace vaccination initiative with 60 registered employees, promoting preventive healthcare.

People, Inclusion and Well-being

- **Cultural run:** Organised the AmMetLife Cultural Run, bringing together 1,753 participants including AmMetLife employees and families. Kelab AmBank Group members and community members including special needs groups to celebrate Malaysia's cultural diversity whilst promoting a fun and active lifestyles.

Awards and Accolades

InsureTech Connect (ITC) Asia Awards 2025
- Customer Experience Excellence Award

American Malaysian Chamber of Commerce (AMCHAM) CARES Recognition 2025

OUTLOOK AND PROSPECTS

Looking ahead to FY2027, we expect the operating environment for the life insurance industry to remain dynamic, shaped by evolving economic conditions, regulatory expectations, changing customer preferences and rising healthcare costs.

Against this backdrop, our continued focus on digital transformation, bancassurance leadership, advisory-led engagement and operational resilience positions us to manage emerging risks while capturing sustainable growth opportunities.

Family Takaful Business

NAZRULHISHAM ABDUL HAMID
Chief Executive Officer

TOP ACHIEVEMENTS IN FY2026

Strengthened Portfolio Mix

- Regular contributions recorded 59% YoY growth compared to last year's performance, primarily driven by AmBank Group.
- Improved revenue balance, supporting a more stable and sustainable income profile.

Product Innovation – Prestige Wealth-i

- Launched a flexible takaful endowment plan with an enhanced maturity booster.
- Leveraged AmBank Retail Banking distribution to expand customer reach and uptake.

Product Innovation – BizSolution-i

- Introduced a business takaful solution offering level term coverage.
- Provided guaranteed cash returns to strengthen value proposition for business clients.

Deepened Penetration in Business and Corporate Banking

- Secured additional third party bank partnerships

WHO WE ARE AND WHAT WE DO

AmMetLife Takaful Berhad is a partnership between AMMB Holdings Berhad (AmBank Group) and MetLife International Holdings, Inc., combining AmBank's local distribution strength with MetLife's global expertise in insurance and takaful solutions.

It provides Shariah-compliant protection and savings solutions to retail customers in Malaysia, supporting financial security, long-term savings and life-stage planning needs. These solutions are distributed through AmBank Group and AmBank Islamic branches, authorised agents and selected third-party partnerships.

The business focus on maintaining portfolio sustainability and a balanced risk-return profile, strengthening its competitive positioning through relevant solutions and enhancing customer engagement to improve business mix quality, while also enhancing the end-to-end Islamic market offering, including for the wealth segment and mass-market proposition.

Disciplined underwriting and efficient service delivery support the provision of these solutions.

Business Review

Family Takaful Business

RISKS

Macroeconomic Softening: Moderated GDP growth and cautious consumer spending affected affordability for savings and protection-based takaful products, impacting new business and persistency.

Heightened Competitive Intensity: Increasing competition from both takaful and conventional insurers reduced product differentiation and exerted pressure on margins.

Product Differentiation and Value Enhancement: Intensifying competition drives the refinement of product structures, benefits, and contribution designs to improve differentiation.

RESPONSES

Targeted Offerings for Affluent Segments: Develop and refine savings-protection propositions for mass affluent and high-net-worth customers, with expanded product features and flexibility to support long-term financial needs.

Product Structuring and Differentiation: Refine product structures and benefits to improve clarity of value, with adjustments to align propositions to customer preferences in core segments.

OPPORTUNITIES

Expansion Within Affluent Segments: Increasing demand for long-term financial resilience supports the expansion of tailored savings-protection propositions for mass affluent and high-net-worth customers.

Evolving Regulatory Expectations: Stronger requirements in consumer protection, suitability, and Shariah governance increased compliance and operational demands.

Portfolio Optimisation Through Repricing: Ongoing repricing across Medical and Health Insurance/Takaful (MHIT) and medical plans improves sustainability and addresses rising claims trends.

RESPONSES

Targeted Proposition Development: Strengthen focus on mass affluent and high-net-worth segments through enhanced savings and protection solutions, supported by tailored value propositions and differentiated advisory engagement.

Enhanced Governance and Compliance Framework: Continue strengthening of consumer protection, suitability assessment and Shariah governance frameworks through tighter controls, enhanced oversight and alignment with evolving regulatory standards.

Portfolio Repricing and Monitoring: Planned repricing across MHIT and medical plans to reflect claims experience, supported by strengthened portfolio monitoring to maintain cost-to-risk alignment.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Stakeholder Value Creation

Customers

Improved product relevance and more targeted propositions supported higher persistency and better customer outcomes.

Shareholders and Investors

A more balanced and sustainable business mix reduced volatility and strengthened portfolio resilience.

Business Partners

Clearer propositions and improved demand quality enabled distribution partners to drive more consistent business performance.

Strategic Priorities	Progress and Achievements
Strengthened Business Banking distribution, supported by the rollout of targeted and innovative business solutions.	**AmBank Business Banking:** Achieved 121% YoY growth and 230% of plan, delivering sustained outperformance.
Expanded the Affinity Channel through third-party banks to drive broader reach and sustain sales momentum.	**Affinity Channel:** Recorded over 79% of plan and 57% YoY growth in the Affinity Channel through our third-party bank partner, positioning it as a key driver of channel performance.
AmMetLife Takaful focus on growing advisory-led business via AmBank Group and partners to provide better margin and long term stability.	**AmBank Advisory:** Achieved 183% YoY growth, expanding reach into high-net-worth customer segments and delivering a consistent above-plan contribution.
Focused on improving customer continuity through more relevant and tailored propositions.	**Agency:** Results were below plan and prior year, indicating opportunities to strengthen performance. Proactive steps taken to strengthen results through the recruitment of new leadership and the introduction of need-based products.

TARGETS

Target double-digit growth in **regular contributions to balance the business mix** in FY2027.

Scale the affluent segment by **deploying Prestige Wealth-i to deepen engagement and capture higher-value market share.**

Drive portfolio value by **optimising the product mix and reducing risk concentration** to secure resilient, long-term profitability.

Target a reduction in claims volatility in FY2027 through **disciplined pricing governance and rigorous underwriting standards** to ensure capital stability.

Business Review

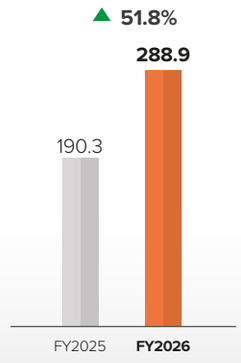
Family Takaful Business

FY2026 RESULTS AND OUTCOMES

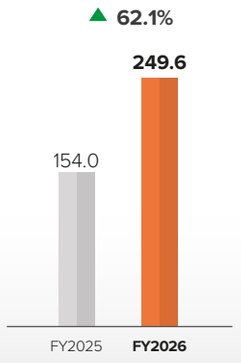
Financial Performance and Highlights

The Family Takaful business recorded a loss after taxation of RM6.3 million for FY2026. While the business remained in a loss position, this represents a significant improvement of approximately 70% from the loss of RM21.0 million in FY2025. The narrowing of losses was driven by strong top-line growth, with gross written contribution rising 51.8% to RM288.9 million and new business contribution increasing 62.1% to RM249.6 million, alongside continued discipline in managing the cost base, as reflected in the improvement of the management expense ratio from 25.2% to 20.9%. We remain focused on building scale and improving operating efficiency, with the objective of progressing towards profitability in the near term.

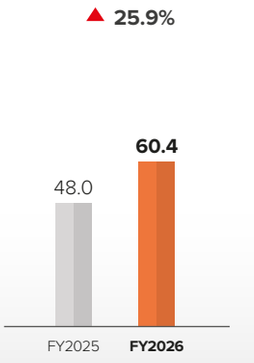
Gross Written Contribution
(RM million)



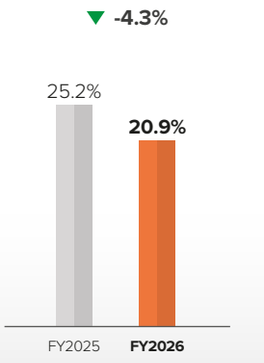
New Business Contribution
(RM million)



Management Expense
(RM million)



Management Expense Ratio
(%)



Non-Financial Highlights

Digital and Operational Excellence

Enhanced digital platforms and process automation to improve service efficiency, turnaround times and customer experience.

Customer Centric Protection

Strengthened takaful propositions and engagement initiatives to better meet evolving customer protection needs and improve awareness of takaful benefits.

Governance and Sustainability

Maintained strong governance and Shariah compliance while investing in people development and community financial literacy initiatives.

OUTLOOK AND PROSPECTS

Overall, FY2027 is expected to maintain positive momentum, supported by continued strength in AmBank Advisory, AmBank Business Banking and third-party bank partnerships, as well as sustained demand for targeted advisory solutions.

Focus remains on product relevance, channel productivity and customer engagement to support growth and a more stable business mix.

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

TAN SRI AZMAN HASHIM

Malaysian | 87 | Male

Date of Appointment
30 April 2022

Qualifications

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

Chairman

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

Chancellor

- Open University Malaysia (OUM)
- MAIWP International University (UniMAIWP)

Pro-Chancellor

- University Malaysia Sabah (UMS)

Experience

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

Championing Higher Education Excellence

Tan Sri Azman was appointed the first Chancellor of MAIWP International University during its 14th convocation ceremony on 13 January 2024. This prestigious appointment, decreed by the Yang di-Pertuan Agong, honours Tan Sri Azman's dedication to the Malaysian banking sector and his substantial contributions over the past five decades. Beyond his professional achievements, Tan Sri Azman is known for his support of higher education, improving the quality and accessibility of tertiary education for countless students and educators. As Chancellor of UCMI, he continues to influence education, shaping the future of young Malaysians and fostering a new generation of leaders and innovators. On 24 May 2025, Tan Sri Azman was honoured with the prestigious Lifetime Achievement Award from the Chartered Banker Institute, United Kingdom – a testament to his enduring legacy and contributions to the banking industry. He was appointed Chancellor of Open University Malaysia on 1 April 2026 where he was Pro-Chancellor since 2005.

He also contributed to the construction of sports complexes in Universiti Sains Malaysia, Universiti Teknologi Malaysia and in the township of Sibujaya. In addition, he contributed RM19 million to the establishment of a Chair at the Oxford Centre for Islamic Studies in London.

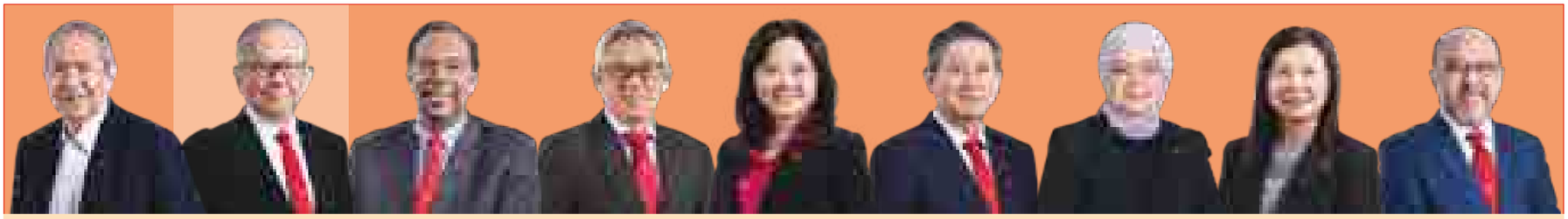
Recognition in the Arts

Tan Sri Azman's passion for the arts was celebrated when he received the prestigious "Penghargaan Utama Penaung Seni Visual Negara" (National Patron of the Visual Arts) grand award by the National Art Gallery of Malaysia on 10 January 2024. This honour, part of the Gallery's 65th anniversary celebration, highlights his significant impact on Malaysia's arts and culture landscape. Tan Sri Azman has long supported the arts, contributing to numerous art initiatives nationwide. Notably, he established the Azman Hashim Universiti Malaysia Sabah (UMS) Art Gallery in 2021. This award underscores his strong commitment to fostering the visual arts community in Malaysia.

Reaching New Heights

In a testament to his enduring spirit and determination, Tan Sri Azman reached the summit of Mount Kinabalu on 31 October 2023, marking his second ascent of Malaysia's highest peak. His first climb was at the age of 71 in 2010. This achievement, at the age of 84, symbolises his leadership and ambition, qualities that have defined his career and contributions to AmBank Group. Tan Sri Azman embarked on this extraordinary journey with a team of experienced climbers, braving extreme conditions and pushing the limits of human endurance. "I am gratified with my achievement at 84. For me, age is not a barrier and I believe with high spirit and determination, everything can be achieved", said Tan Sri Azman.

Board at a Glance



TAN SRI MD NOR BIN MD YUSOF
Independent
Non-Executive Chairman
Years on Board: 4 years

SOO KIM WAI
Non-Independent
Non-Executive Director
Years on Board: 23 years

JEYARATNAM A/L TAMOTHARAM PILLAI
Senior Independent
Non-Executive Director
Years on Board: 1 year

HONG KEAN YONG
Independent
Non-Executive Director
Years on Board: 6 years

DATO' KONG SOOI LIN
Independent
Non-Executive Director
Years on Board: 6 years

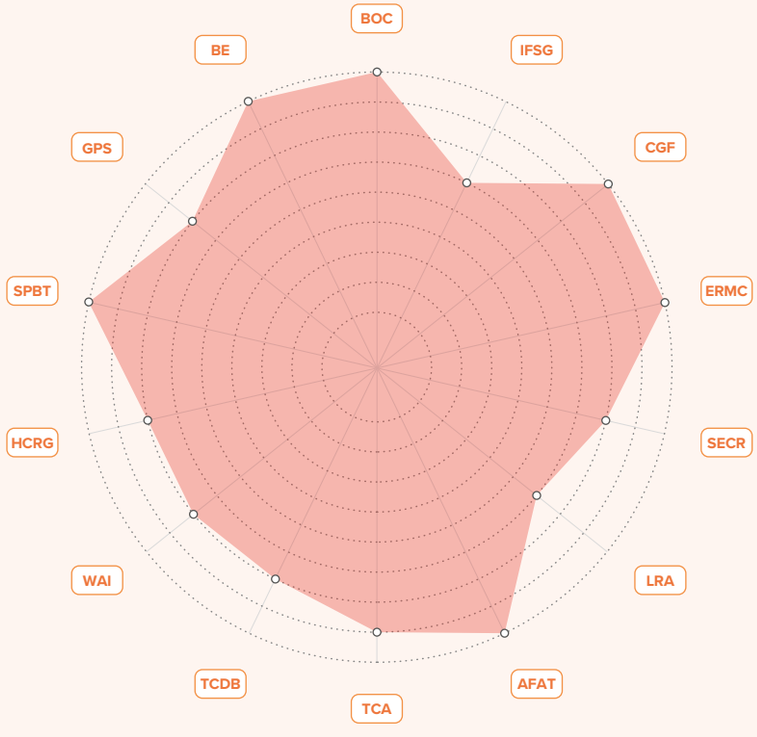
U CHEN HOCK
Independent
Non-Executive Director
Years on Board: 1 year

SHARIFATU LAILA BINTI SYED ALI
Independent
Non-Executive Director
Years on Board: 1 year

CHAN SIEW MEI
Independent
Non-Executive Director
Years on Board: 1 year

DATO' MOHAMED RAFIQUE MERICAN BIN MOHD WAHIDUDDIN MERICAN
Independent
Non-Executive Director
Years on Board: <1 year

BOARD SKILLS MATRIX



BOC	Banking operations & credit risk
IFSG	Islamic finance & shariah governance
CGF	Corporate governance and fiduciary duties
ERMC	Enterprise risk management & compliance
SECR	Sustainability, ESG & climate-related risks
LRA	Legal and regulatory affairs
AFAT	Accounting, financial reporting, audit and taxation
TCA	Treasury, capital markets & asset liability management (ALM)
TCDB	Technology, cybersecurity & digital banking
WAI	Wealth management, asset management & insurance/takaful
HCRG	Human capital, culture & remuneration governance
SPBT	Strategic planning and business transformation
GPS	Government, public policy & stakeholder management
BE	Breadth of experience such as holding of C-level positions in a similar sized and/or reputable organisations

BOARD BALANCE

COMPOSITION

Non-Independent Non-Executive Director	1
Senior Independent Non-Executive Director	1
Independent Non-Executive Directors	7

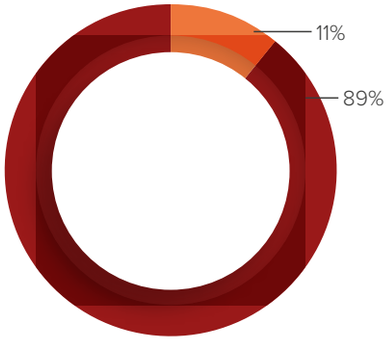
Male Female

GENDER DIVERSITY

Male 6

Female 3

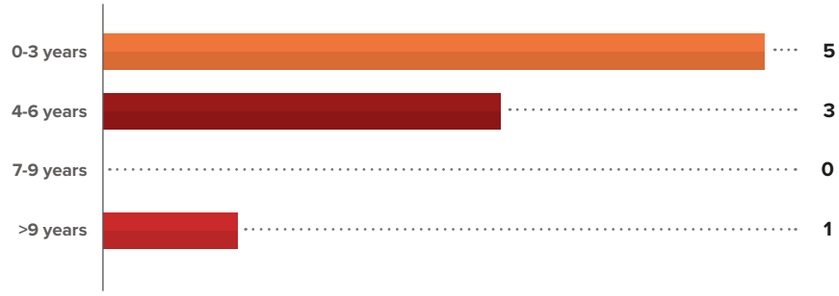
INDEPENDENCE



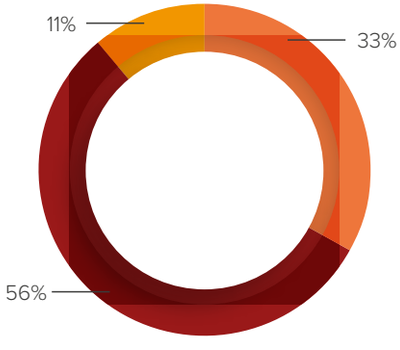
Non-Independent Non-Executive Director 1

Independent Non-Executive Directors 8

LENGTH OF SERVICE



ETHNICITY

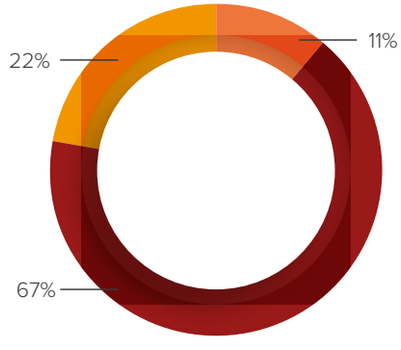


Malay 3

Chinese 5

Indian 1

AGE



50-59 Years Old 1

60-69 Years Old 6

70 Years Old and Above 2

Profile of the Board of Directors

TAN SRI MD NOR BIN MD YUSOF

Chairman
Independent Non-Executive Director

Malaysian | 78 | Male

Membership of Board Committee(s)
Nil

Date of Appointment
30 April 2022

Qualifications

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

Directorship(s) in Malaysia

Listed Issuers

- None

Public Companies

- Chairman, Yayasan Hasanah

Experience

- Tan Sri Md Nor bin Md Yusof has an illustrious career with over 40 years of senior management and board level experience including extensive expertise in the financial services sector.
- He helmed Bank of Commerce Group as President and Chief Executive Officer from 1985 to 2000.
- He held the role of Executive Chairman of the Securities Commission Malaysia, Chairman of CIMB Group and Chairman of Malaysia Airlines Berhad.
- He was Director and Chairman of Khazanah Nasional Board Executive Committee, Chairman of Lembaga Tabung Haji, Pelaburan Hartanah Berhad and CIMB Foundation.
- He was the Director of Labuan Offshore Financial Services Authority (LOFSA).
- He enjoys wildlife photography and is committed to community service and nature conservation.

Declaration

• He does not hold any shares in AMMB.
• He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.
• He does not have any family relationship with any other Director and/or major shareholders of AMMB.
• He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/ Chairperson

SOO KIM WAI

Non-Independent Non-Executive Director

Malaysian | 65 | Male

Membership of Board Committee(s)

GN GIT

Date of Appointment

4 October 2002

Qualifications

- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants
- Fellow, Certified Practising Accountant, Australia
- Fellow, Association of Chartered Certified Accountants, United Kingdom

Directorship(s) in Malaysia

Listed Issuers

- None

Public Companies

- Non-Independent Non-Executive Director, AmBank (M) Berhad*
- Non-Independent Non-Executive Director, Amcorp Properties Berhad
- Director and Advisor, Amcorp Group Berhad

** Wholly-owned subsidiary of AMMB.*

Experience

- Soo Kim Wai 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 with Deloitte KassimChan from 1980 to 1985.
- He was the Group Managing Director of Amcorp Group Berhad and a Non-Independent Non-Executive Chairman of Amcorp Global Limited, a subsidiary of Amcorp Group Berhad, listed on the mainboard of the Singapore Stock Exchange.
- He was the Non-Independent Non-Executive Chairman of AmREIT Managers Sdn Bhd, the Manager of AmFirst Real Estate Investment Trust. He was also the Non-Independent Non-Executive Chairman of AmREIT Holdings Sdn Bhd.
- He retired as a Non-Independent Non-Executive Director of RCE Capital Berhad in September 2025.

Declaration

- *He does not hold any shares in AMMB.*
- *He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries except as follows:*
  - *A Director and Advisor of Amcorp Group Berhad, which is a substantial shareholder of AMMB.*
- *He does not have any family relationship with any other Director and/or major shareholders of AMMB except as follows:*
  - *A Director and Advisor of Amcorp Group Berhad, which is a substantial shareholder of AMMB.*
- *He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/ Chairperson

Profile of the Board of Directors

JEYARATNAM A/L TAMOTHARAM PILLAI

Senior Independent Non-Executive Director

Malaysian | 71 | Male

Membership of Board Committee(s)

GN

Date of Appointment

15 January 2025

Qualifications

- Fellow Chartered Accountant, Institute of Chartered Accountants in England and Wales, United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants

Directorship(s) in Malaysia

Listed Issuers

- None

Public Companies

- Chairman/Independent Non-Executive Director, AmInvestment Bank Berhad*

* *Wholly-owned subsidiary of AMMB.*

Experience

- Jeyaratnam A/L Tamotharam Pillai has over 35 years of experience in investment banking and fund management services industry. He is a seasoned banker, having been involved in various assignments which included the listing of companies, mergers and acquisitions, takeovers, corporate restructuring and fund-raising exercises.
- His area of expertise and experience also included deals origination, corporate and funding structures, evaluate and negotiate deals, execution and implementation of deals. He had been working closely with various stakeholders such as corporate clients, investors, banks, government agencies, Bursa Malaysia Securities Berhad (Bursa Malaysia), Securities Commission Malaysia (SC) and Bank Negara Malaysia.
- During his career, he served as Chief Executive/Deputy Chief Executive of four investment banks over a 12-year period. He was also a member of the Sub-Committee of Bursa Malaysia and the Capital Market Advisory Council of SC. He was appointed by the Minister of Finance to be part of the six-member team that was responsible in formulating the Malaysian Capital Market Masterplan. Prior to his appointment to the Board of AMMB, he served as the Chairman/Independent Non-Executive Director of AmFunds Management Berhad, a wholly-owned subsidiary of AmInvestment Bank Berhad.
- He is on the Board of Trustee of Capital Market Development Fund.
- He enjoys travelling, a keen golfer and reading.

Declaration

- *He does not hold any shares in AMMB.*
- *He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *He does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/Chairperson

HONG KEAN YONG

Independent Non-Executive Director

Malaysian | 63 | Male

Membership of Board Committee(s)

GIT

Date of Appointment

10 October 2019

Qualifications

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

Directorship(s) in Malaysia

Listed Issuers

- Independent Non-Executive Director, SCICOM (MSC) Berhad

Public Companies

- None

Experience

- Hong Kean Yong was the Senior Vice President of Strategic Planning and Technology Advisor at Taylors Education Group from April 2011 until June 2018, where his primary responsibility was to advise the Group Chief Executive Officer on adoption of information technology in the various operating divisions and provide oversight of Chief Information Officer of Higher Education Division.
- Prior to that, he was the Group Chief Information Officer for Hong Leong Financial Group Berhad from April 2008 to March 2011. He was responsible for the Group IT Strategy and IT Oversight of all subsidiary companies. He played an important role in setting the IT Vision and Mission and the synergies in the application of technology to enable business, including the IT architecture, design and development across the financial services group.

Declaration

- *He does not hold any shares in AMMB.*
- *He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *He does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/ Chairperson

Profile of the Board of Directors

DATO' KONG SOOI LIN

Independent Non-Executive Director

Malaysian | 65 | Female

Membership of Board Committee(s)

GN JRM

Date of Appointment

30 October 2019

Qualifications

- Bachelor of Commerce (Honours), University of New South Wales, Australia
- Fellow, Certified Practising Accountant, Australia
- Fellow, Chartered Banker, Asian Institute of Chartered Bankers
- Chartered Accountant, Malaysian Institute of Accountants

Directorship(s) in Malaysia

Listed Issuers

- Independent Non-Executive Director, EWI Capital Berhad (formerly known as Eco World International Berhad)
- Independent Non-Executive Director, IOI Corporation Berhad
- Independent Non-Executive Director, PMB Technology Berhad

Public Companies

- Independent Non-Executive Director, AmInvestment Bank Berhad*

* *Wholly-owned subsidiary of AMMB.*

Experience

- Dato' Kong Sooi Lin has over 30 years of investment banking experience with extensive equity and debt transaction expertise, having advised on numerous high profile and industry-shaping corporate exercises in Malaysia and Asia Pacific.
- She began her career with Ernst & Whinney (now known as Ernst & Young PLT) and Arthur Anderson & Co. and then joined Bumiputra Merchant Bankers Berhad under Corporate Banking in 1989.
- In 1994, she joined CIMB Investment Bank Berhad (CIMB Investment Bank) and has been with CIMB Group Holdings Berhad (CIMB Group) for 25 years until her retirement from CIMB Investment Bank as its Chief Executive Officer in March 2019. Throughout her tenure with CIMB Group, Dato' Kong contributed significantly to entrenching CIMB as one of the top investment banking firms domestically and across ASEAN.
- She has held various capacities within CIMB Group. Her roles include Group Head of Investment Banking Division for the Asia Pacific region, Group Head of Private Banking, Head of Senior Bankers Group, Chairperson of CIMB Private Limited Sri Lanka and Commissioner on the Board Commissioners of CIMB Securities Indonesia.

Declaration

- *She does not hold any shares in AMMB.*
- *She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *She does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/Chairperson

U CHEN HOCK

Independent Non-Executive Director

Malaysian | 69 | Male

Membership of Board Committee(s)

GN GIT

Date of Appointment

6 March 2025

Qualifications

- Bachelor of Economics and Management (Honours), National University of Malaysia (UKM)
- Certified Financial Planner (CFP), Financial Planning Standards Board, United States of America

Directorship(s) in Malaysia

Listed Issuers

- None

Public Companies

- Chairman/Independent Non-Executive Director, AmBank (M) Berhad*

* *Wholly-owned subsidiary of AMMB.*

Experience

- U Chen Hock is a seasoned banker with over 36 years of extensive experience, gained from a long and distinguished career in senior leadership roles at a global banking group and two Malaysian financial institutions. His expertise spans corporate, investment and consumer banking.
- He enhanced his leadership and management skills by attending numerous Senior Executive Leadership Programmes at INSEAD, London Business School, Duke Corporate Education, and IMD.
- He served as the Chairman of the Financial Planning Association of Malaysia for two terms from 2005 to 2007.
- He was the Chairman of the Risk Management Committee and a member of Audit and Examination Committee (AEC) of AmBank (M) Berhad.
- He loves golf and travelling.

Declaration

- *He does not hold any shares in AMMB.*
- *He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *He does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/Chairperson

Profile of the Board of Directors

SHARIFATU LAILA BINTI SYED ALI

Independent Non-Executive Director

Malaysian | 63 | Female

Membership of Board Committee(s)

JRM

Date of Appointment
15 April 2025

Qualifications

- Master of Business Administration, University Malaya
- Bachelor of Science (Honours), National University of Malaysia (UKM)
- Advanced Management Programme, Harvard Business School, United States of America

Directorship(s) in Malaysia

Listed Issuers

- Independent Non-Executive Director, Bursa Malaysia Berhad
- Independent Non-Executive Director, YTL Corporation Berhad

Public Companies

- None

Experience

- Sharifatu Laila Binti Syed Ali is a seasoned investment professional with over three decades of experience across the investment management and the financial services sector. She built a distinguished career across leading Government-linked institutions in Malaysia, managing portfolios across both domestic and regional markets. She served on the Boards of prominent banking and financial institutions and brings deep expertise in portfolio management, corporate governance and risk oversight.
- She was appointed the Chief Executive Officer (CEO) of Valuecap Sdn Bhd (Valuecap) in 2002 and thereafter, became the Group CEO.
- From Valuecap in 2018, she joined RHB Banking Group. At RHB, she served as an Independent Non-Executive Director (INED) of RHB Bank Berhad, RHB Investment Bank Berhad, RHB Insurance Berhad, RHB Asset Management Sdn Bhd and RHB Islamic International Berhad. She was also a member of Board Nomination & Remuneration Committee, Board Risk Committee and Board Audit Committee.
- She served as a Public Interest Director on the Board of Bursa Malaysia Berhad (BMB) from October 2020 until August 2023, as well as a member of the Listing Committee and the Chairman of the Risk Management Committee then. She was also an INED of Minority Shareholders Watch Group (MSWG).
- In March 2024, she was appointed as an INED of BMB. She is currently an INED of Lembaga Pembiayaan Perumahan Sektor Awam (LPPSA), and a member of the Investment Committee of the University of Malaya.

Declaration

- *She does not hold any shares in AMMB.*
- *She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *She does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/Chairperson

CHAN SIEW MEI

Independent Non-Executive Director

Malaysian | 59 | Female

Membership of Board Committee(s)

JAE

Date of Appointment

30 June 2025

Qualifications

- Member, The Institute of Chartered Accountants in England and Wales, United Kingdom
- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants
- ESG Expert, European Business School (EBS University), Germany
- Postgraduate Diploma in Data Science, EMERITUS in collaboration with Columbia Engineering Executive Education, Singapore

Directorship(s) in Malaysia

Listed Issuers

- None

Public Companies

- None

Experience

- Chan Siew Mei is a seasoned finance and advisory professional with close to four decades of experience in audit, deals and consulting. She began her career at KPMG in Malaysia's Audit division before transitioning to the Advisory practice.
- She served as Head of Advisory and Chief Financial Officer at KPMG in Malaysia before her retirement from the firm in 2024.
- Ms Chan had advised across a wide range of corporate transactions, developing deep expertise in financial due diligence, deal advisory, and project management.
- She brings a rigorous analytical perspective and a strong track record in accounting, mergers and acquisitions (M&A) and corporate engagements.

Declaration

- *She does not hold any shares in AMMB.*
- *She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *She does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/ Chairperson

Profile of the Board of Directors

DATO' MOHAMED RAFIQUE MERICAN BIN MOHD WAHIDUDDIN MERICAN

Independent Non-Executive Director

Malaysian | 61 | Male

Membership of Board Committee(s)

GN

Date of Appointment
2 January 2026

Qualifications

- Fellow, Association of Chartered Certified Accountants, United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants
- Advanced Management Programme, Harvard Business School, United States of America

Directorship(s) in Malaysia

Listed Issuers

- Independent Non-Executive Director, Bursa Malaysia Berhad

Public Companies

- Chairman/Independent Non-Executive Director, AmBank Islamic Berhad*

** Wholly-owned subsidiary of AMMB.*

Experience

- Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican has over 30 years' experience in multiple industries comprising banking, financial services, power, facilities management, property development and investment. His experience included C-suite positions at public listed companies with regional exposure. He was the Group Chief Executive Officer (CEO), Islamic Banking, Maybank and CEO of Maybank Islamic Berhad from July 2016 to February 2024. Prior to that, he was the Group Chief Financial Officer of Maybank from June 2012 to June 2016. He was redesignated as an Advisor to the President and Group CEO of Maybank in March 2024 before his retirement in June 2024.
- He was President Commissioner of PT Bank Maybank Syariah Indonesia and the Chairman of Islamic Banking and Finance Institute Malaysia. He was also a Non-Independent Non-Executive Director of Etiqa General Takaful Berhad and Etiqa Family Takaful Berhad, and a Director of Maybank Islamic Asset Management Sdn Bhd.
- On 2 January 2026, he was appointed as the Independent Non-Executive Chairman of AmBank Islamic Berhad, a wholly-owned subsidiary of AMMB.
- On 6 April 2026, he was appointed as a Special Committee Member formed by the Selangor State Government to address the economic impact and consequences of Middle East conflict.
- On 12 May 2026, he stepped down from being a member of Joint Board Credit Committee of AmBank (M) Berhad and AmBank Islamic Berhad.

Declaration

- *He does not hold any shares in AMMB.*
- *He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *He does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

JAE Joint Audit and Examination Committee | GN Group Nomination & Remuneration Committee | JRM Joint Risk Management Committee | GIT Group Information Technology Committee | Chairman/Chairperson

Profile of Company Secretary

KOID PHAIK GUNN

Group Company Secretary

Malaysian | 61 | Female

Date of Appointment:
9 March 2010

Qualifications

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

Experience

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

Directorship(s) in Malaysia

Listed Issuers

- None

Public Companies

- None

Declaration

- *She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.*
- *She does not have any family relationship with any other Director and/or major shareholders of AMMB.*
- *She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.*

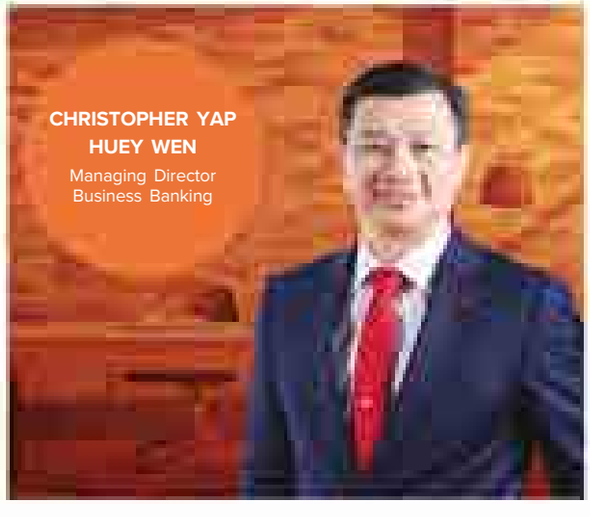
Group Senior Management

JAMIE LING
Group Chief Executive Officer
AmBank Group

EQHWAN MOKHZANEE BIN MUHAMMAD
Chief Executive Officer
AmBank Islamic Berhad

CHRISTOPHER NG KOK WAI
Chief Executive Officer
AmInvestment Bank Berhad

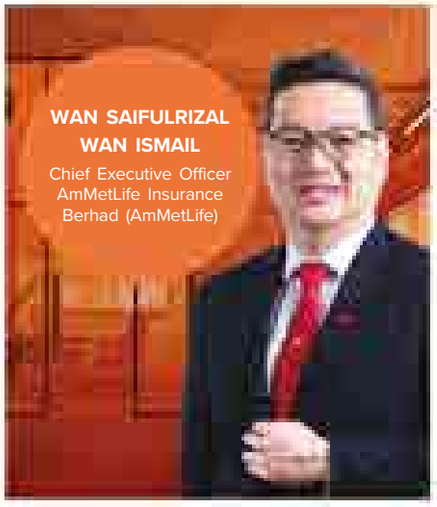
DATUK JAMZIDI KHALID (JK)
Managing Director
Wholesale Banking

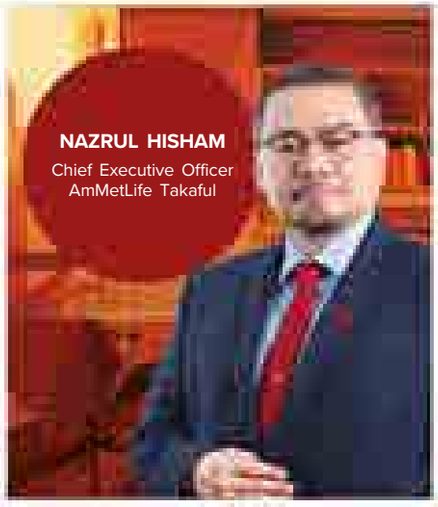


CHRISTOPHER YAP HUEY WEN
Managing Director
Business Banking

CHEONG CHEE WAI
Managing Director
Retail Banking

GOH WEE PENG
Managing Director
Group Wealth Management


WAN SAIFULRIZAL WAN ISMAIL
Chief Executive Officer AmMetLife Insurance Berhad (AmMetLife)


NAZRUL HISHAM
Chief Executive Officer AmMetLife Takaful

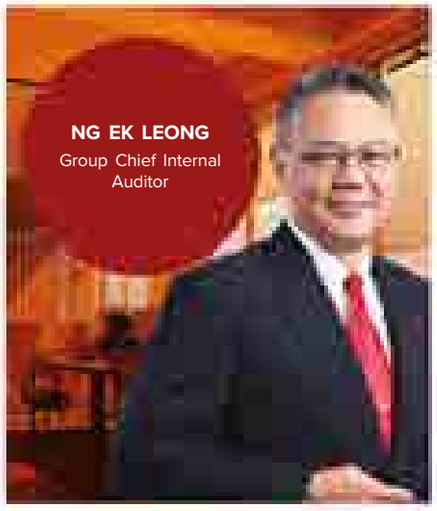
PHUAH SHOK CHENG
Group Chief Financial Officer

WONG ENG TENG
Group Chief Fintech & Technology Officer

SHAMSUL BAHROM BIN MOHAMED IBRAHIM
Group Chief Risk Officer

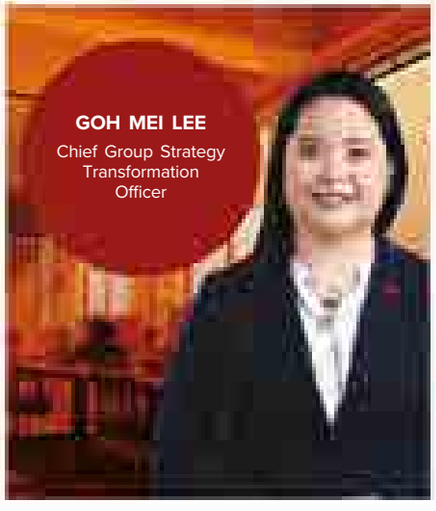
FARADINA BINTI MOHAMMAD GHOUSE
Group Chief Compliance Officer

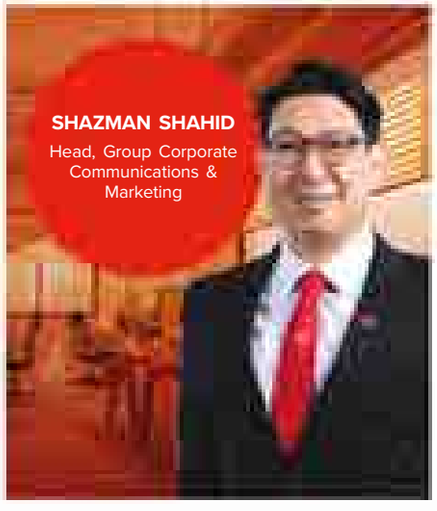
TRICIA LIM
Group Chief Human Resource Officer


NG EK LEONG
Group Chief Internal Auditor

ELANGO KUPPUSAMY
Chief Operations Officer

AMANAH ABOOBUCKER
Chief Sustainability Officer


GOH MEI LEE
Chief Group Strategy Transformation Officer


SHAZMAN SHAHID
Head, Group Corporate Communications & Marketing

Group Organisation Structure

As at 30 June 2026

Profile of Group Senior Management

JAMIE LING

Group Chief Executive Officer
AmBank Group

Nationality: Malaysian | **Gender:** Male | **Age:** 57

Date of Appointment: 23 November 2023

Qualification(s)

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

Responsibilities

- Sets the strategic direction and tone of the Group, and leads the Management Team in delivering the Group's objectives
- Has overall accountability for the Group's performance, governance and operations
- Steers strategic alignment across all lines of business
- Drives long term value creation and sustainable stakeholder outcomes
- Upholds and champions the Group's purpose, values and culture

Experience

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

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- Non-Independent Non-Executive Director, Liberty General Insurance Berhad
- Non-Independent Non-Executive Director, AmMetLife Insurance Berhad
- Non-Independent Non-Executive Director, AmMetLife Takaful Berhad
- Industry Director (Banking), Financial Markets Ombudsman Service (FMOS)

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

EQHWAN MOKHZANEE BIN MUHAMMAD

Chief Executive Officer
AmBank Islamic Berhad

Nationality: Malaysian | **Gender:** Male | **Age:** 50

Date of Appointment: 1 April 2015

Qualification(s)

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

Responsibilities

- Plays a leading role in shaping and implementing the strategic and business trajectory of AmBank Islamic Berhad
- Chairman of AmBank Group Credit & Commitments Committee (CACC)
- Member of AmFunds Investment Committee
- Chairman of the Steering Committee of the Financial Industry Collective Outreach (FINCO)
- Co-Chairman of the Risk Management Sub-Committee of Bank Negara Malaysia and Securities Commission Malaysia-led Joint Committee on Climate Change (JC3)

Experience

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

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

Profile of Group Senior Management

CHRISTOPHER NG KOK WAI

Chief Executive Officer
AmInvestment Bank Berhad

Nationality: Malaysian | **Gender:** Male | **Age:** 52

Date of Appointment: 15 May 2025

Qualification(s)

- Chartered Financial Analyst, Association For Investment Management and Research
- Chartered Banker, AICB/(CB)
- Capital Market services Representative Licence (CMSRL) holder
- Bachelor of Economics, Northern University Malaysia

Responsibilities

- Leads AmInvestment Bank as Chief Executive Officer in providing a comprehensive suite of integrated solutions and services, including corporate finance, equity capital markets, advisory, equity research, debt and sukuk origination and stockbroking services
- Serves as a Council Member of the Malaysian Investment Banking Association

Experience

- Over 25 years of financial services industry experience in corporate and investment banking activities
- Started his career as Management Associate with Citigroup Malaysia and subsequently moved to local investment banks
- He joined AmInvestment Bank as Deputy Chief Executive Officer in 2022

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

DATUK JAMZIDI KHALID (JK)

Managing Director
Wholesale Banking

Nationality: Malaysian | **Gender:** Male | **Age:** 50

Date of Appointment: 1 January 2023

Qualification(s)

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

Responsibilities

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

Experience

- Over 20 years of experience in financial markets
- Expertise spans across corporate banking, financial markets, treasury management, debt capital market and fund management
- Began career at Petroliam Nasional Berhad
- Transitioned to banking profession with roles at Standard Chartered Bank, ABN Amro Bank and Deutsche Bank AG (local & regional)
- Served as the Head of FICC & Treasury at BNP Paribas Malaysia
- Served as AmBank Group's Deputy Managing Director of Wholesale Banking and Head of Group Treasury and Markets prior to current role
- Led Wholesale Banking to contribute 49.5% of the Group's total profit in FY2026, with lending growth of 11.9% over the past three years
- Drove the expansion of Supply Chain Financing and cross-border trade solutions, while strengthening product structuring and portfolio optimisation capabilities

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

CHRISTOPHER YAP HUEY WEN

Managing Director
Business Banking

Nationality: Malaysian | **Gender:** Male | **Age:** 52

Date of Appointment: 2 February 2017

Qualification(s)

- Chartered Banker, the Chartered Banker Institute (2024)
- Financial Institutions Directors' Education (FIDE) Programme, Asian Institute of Chartered Bankers (AICB) (2021)
- Executive Education, University of Cambridge, Judge Business School (2017)
- Bachelor of Science, Business Administration, St. Cloud State University, United States of America

Responsibilities

- Heads AmBank Group's Business Banking division covering Small, Medium and Large Enterprises, Mid-Corporation and Commercial Banking segments
- Key responsibilities include expanding the Groups footprint and market share in these sectors, overseeing operational functions, providing strategic direction through market-responsive solutions, implementing entrepreneurial development programmes and committing to service excellence

Experience

- Over 20 years of expertise in the financial services realm
- Specialises in the commercial and SME sectors
- Career journey commenced in trade services at Citibank Malaysia
- Gained in-depth understanding of banking operations
- Played a pivotal role at Alliance Bank where he was instrumental in spearheading the SME portfolio
- His strategic initiatives and keen insights contributed significantly to the Group's growth

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- Executive Director, AmREIT Managers Sdn Bhd
- Non-Independent Non-Executive Director, AmREIT Holdings Sdn Bhd
- Non-Independent Non-Executive Director, AmInvestment Group Berhad

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

CHEONG CHEE WAI

Managing Director
Retail Banking

Nationality: Malaysian | **Gender:** Male | **Age:** 48

Date of Appointment: 1 January 2025

Qualification(s)

- Chartered Financial Analyst Programme – CFA Institute
- Bachelor of Science – Economics & Management from University of London

Responsibilities

- Head of the Retail Banking AmBank Group, setting strategic direction and driving business performance
- Responsible for delivering sustainable growth by strengthening customer value propositions, ensuring financial resilience, and advancing digital and operational transformation, while upholding strong governance, risk discipline, and regulatory compliance
- Accountable for Retail Banking profitability, achieved through disciplined growth, portfolio optimisation, cost efficiency, and prudent balance sheet management
- Oversees the development and delivery of competitive retail propositions across deposits, lending, wealth, and transactional services to meet evolving customer needs
- Drives digital transformation by strengthening digital platforms and capabilities to support scalable growth, improved efficiency, and enhanced customer experience

Experience

Over 25 years of extensive banking experience, spanning both foreign and local financial institutions, including HSBC, Standard Chartered Bank, and CIMB Bank, prior to joining AmBank.

- He began his career at HSBC, holding various roles across banking services and secured credit, in consumer banking and credit operations
- At Standard Chartered Bank, he served as Head of Credit Initiation, integrating the Malaysia and Singapore credit initiation functions, delivering operating synergies and improved cost efficiency
- He subsequently joined CIMB Bank as Head of Retail Risk, where he transformed retail risk management practices and optimised risk weighted asset (RWA) allocation and utilisation
- He later assumed regional leadership roles within CIMB Group Consumer Bank, serving as Regional Head of Consumer Credit Operations, overseeing credit initiation, fraud management, collections, and recovery across multiple markets. He was subsequently appointed Regional Head of Secured Lending and Deposits, where he played a key role in driving deposit strategies and optimising net interest margins

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

Profile of Group Senior Management

GOH WEE PENG

Managing Director
Group Wealth Management

Nationality: Malaysian | **Gender:** Female | **Age:** 51

Date of Appointment: 1 April 2025

Qualification(s)

- Investor Protection Professional Certification (IPPC)
- Unit Trust Consultant, Federal of Investments Managers Malaysia (FIMM)
- Employee of Registered Person (ERP)
- Persatuan Forex License, Institute Bank-Bank Malaysia
- Bachelor of Business (Economics & Finance), RMIT University, Melbourne, Australia

Previously Held:

- Capital Market Service Representative's Lisence (CMRSL) for Module 9 & 10
- Persatuan Pasaran Kewangan Malaysia (PPKM)

Responsibilities

- Appointed as the Managing Director, Group Wealth Management effective 1 April 2025;
- Lead the Group's Wealth Management franchise, which includes AmFunds Management Berhad, AmIslamic Funds Management Sdn. Bhd., Private Banking and Retail Wealth (collectively known as AmWealth), with a focus on delivering group wealth management solutions
- Lead Group bancassurance to drive revenue growth from the partnership with insurance partners

Experience

- Over 25 years of experience in the financial services industry, including more than 22 years in funds management, she brings deep expertise across money broking, bond trading and funds management
- Prior to her current role, she served as the Chief Executive Officer and Executive Director of AmFunds Management Berhad (AFM), and as a Director of AmIslamic Funds Management Sdn. Bhd. (AIFM)—both wholly owned subsidiaries of AmInvestment Bank Berhad and multiple award winning fund houses with more than four decades of investment track record
- She was named CEO of the Year for Malaysia by Asia Asset Management at the 2025 Best of the Best Awards
- Before her appointment as CEO in August 2018, she held several senior leadership roles within AFM, including Deputy CEO and Chief Investment Officer for Fixed Income

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- Director, AMMB Nominees (Tempatan) Sdn. Bhd.
- Director, AM Nominees (Asing) Sdn. Bhd.
- Director, AMMB Nominees (Asing) Sdn. Bhd.
- Director, AM Nominees (Tempatan) Sdn. Bhd.

Declaration

She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

She has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

WAN SAIFULRIZAL WAN ISMAIL

Chief Executive Officer
AmMetLife Insurance Berhad (AmMetLife)

Nationality: Malaysian | **Gender:** Male | **Age:** 47

Date of Appointment: 1 March 2026

Qualification(s)

- Fellow of the Institute and Faculty of Actuaries (UK)
- Bachelor of Science in Actuarial Science, City University London

Responsibilities

- Plays a leading role in strengthening AmMetLife's position as one of Malaysia's leading life insurers, ensuring sustainable growth and stakeholder value
- Drives AmMetLife's transformation into a customer-centric, digitally enabled insurer

Experience

- Over 20 years of experience across insurance, takaful, consulting and regulatory leadership within Malaysia's financial services industry
- Joined AmMetLife Insurance Berhad as the Chief Executive Officer in March 2026
- Previously served as the Chief Executive Officer of Prudential BSN Takaful Berhad, where he spearheaded digital transformation, increased market share, and strengthened customer engagement through innovative products
- Held leadership roles including Chief Marketing Officer at Prudential BSN Takaful Berhad and Chief Strategy Officer at Prudential Assurance Malaysia Berhad, focusing on brand repositioning, digital marketing, and long-term growth strategies
- Led the insurance consulting practice at Towers Watson Malaysia, providing expertise in M&A due diligence and strategy development
- Commenced his career at Bank Negara Malaysia as Deputy Director/Actuary, where he oversaw supervisory reviews and actuarial submissions for the insurance and takaful industry

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

NAZRUL HISHAM

Chief Executive Officer
AmMetLife Takaful

Nationality: Malaysian | **Gender:** Male | **Age:** 55

Date of Appointment: 16 June 2025

Qualification(s)

- Professional (Chartered member – CMIIA), Institute of Internal Auditors Malaysia
- Master in Business and Administration, Universiti Teknologi MARA, Malaysia
- BSc. (Hons) Accounting and Finance, University of Hull, United Kingdom
- Diploma in Accountancy, Universiti Teknologi MARA, Malaysia

Responsibilities

- Focuses on Operational Efficiency and Business Growth to enhance the penetration and distribution of AmMetLife Takaful products

Experience

- Over 30 years of experience across corporate governance, internal audit, operations, and top-tier executive leadership within the corporate and takaful sectors
- Served as Director at AHAD Corporate Ventures Sdn Bhd prior to his appointment at AmMetLife Takaful
- Extensive executive leadership track record in the takaful industry, having served as Chief Executive Officer for both Zurich Takaful Malaysia Berhad and Zurich General Takaful Malaysia Berhad
- Held key operational roles, including Authorised Representative Officer and Chief Operating Officer at Takaful Ikhlas Berhad (now known as Takaful Ikhlas Family Berhad)
- Extensive operational leadership in general takaful operations, have served as General Manager of General Takaful Operations at Syarikat Takaful Malaysia Berhad covering both Malaysia and Indonesia markets
- Strong experience in audit, risk, and corporate compliance, having served as Chief Internal Auditor/Group General Manager of Internal Audit at Syarikat Takaful Malaysia Berhad and KUB Malaysia Berhad
- Held various corporate governance, compliance, and internal audit management positions at Landmarks Berhad, CSM Corporation Berhad (formerly known as Cold Storage), and Land and General Berhad

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

PHUAH SHOK CHENG

Group Chief Financial Officer
AmBank Group

Nationality: Malaysian | **Gender:** Female | **Age:** 48

Date of Appointment: 1 August 2025

Qualification(s)

- Chartered Banker, Asian Institute of Chartered Bankers (AICB)
- Member, Malaysian Institute of Certified Public Accountants (MICPA)
- Member, Malaysian Institute of Accountants (MIA)
- Bachelor of Commerce, Lincoln University, New Zealand

Responsibilities

- Group Chief Financial Officer (GCFO) at AmBank Group
- Oversee broad spectrum of financial strategy, operations & analytics across the Group, including functions in finance operations, financial & management reporting, taxation, capital & balance sheet management, procurement, corporate finance and data
- Financial steward of Group to drive financial efficiency using data to provide insights for decision-making

Experience

- Over 25 years of experience in finance, audit and consulting, domestically and globally
- Commenced career as an external auditor with Arthur Andersen and Ernst & Young in Malaysia, before branching out to consulting in Deloitte London, United Kingdom
- Prior to joining the Group, served in two Malaysian banking groups over the last 2 decades across Malaysia and other Southeast Asia countries in various strategic finance roles including financial planning & reporting, capital & balance sheet management, corporate finance and data analytics & governance

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

Profile of Group Senior Management

WONG ENG TENG

Group Chief Fintech & Technology Officer
AmBank Group

Nationality: Malaysian | **Gender:** Male | **Age:** 54

Date of Appointment: 1 October 2024

Qualification(s)

- Bachelor of Electrical and Electronics Engineering (Hons), University of Manchester Institute of Science and Technology

Responsibilities

- Appointed as the Group Chief Digital Officer of AmBank Group effective 1 June 2024
- Appointed as the Group Chief Fintech & Technology Officer of AmBank Group effective 1 October 2024 to lead Group Information & Technology, Group Technology Services, Technology Transformation, Digital Business and Digital Solutions in addition to Group Fintech
- Drive the Group's Digital, Technology and Fintech strategy and execution
- Evaluate and establish new win-win digital and commercial partnerships
- Grow existing partnerships as part of the financial services and fintech ecosystem buildout
- Leverage data analytics and Artificial Intelligence (AI) to boost workforce productivity, enhance customer-centricity and accelerate business growth

Experience

- Over 30 years of career experience
- Served in eight large organisations including Accenture, OCBC, SAP, IBM, CIMB, Prudential Assurance Malaysia Berhad, Prudential Services Asia and PRU Life UK
- Core business expertise and industry experience in Life & Health Insurance, HealthTech, Banking, Oil & Gas, Utility, Telco and Manufacturing
- Prior role as President & CEO of PRU Life UK, a leading insurance company in the Philippines
- Head, Regional Applications Management, CIMB Group (May 2010 – August 2012)
- Head, Regional Solutioning & Delivery, CIMB Group (September 2012 – June 2013)

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

SHAMSUL BAHROM BIN MOHAMED IBRAHIM

Group Chief Risk Officer
AmBank Group

Nationality: Malaysian | **Gender:** Male | **Age:** 51

Date of Appointment: 1 April 2026

Qualification(s)

- Fellow Chartered Banker (FCB) – Asian Institute of Chartered Bankers (AICB)
- Professional Postgraduate Diploma in Financial Crime Compliance [Prof. Pg Dip (FCC)] – International Compliance Association (ICA) and Asian Institute of Chartered Bankers (AICB)
- Qualified Risk Auditor (QRA) – Institute of Enterprise Risk Practitioners (IERP)
- Certification for Bank Auditors (CBA) – Asian Institute of Chartered Bankers (AICB)
- Certified Fraud Examiner (CFE) – Association of Certified Fraud Examiners (ACFE)
- Chartered Professional in Islamic Finance (CPIF) – Chartered Institute of Islamic Finance Professionals (CIIF)
- Cybersecurity Fundamentals Certificate (CSX-f) – Information Systems Audit and Control Association (ISACA)
- Master of Business Administration (MBA) – University of Strathclyde, Glasgow, Scotland, United Kingdom
- Bachelor of Science (Hons) in Finance and Accounting – University of Salford, Manchester, United Kingdom

Responsibilities

- Provides strategic leadership and oversight of the Group's enterprise wide risk management framework, ensuring the timely identification, assessment, monitoring, and mitigation of material risks to safeguard the Group's financial soundness, operational effectiveness, market position, and reputation
- Plays a pivotal role in enabling sustainable growth by embedding sound risk management practices across the Group, supporting informed decision making, and facilitating the achievement of strategic and business objectives within approved risk parameters

Experience

- AmBank Group's Group Chief Internal Auditor prior to the appointment as Group Chief Risk Officer
- Over 25 years of internal auditing experience
- Embarked on his journey with AmBank Group in 1999, starting as an executive and progressing to lead the Group Internal Audit Department
- Helmed Chairmanship of AICB's Chief Internal Auditors Networking Group (CIANG) for four terms before relinquishing the role following the announcement of his appointment as Group Chief Risk Officer of AmBank Group

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

FARADINA BINTI MOHAMMAD GHOUSE

Group Chief Compliance Officer
AmBank Group

Nationality: Malaysian | **Gender:** Female | **Age:** 56

Date of Appointment: 15 March 2016

Qualification(s)

- Fellow Chartered Banker, the Chartered Banker Institute, United Kingdom (FCB)
- Executive Education, University of Cambridge, Judge Business School, United Kingdom
- Bachelor of Management (Hons), Universiti Sains Malaysia

Responsibilities

- Oversees Group Compliance function, managing compliance risk across all lines of business and support functions
- Responsible for the development and effective implementation of the Group's Compliance Framework to ensure adherence to internal policies, regulatory and legal requirements
- Drives the Group's efforts to uphold high standards of integrity, ethical conduct and regulatory compliance

Experience

- Over 30 years of experience in the Malaysian, regional and global financial services industry.
- Areas of Expertise:
  - Anti-Money Laundering (AML)
  - Transactions banking operations (payments, trade, securities and fund services)
  - Internal audit
- Prior to joining AmBank Group in 2016, served as Citigroup's Global Head of AML Transactions Monitoring Investigations, Standards and Training, with responsibilities for driving global transactions monitoring framework, standards and investigations across the organisation
- Began career as a Dealer Representative in the securities industry
- Joined Citibank Malaysia through its Management Associate Programme
- Held multiple leadership positions within Citigroup, including:
  - Head of APAC AML Transactions Monitoring Operations
  - Head of Trade Operations
  - Head of Operations, Securities & Fund Services Malaysia
  - Account Manager, Securities & Fund Services Malaysia
  - Audit Manager, APAC Audit & Risk Review Division, Singapore
- Joined AmBank Group in 2016 and led the Group-wide Culture and Compliance Transformation Programme, strengthening governance and fostering a strong compliance culture across the organisation

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

TRICIA LIM

Group Chief Human Resource Officer
AmBank Group

Nationality: Malaysian | **Gender:** Female | **Age:** 50

Date of Appointment: 10 February 2025

Qualification(s)

- Bachelor of Business Administration, Universiti Kebangsaan Malaysia

Responsibilities

- Drives workforce transformation, cultivating a new generation of talent to shape the future of AmBank Group
- Develops and executes talent strategies that fuel organisational growth while fostering a culture of continuous innovation, agility, and excellence
- Champions employee engagement as a strategic priority, recognising its vital role in strengthening the organisation's reputation and delivering stakeholder value
- Builds an inclusive and high-performance culture where every employee feels valued, empowered, and engaged
- Leads initiatives that cultivate collaboration, transparent communication, and continuous professional development, while concurrently reinforcing a dynamic, highly efficient work environment across the Group

Experience

- A seasoned Human Resource (HR) professional with over 20 years of experience in both consulting and large corporations
- Her HR career began at Hewitt Associates (now AON Malaysia) as a consultant specialising in rewards, and Mergers & Acquisitions due diligence
- With extensive leadership experience at corporations including Digi, Ericsson, Maxis, and Astro, she has a proven track record in driving strategic HR initiatives focused on employee engagement, performance and retention
- Prior to AmBank Group, she was the Director of People & Workplace at Astro, where she led the HR team, including overseeing workplace operations, covering facilities and security, and at the same time, fostered an inclusive, highly energised and employee-centric environment

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

Profile of Group Senior Management

NG EK LEONG

Group Chief Internal Auditor
AmBank Group

Nationality: Malaysian | **Gender:** Male | **Age:** 57

Date of Appointment: 1 April 2026

Qualification(s)

- Executive Education, Asian Banking School and Bayes Business School
- Executive Education, INSEAD
- Certification for Bank Auditors – Asian Institute of Chartered Bankers
- Master of Business Administration, University of Southern Queensland, Australia

Responsibilities

- Provide independent assurance to the Board of Directors and Senior Management on the effectiveness of the Group's governance, risk management and internal control environment, and support robust oversight of key risks and contribute to informed decision-making at the highest levels of the organisation
- Reinforce the integrity of the Group's control environment and advancing sound governance and compliance practices, with a focus on safeguarding the Group's assets, reputation and long-term sustainability
- Promote a strong culture of accountability and compliance across the organisation

Experience

- Over 33 years of internal auditing experience, with deep expertise across internal audit, governance, and enterprise risk and control frameworks
- Extensive senior leadership experience, having led high-profile reviews and complex investigations that have driven meaningful organisational improvements, as well as serving as project director for strategic capability-building programmes designed to inculcate a strong compliance culture across the organisation

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

ELANGO KUPPUSAMY

Chief Operations Officer
AmBank Group

Nationality: Malaysian | **Gender:** Male | **Age:** 59

Date of Appointment: 1 April 2025

Qualification(s)

- Executive MBA, INSEAD Business School
- Malaysia Securities Commission DISC Examination
- Advanced Management Diploma in MIM

Responsibilities

He plays a pivotal role in translating the Group's strategic vision into actionable initiatives, with a strong emphasis on Digitalisation, Operational Excellence, and Sustainability (D.OE.S). His key responsibilities include:

- Strategic Execution: Leading the operational rollout of the WT29 strategy to align with the Group's long-term goals in digital transformation, efficiency, and sustainability
- Operational Efficiency: Driving improvements in operational effectiveness by streamlining processes, optimising resource allocation, and implementing best practices
- Culture of Continuous Improvement: Championing a culture of innovation and continuous learning to adapt to evolving market dynamics and improve organisational performance
- Risk and Compliance Oversight: Collaborating closely with the Group Chief Risk Officer (GCRO) and Group Chief Compliance Officer (GCCO) to ensure robust risk controls and full regulatory compliance
- Cross-Functional Leadership: Spearheading strategic initiatives that require strong cross-functional coordination, with a focus on driving sustainable and positive organisational change
- Industry Leadership: Chairman of the SWIFT Malaysia User Group, facilitating industry collaboration on payment innovation, operational resilience and alignment with global banking and messaging standards

Experience

Over 35 years of experience in the banking sector, with a wealth of knowledge and leadership experience in banking operations, specialising in process optimisation, operational efficiency, and transformation across multiple banking segments.

- He began his career at CIMB Securities Sdn Bhd in 1988, and has held numerous leadership roles spanning Consumer Banking, Commercial Banking, Wholesale Banking, and Transaction Banking, with experience both locally and regionally
- Prior to joining AmBank Group, he served as Head of Group Operations at CIMB Group, where he was responsible for leading major operational initiatives and advancing the bank's digital and efficiency agendas
- He has a proven track record in leading successful process improvements, technology upgrades, and operational transformations
- Notably, he played a key role in several high-impact M&A, overseeing seamless integration efforts and aligning operational frameworks across diverse business cultures

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

He does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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He has not been convicted of any offence within the past five years nor has he been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2025.

AMANAH ABOOBUCKER

Chief Sustainability Officer
AmBank Group

Nationality: Singaporean | **Gender:** Female | **Age:** 53

Date of Appointment: 1 June 2023

Qualification(s)

- Fellow Chartered Banker, the Chartered Banker Institute, United Kingdom (FCB)
- Fellow, Chartered Institute of Management Accountants (FCMA, CGMA)
- Chartered Accountant, Malaysian Institute of Accountants (CA)
- Advanced Certificate in Integrated Sustainability for a Future Ready Business, Singapore Management University
- Executive Leadership Programme – Finance a Just Transition with Nature, Biodiversity and Social Impact, International Finance Corporation
- Executive Leadership Programme – Sustainable Finance in Action, Singapore Management University
- Banking Leadership Programme – Preparing Future Leaders for a Digital World, University of Edinburgh Business School, United Kingdom
- Artificial Intelligence in Finance, Ngee Ann Polytechnic, Singapore
- Masters of Business Administration (MBA), University of Strathclyde, United Kingdom
- Bachelor of Accounting (Honors), International Islamic University Malaysia

Responsibilities

- Leads the development and integration of group-wide sustainability strategy for the bank, enabling sustainable finance and responsible banking
- Represents the Group in industry wide committees on sustainability and climate change. Actively contributes to industry capability and capacity building, and advocacy for the real economy in the areas of sustainable finance, sustainability and climate resilience

Experience

- Senior banker with extensive multi-geography and cross functional experience that includes all three lines of defence, covering businesses in Malaysia, Singapore and major markets of the Asia Pacific
- Current member of the Integrated Reporting Committee, Malaysian Institute of Accountants
- Current member of the Sustainability Working Group, Malaysian Institute of Accountants
- Former Senior Credit Officer for Citigroup's APAC commercial banking business and APAC Region Head for corporate debt restructuring and stressed assets
- Deal and portfolio asset quality and credit risk independent reviewer for Citigroup's APAC global banking, commercial banking and private banking businesses
- Marketing and Product Manager for Citigroup's institutional securities services business in Malaysia
- External audit experience in KPMG Malaysia and internal audit experience covering Citigroup's APAC wealth businesses

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

GOH MEI LEE

Chief Group Strategy Transformation Officer
AmBank Group

Nationality: Malaysian | **Gender:** Female | **Age:** 50

Date of Appointment: 28 November 2016

Qualification(s)

- Chartered Banker by Experience (CBBE)
- Certified Project Management Professional (PMP)
- Certified Black Belt Six Sigma Professional
- Leadership Programme, Asian Banking School Cambridge, London 2024
- Leadership Programme, IMD Executive School, Switzerland 2016
- Burnham Rosen Leadership Programme 2015
- Accenture Leadership Programme St Charles Chicago 2014
- Malaysian Economic Association
- Masters in Economics (University Malaya)
- Bachelors Economics (Hons) (University Malaya)

Responsibilities

- Lead Group-wide Corporate and Business Strategy Planning
- Drive cross collaboration and project manage specific group-wide initiatives
- Oversee group strategy initiatives and strategy planning and execution, and ensuring strategy cascade messaging aligning with GCEO and the leadership team to internal and external stakeholders
- Drive thought leadership including future of banking point of views and specific strategic partnership collaboration
- Group-wide operational excellence process improvement and efficiency, including specific business and operating model reviews
- Transformation Office Group Project Governance and Delivery including Group wide Project Governance and Framework for Non-IT Projects

Experience

- Joined AmBank Group in 2016, with over 25 years banking experience. Prior to that, she was with a consulting firm for 16 years – Accenture ASEAN, Financial Services working with key banks across the region, Hong Kong and Mauritius. These include large scale business transformation programmes, mergers and acquisition and complex project delivery for banking clients
- Her core expertise includes strategic planning, business transformation & strategy execution, change management, complex project & stakeholder management, core banking & finance transformation, to name a few

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None

Declaration

She does not have any conflict of interest or potential conflict of interest, including interest in any competing business with AMMB or its subsidiaries.

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

She has not been convicted of any offence within the past five years nor has she been subject to any public sanction or penalty by any relevant regulatory bodies during financial year ended 31 March 2026.

Profile of Group Senior Management

SHAZMAN SHAHID

Head, Group Corporate Communications & Marketing
AmBank Group

Nationality: Malaysian | **Gender:** Male | **Age:** 51

Date of Appointment: 8 September 2022

Qualification(s)

- Bachelor of Science (Hons), Software Engineering & Multimedia, Staffordshire University, United Kingdom

Responsibilities

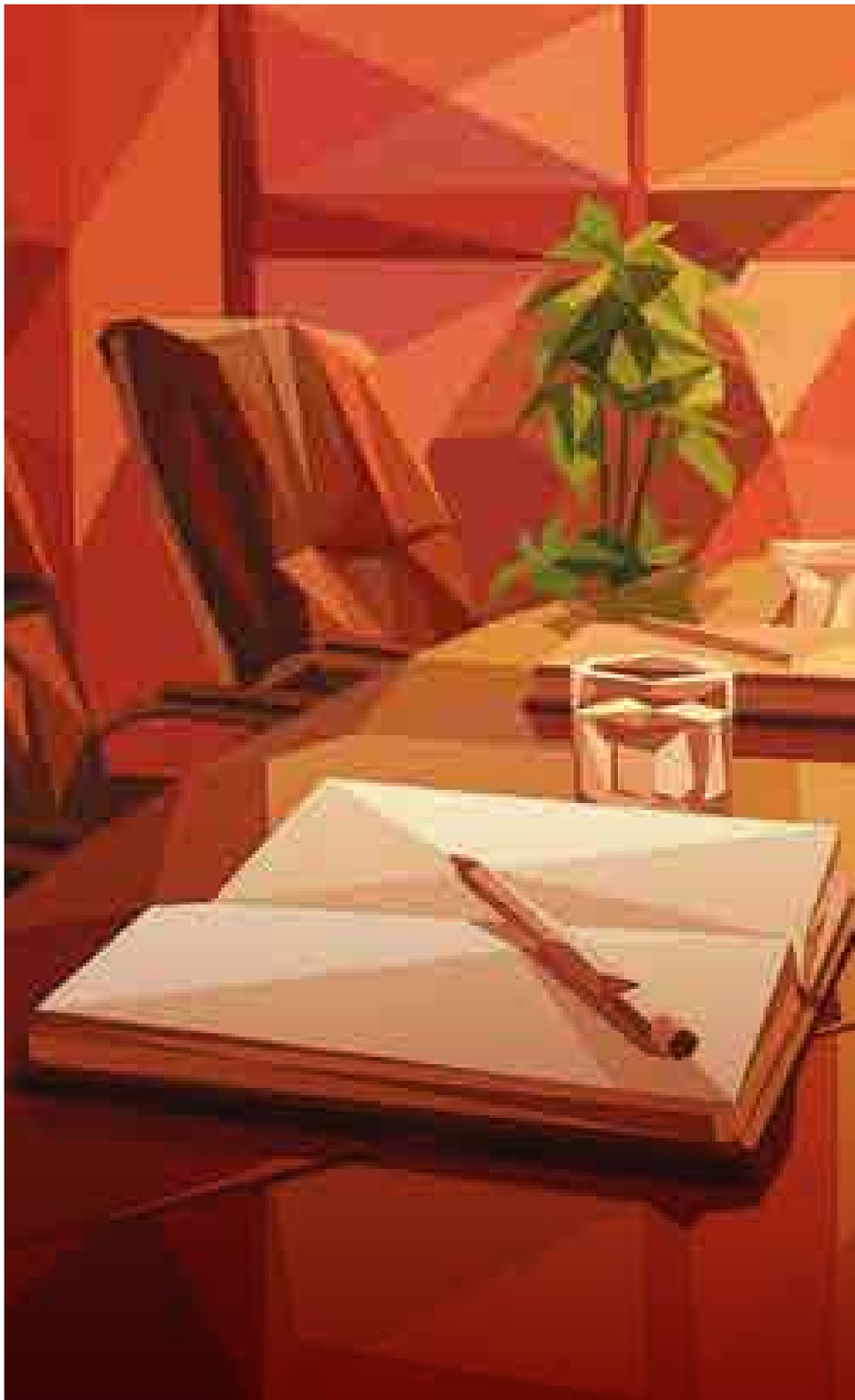
- Shazman leads the Group's branding, marketing and communications strategy, overseeing, amongst others, brand management, strategic communications, digital marketing, corporate events, sponsorships and crisis communications
- He also oversees the Group's corporate social responsibility agenda through AmGroup Foundation (Yayasan AmGroup), delivering high impact initiatives and NGO collaboration. He serves as Co-Chair of the AmBank – Universiti Malaya Financial Chair, fostering industry academia collaboration, research and talent development with the Faculty of Business and Economics, Universiti Malaya
- In addition, he serves as President of Kelab AmBank Group (KAG), driving employee engagement, sports, recreational, wellness and community initiatives that strengthen unity and organisational culture amongst 7,600 KAG members

Experience

- A communications and marketing professional with over 25 years of experience across the banking, information technology, multimedia and newspaper publishing industries
- He brings a broad and versatile perspective to strategic communications. He is experienced in developing and executing high impact brand campaigns that support business growth and strengthen corporate reputation
- He is recognised for delivering large scale integrated marketing campaigns, strategic positioning and purpose driven initiatives, including high impact Corporate Social Responsibility (CSR) and stakeholder engagement programmes

Directorship(s) in AmBank Group, public companies and listed entities in Malaysia

- None



Declaration

He does not have any conflict of interest, or potential conflict of interest, including any interest in any competing business with AMMB or its subsidiaries.

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

He has not been convicted of any offence within the past five years, nor has he been subject to any public sanction or penalty by any relevant regulatory body during the financial year ended 31 March 2026.

Profile of Shariah Committee and Shariah Oversight Committee of AmBank Islamic Berhad

ASSOC. PROF. DR. AHMAD ZAKI SALLEH
Chairman
Shariah Committee and Shariah Oversight Committee

Malaysian | 49 | Male

Qualification(s)

- Bachelor in Shariah, al-Albayt University, Jordan
- Master in Fiqh and Usul Fiqh, International Islamic University Malaysia (IIUM)
- Ph.D. in Fiqh and Usul Fiqh, IIUM

Responsibilities

- Specialises in Fiqh Muamalat, Islamic Banking and Takaful, and Islamic Capital Market
- Actively engages in academic research and has numerous publications including books, articles, and chapters in books
- Currently, Dr. Ahmad Zaki Salleh continues to contribute significantly as;
  - Shariah Committee Member for Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank) (2022 – present)
  - Member of the International Halal Foundation Academic Council (2016 – present)
  - Shariah Consultant at International Islamic Finance & Insurance (IIFIN) (2011 – present)
- Presents papers at various events and conferences
- He is an Ordinary Member of the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- Contributes to the advancement of Islamic finance practices

Experience

- Dr. Ahmad Zaki Salleh is currently an Associate Professor and Director at Pusat Wakaf dan Zakat (Centre for Awqaf and Zakat), Universiti Sains Islam Malaysia (USIM)
- Throughout his career, he has held various significant roles and leadership positions at USIM, including:
  - Deputy Dean (Research and Innovation) at Faculty of Syariah and Law (2020 – 2024)
  - Deputy Dean (Academic and International), Faculty of Syariah and Law (2016 – 2018 & 2020)
  - Deputy Dean (Academic and Research), Faculty of Syariah and Law (2014 – 2016)
  - Head of Programme, Bachelor of Fiqh and Fatwa, Faculty of Syariah and Law (2013 – 2014)
- Beyond academia, he has served in various roles such as;
  - Chairman and Member of the Shariah Committee for Bank Simpanan Nasional (BSN) (Member: 2011 – 2016; Chairman: 2016 – 2020; Member 2020 – 2021)
  - Shariah Committee Member for PruBSN Takaful (2015 – 2023)
  - Muamalat Expert Panel Member at Jabatan Kemajuan Islam Malaysia (JAKIM) (2016 – 2018)

ENCIK MOHD FADHLY MD YUSOFF
Member
Shariah Committee and Shariah Oversight Committee

Malaysian | 54 | Male

Qualification(s)

- Bachelor (First Class Honours) in Shariah, Universiti Malaya (UM)
- Postgraduate Diploma in Administration of Judiciary & Islamic Legal Practice, Universiti Kebangsaan Malaysia (UKM)

Responsibilities

- Specialises in Shariah, Islamic banking and finance, Takaful, Islamic Capital Market, and Islamic judiciary and legal practice
- Serves as a Shariah Committee member and Shariah Adviser for several prominent organisations, including;
  - Great Eastern Takaful Berhad (2023 – present)
  - Opus Asset Management Sdn Bhd (2005 – present)
  - Astute Fund Management Berhad (formerly known as Apex Investment Services Berhad) (2016 – present)
  - Amanah Hartanah Bumiputera (2022 – present)
  - Berjaya Securities Sdn. Bhd. (formerly known as Inter-Pacific Securities Sdn. Bhd.) (2025 – present)
- He is also an Advisors Associate Member of the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- Remaining committed to advancing Islamic finance practices and education

Experience

- Encik Mohd Fadhly Md Yusoff currently runs his own business and serves as Shariah adviser and consultant
- In addition to his roles as a business owner and Shariah adviser/consultant, he is;
  - A registered Shariah Adviser with the Securities Commission Malaysia (SC)
  - A registered Syarie lawyer
  - An accredited trainer for the Islamic Finance Qualification (IFQ) by the Chartered Institute for Securities and Investment
  - A Certified trainer by the Human Resource Development Fund (HRDF) – Train the trainer
- Prior to his entrepreneurial venture, he served Islamic Capital Market Department at SC, progressing from an officer to a managerial position, for approximately 14 years (1995 – 2009)
- He also held consultant positions for the Islamic Capital Market Department of SC
- Throughout his career, he has contributed significantly as a Shariah Committee Member for various esteemed institutions, including;
  - RHB Islamic Bank Berhad (2013 – 2022)
  - Sun Life Malaysia Takaful Berhad (2011 – 2023)
  - Perbadanan Nasional Berhad (Pernas) (2023 – 2025)
  - Bank Pembangunan Malaysia Berhad (2017 – 2026)

Profile of Shariah Committee and Shariah Oversight Committee of AmBank Islamic Berhad

PROF. DR. SALINA KASSIM
Member
Shariah Committee and Shariah Oversight Committee

Malaysian | 54 | Female

Qualification(s)

- Bachelor in Economics, University of Arizona, USA
- Master in Economics, University of Missouri-St. Louis, USA
- Ph.D. in Economics, International Islamic University Malaysia (IIUM)
- Post-graduate Diploma in Islamic Studies, IIUM

Responsibilities

- Specialises in Islamic banking and finance, economics, sustainable finance and Islamic social finance (i.e. Waqf, Islamic microfinance, and socially responsible investment)
- Currently, she is also serving as;
  - Shariah Committee Member for Bank Pembangunan Malaysia Berhad (2022 – present)
  - A trainer and module developer for the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) training and certification programmes
  - An editorial board member of several reputable international and local academic journals, furthering academic discourse and research dissemination
  - A national panel member for Ministry of Higher Education Fundamental Research Grant Scheme (FRGS)
  - An invited speaker in several seminars and conferences locally and internationally
- Her prolific academic output includes research papers, books, chapters in books and journal articles
- Her work is widely recognised, particularly through publications in high-indexed peer-reviewed academic journals, predominantly SCOPUS-indexed
- She is an Associate Member of the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- Continues to actively engage in shaping the discourse and practice of Islamic finance

Experience

- Prof. Dr. Salina Kassim is currently a Professor at the IIUM Institute of Islamic Banking and Finance (IIiBF), International Islamic University Malaysia (IIUM)
- Prior to her academic career, she garnered several years of experience as a Senior Executive at the Economics and Corporate Planning Division of a commercial bank in Malaysia
- This hands-on experience enriches her academic insights and research endeavours

Qualification(s)

- Bachelor (Honours) in Economics, majoring in Planning and Development Universiti Kebangsaan Malaysia (UKM)
- Higher Certificate in Islamic Studies, Islamic College of Kelang (Jayyid Jiddan)

Responsibilities

- Specialises in Islamic banking and finance, economics, and Shariah
- Encik Ismail Nik currently dedicating himself to upholding Shariah principles in the financial sector and also serves as Shariah Committee Member for FWD Takaful Berhad (2023 – present)
- An Ordinary Member of the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- A member of the Chartered Institute of Islamic Finance Professionals (CIIF)
- He remains actively engaged in advancing Islamic finance practices
- His extensive experience and expertise make him a valuable asset in shaping the regulatory landscape and ensuring compliance with Shariah principles in Islamic finance institutions
- His contributions have left a lasting impact on the industry, reflecting his commitment to excellence and integrity

Experience

- Encik Ismail Nik is a retiree from Bank Negara Malaysia (BNM)
- His tenure at BNM spanned approximately 30 years (1991 – 2021), during which he served in various capacities, culminating in his role as a manager at the Shariah Section of the Islamic Banking and Takaful Department
- He was a Bank Negara Malaysia scholarship holder for his tertiary education
- He joined Bank Negara Malaysia in 1991 and served as;
  - Senior Executive in the Economics Department (1991 – 1997)
  - Secretariat to the Shariah Advisory Council of Bank Negara Malaysia in Islamic Banking Section of the Bank Regulation Department (July 1997)
  - Member of the pioneering team at the newly formed Islamic Banking and Takaful Department (2000)
- He has a keen interest in Shariah matters and leveraged his academic background in Economics to contribute significantly to the field of Islamic finance
- He has more than 20 years of experience handling Shariah matters in banking and Takaful, including administering the Shariah Advisory Council of Bank Negara Malaysia and Shariah Committees at the industry level

ENCIK ISMAIL NIK
Member
Shariah Committee and Shariah Oversight Committee

Malaysian | 59 | Male

ASSOC. PROF. DR. MOHD EDIL ABD. SUKOR

Member

Shariah Committee and Shariah Oversight Committee

Malaysian | 44 | Male

Qualification(s)

- Bachelor in Shariah, Universiti Malaya (UM)
- Masters in Business Administration, International Islamic University Malaysia (IIUM)
- Ph.D. in Finance, University of Melbourne, Victoria, Australia

Responsibilities

- Specialises in Fiqh Muamalat, Islamic Banking, Takaful, Islamic Finance, Financial Management and Consumer Finance
- Currently, he also serves as;
  - Shariah Committee Member for Swiss Re Retakaful (2023 – present)
  - Koperasi Sahabat Amanah Ikhtiar Malaysia (Koop Sahabat) (2024 – present)
  - Trainer and module developer for the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) training and certification programmes (2022 – present)
  - Associate Editor for the Capital Market Review (2022 – present)
- He has produced number of books, articles, and chapters in books and presented several papers at various events/ conferences
- He is also a Fellow Member of Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) (2015 – present)
- He is a Life Member of Malaysian Finance Association (MFA)

Experience

- Assoc. Prof. Dr. Mohd Edil Abd. Sukor is currently an Associate Professor at the Faculty of Business and Economics, Universiti Malaya (UM)
- Previously, he was appointed as;
  - Chairman and Member of Shariah Committee for Mizuho Bank (Malaysia) Berhad (Member: 2015 – 2021; Chairman: 2021 – 2024)
  - The Internal Shariah Advisory Board for Mizuho Bank Limited, Labuan Branch (2021 – 2024)
  - Visiting Fellow at Oxford Centre for Islamic Studies, UK (2018 – 2019)
  - Deputy Dean (Student Affairs) at the Faculty of Business and Economics, UM (2022 – 2026)

Qualification(s)

- LL.B (Honours), International Islamic University Malaysia (IIUM)
- LL.B Shariah (First Class Honours), IIUM
- Master of Comparative Laws (MCL), IIUM
- Chartered Islamic Finance Practitioner (CIFP), International Centre for Education in Islamic Finance (INCEIF) University
- Advocate & Solicitor of the High Court of Malaya

Responsibilities

- Specialises in Legal, Shariah, Islamic Finance & Islamic Social Finance
- Provides consultancy services in Islamic finance and wealth management to public and private entities, locally and internationally
- Currently serves as;
  - Managing Partner, Messrs. Apnizan Abdullah & Co.
  - Senior Shariah Advisor, Hiya Mansurah Sdn Bhd (2025 – present)
  - Accredited Trainer under HRDCorp
  - Certified Trainer and Modules Moderator, Islamic Banking and Finance Institute Malaysia (IBFIM) (2012 – present)
  - Trainer, Centre for Research and Training (CERT) (2022 – present)
  - Trainer and Modules Consultant, Lembaga Zakat Selangor (LZS) for Sijil Profesional Perunding Zakat (SPPZ)/Professional Certificate as Zakat Consultant (2012 – present)
  - Registered Shariah Adviser with the Securities Commission Malaysia (SC)
  - Registered Shariah Adviser with the Labuan Financial Services Authority (LFSA)
- She is a Member of Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) (2017 – present)
- She is also a Member of the Chartered Institute of Islamic Finance Professionals (CIIF) (2015 – present)
- She is an author of various research papers and articles published in academic journals, magazines, newspapers, and online platforms
- She actively presented papers at national and international seminars and conferences

Experience

- Puan Apnizan Abdullah is currently a Managing Partner, Messrs. Apnizan Abdullah & Co.
- Previously, she was appointed as;
  - Member of Shariah Committee, MBSB Bank (2023 – 2025)
  - Research Fellow, International Institute of Advanced Islamic Studies (IAIS) Malaysia (2015 – 2021)
  - Researcher, International Shariah Research Academy for Islamic Finance (ISRA) (2012 – 2013)
  - Legal Assistant at Messrs. Mak Farid & Company
  - Appointed as Professional Assessor by the Financial Accreditation Agency (FAA) (2019)
  - Legal Consultant for the establishment of Sadaqa House, Bank Islam Malaysia Berhad (BIMB) (2015 – 2019)
  - Consultant for ISRA Consulting for Maldives Monetary Authority project (2012 – 2014)

PUAN APNIZAN ABDULLAH

Member

Shariah Committee and Shariah Oversight Committee

Malaysian | 46 | Female

Corporate Governance Overview Statement

The Group adheres to standards of integrity, accountability, and ethics in every facet of its operations. For the Group, the pursuit of good governance is imperative, ensuring sustained long-term performance, while fostering the enduring creation of economic value and growth for the Group.

The Board's dedication to ethical and effective leadership serves as the bedrock for the realisation of the Group's overarching vision. Embracing and championing value-driven governance, the Board employs a structured approach, embedding good business practices, as well as robust institutional governance, risk management, and compliance frameworks.

Our Board assumes responsibility for safeguarding stakeholders' value creation. Together with the Management, the Board develops robust strategies, embeds sound governance practices and financial discipline.

GUIDED BY:

1. Bursa Malaysia Securities Berhad Main Market Listing Requirements
2. Corporate Governance Guide issued by Bursa Malaysia Securities Berhad (Bursa Malaysia)
3. Securities Commission Malaysia (SC) Malaysian Code on Corporate Governance 2021
4. Bank Negara Malaysia Policy Document on Corporate Governance
5. Companies Act 2016
6. SC Guidelines on Conduct of Directors of Listed Corporations and their subsidiaries
7. ASEAN Corporate Governance Scorecard by Minority Shareholders Watch Group's Malaysia (MSWG)

AWARDS AND RECOGNITION

AMMB was awarded with the following accolades in FY2026, a testament to our commitment in upholding the highest standards of corporate governance.

National Corporate Governance & Sustainability Awards (NACGSA)
- Overall Excellence Awards

This Corporate Governance Overview Statement sets out a summary of AMMB's corporate governance practices during the financial year under review with reference to the following three key Principles of good corporate governance, in accordance with Paragraph 15.25 (1) and Paragraph 3.1A of Practice Note 9 of the MMLR of Bursa Malaysia:

a) Board leadership and effectiveness
b) Effective audit and risk management
c) Integrity in corporate reporting and meaningful relationship with stakeholders

The Corporate Governance Overview Statement is to be read in conjunction with the Corporate Governance Report 2026 (CG Report), which is available on the Group's corporate website at **ambankgroup.com**.

Principle A Board Leadership & Effectiveness

The Board of AMMB oversees and appraises the overall strategic objectives, direction and performance of the Group with some strategic oversight delegated to Board Committees. The Board ensures that the strategic plan supports long-term value creation and includes strategies on economic, Environmental, Social, and Governance (ESG) considerations thereby strengthening the integration of sustainability in the Group's operations. Through sustainable practices, the Group becomes more resilient, creates sustainable value and simultaneously maintains the confidence of its stakeholders.

The Board ensures that it is well-positioned to satisfy its oversight responsibilities through setting its priorities in the Board agenda to ensure that it is well-informed on a timely basis of matters requiring attention.

The Board assumes the responsibility for the Company's leadership and is collectively accountable for achieving its objectives and goals of the Company. This section gives an overview of how the Board and its Committees work and the interlink between them. The Board's role, key activities and core responsibilities are also explained.

ITS IMPORTANCE

Effectiveness of the Board is driven by a commitment to continuous improvement, adaptability and responsiveness to a changing environment. A culture that encourages constructive challenge, open engagement and collaboration contributes to robust decision-making and governance. Diversity of backgrounds, skills and experience further enhances effectiveness by fostering a breadth of perspectives and insights in deliberations and decision-making processes.

Principle B Effective Audit & Risk Management

This section describes the work of the Audit and Examination Committee and Risk Management Committee and offers explanation on the number of new auditing and governance requirements.

It provides a narrative on how the Risk Management Committee helps the Group drives the implementation of risk frameworks, processes and the Group's risk appetite and internal controls.

ITS IMPORTANCE

From a risk perspective, diligent measured risk management issues help to address risks effectively. This includes overall management of all principal risks covering Credit Risk, Operational Risk, Technology and Cyber Risk, Fraud Risk, Sustainability Risk (including Climate-Related Risks), Regulatory Non-Compliance Risk, Market Risk, Liquidity Risk, Model Risk and Shariah Non-Compliance Risk.

Principle C Integrity in Corporate Reporting & Meaningful Relationship With Stakeholders

This section provides an overview of how the Group communicates and maintains meaningful engagement with stakeholders.

ITS IMPORTANCE

As a responsible company and financial institution listed on Bursa Malaysia, we value integrity in corporate reporting and fostering meaningful relationship with stakeholders highly. We believe that effective shareholder engagement and good Investor Relations practices promote transparency in our businesses and are key factors in maintaining investors' confidence in us, which will ensure fair valuation and limit share price volatility.

Corporate Governance Overview Statement

Principle A Board Leadership & Effectiveness

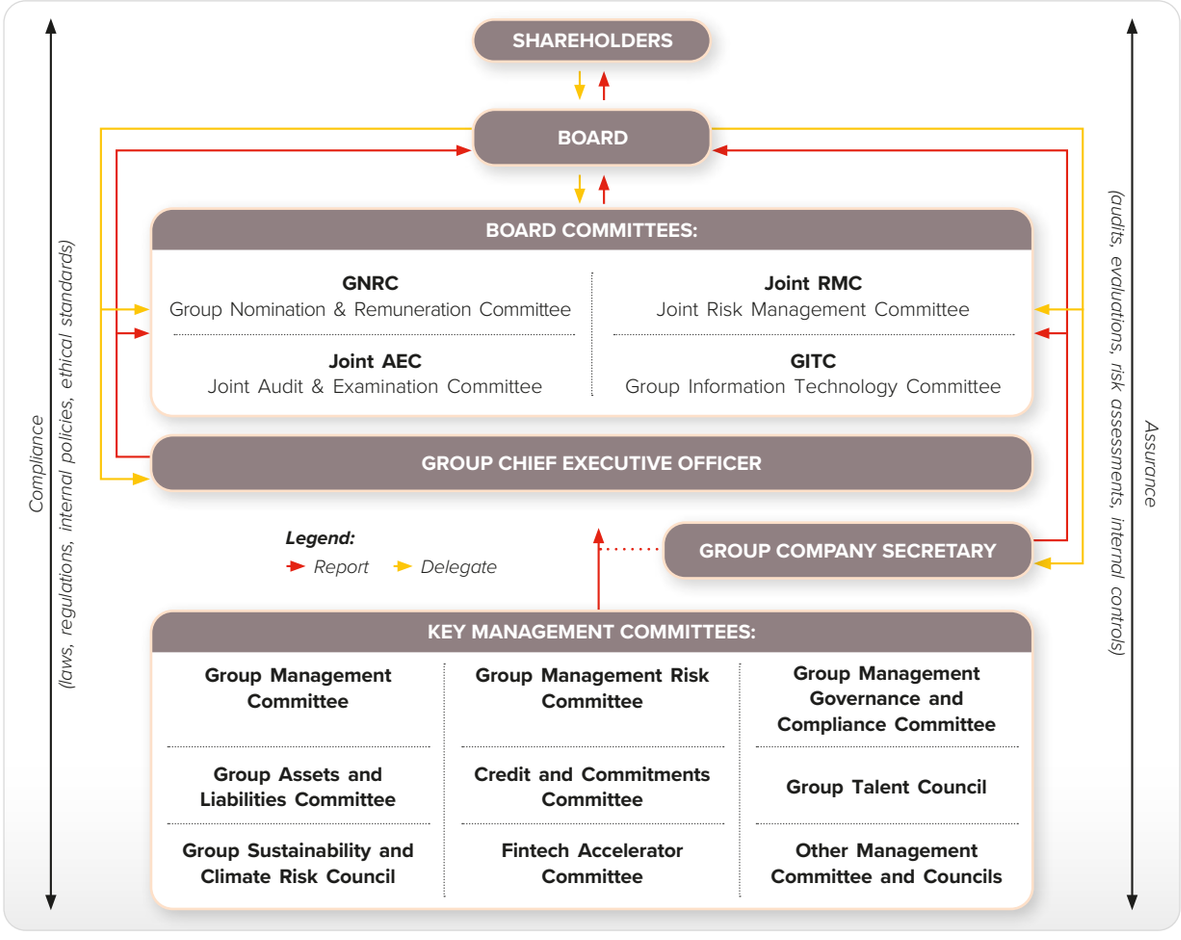
COMPLIANCE WITH MCCG 2021

The Group has benchmarked its practices against relevant best practices to promote effective leadership, accountability and sustainable long-term value creation. Clear delineation of the roles, responsibilities and authority of the Board, Board Committees, Management and key assurance functions further supports alignment with the principles and best practices of the MCCG. AMMB has applied the Practices encapsulated in the MCCG 2021 for the financial year under review, with the exception of Practice 8.2 (The Board is to disclose on a named basis the top five Senior Management's remuneration component including salary, bonus, benefits-in-kind and other emoluments in bands of RM50,000). An explanation of the departure from Practice 8.2 is explained on page 198 of the Group Nomination and Remuneration Committee (GNRC) Report.

Details of how the Company has applied the MCCG 2021 Principles and complied with its Practices are set out in the CG Report. The explanation for departure is also explained in the CG Report.

The Board noted that Securities Commission Malaysia is in the midst of reviewing MCCG 2021 for revision, which the emphasis will be on improving board quality and effectiveness, and strengthening board's role in long term value creation.

OUR GOVERNANCE STRUCTURE



The Group's governance structure is founded on trust, integrity and accountability. It provides a clear framework for the exercise of authority, defines the respective roles and responsibilities of the Board, Board Committees and Management, and supports effective oversight and sound decision-making across the Group.

The governance structure is underpinned by the Board Charter, the Terms of Reference of the Board Committees, clearly defined authority limits, and supporting governance policies and procedures. Collectively, these establish the roles, responsibilities and authority of the Board, Board Committees, Management and key assurance functions.

To facilitate the effective discharge of its responsibilities, the Board delegates specific responsibilities to the Board Committees and the Group Chief Executive Officer. Notwithstanding such delegation, the Board retains overall responsibility for the governance of the Group and exercises collective oversight over matters delegated to them, ensuring appropriate checks and balances are maintained.

The Board reviews the Group's governance framework periodically to ensure it remains effective, relevant and aligned with the Group's business needs, regulatory requirements and evolving governance practices. Independent assurance functions, including Risk Management, Compliance and Internal Audit, further strengthen the governance framework and support the Board in the effective discharge of its responsibilities.

ROLE OF THE BOARD

The Board is responsible for the stewardship of the Group's business and affairs on behalf of shareholders and other stakeholders, while balancing their respective interests. Accountable to shareholders for the Group's performance, the Board provides strategic leadership and direction while protecting and enhancing long-term shareholder value.

The Board is responsible for the governance and oversight of the Company, discharging its fiduciary duties in the best interest of the Company and its stakeholders. It establishes the Group's strategic direction, approves key policies and plans, and oversees Management's execution of approved strategies.

The Board oversees the Group's risk management and internal control framework, ensuring that the Group's risk appetite is appropriately established and that key risks, including emerging risks and opportunities, are identified, assessed and managed. It also ensures that appropriate governance, compliance and internal control frameworks remain effective in supporting the Group's financial soundness and organisational resilience.

Sustainability forms an integral part of the Board's responsibilities. Together with Management, the Board ensures that Environmental, Social and Governance (ESG) considerations are embedded within the Group's strategy, governance framework, decision-making processes and risk management practices. The Board also reviews relevant policies and procedures regularly to ensure continued alignment with evolving regulatory requirements and governance expectations.

A clear division of responsibilities is maintained between the Board and Management to ensure effective checks and balances and independent decision-making. While the Board focuses on governance, stewardship and strategic oversight, Management is responsible for the day-to-day operations of the Group. The Board's oversight is reinforced through structured Board and Board Committee processes, regular and timely access to quality information, and ongoing engagement with Management.

The Board comprises Directors with the requisite mix of skills, experience, independence and diversity, enabling robust deliberations and informed judgement. The Board considers each Non-Executive Director to be independent in character and judgement in the discharge of their duties, while all Directors exercise unfettered and independent judgement at all times, irrespective of status, in carrying out their responsibilities.

To ensure that it continues to operate effectively, the Board undertakes annual evaluations of its performance, as well as that of Board Committees and individual Directors. These assessments support continuous improvement and enable the Board to discharge its responsibilities effectively. The Board is satisfied that all Directors have effectively discharged their responsibilities and remain aware of their collective and individual responsibilities to stakeholders for the manner in which the Company's affairs are managed and operated.

BOARD CONDUCT

The Board establishes the Group's core values and promotes a culture of integrity, accountability and ethical conduct throughout the Group. The Board upholds high standards of governance and recognises that ethical leadership and responsible conduct are fundamental to maintaining stakeholders' confidence and reinforcing a strong corporate governance culture.

Directors exercise their powers in good faith and always act in the best interests of the Company. In discharging their duties, they act honestly, ethically and professionally, exercising reasonable care, skill and diligence while remaining informed of the conduct, business and developments of the Group.

The Board recognises that boardroom effectiveness is strengthened through constructive collaboration, open discussion and collective decision-making. Significant matters and key transactions are deliberated collectively at Board meetings to ensure balanced judgement and informed decision-making. The respective roles and responsibilities of the Board, Board Committees and individual Directors are clearly defined in the Board Charter, which serves as the principal governance document guiding the Board in the discharge of its duties.

Directors are guided by the Group's Code of Conduct and Code of Ethics, which prescribe the standards of behaviour expected in carrying out their responsibilities. These are complemented by the Policy on the Management of Conflict of Interest and other governance policies that reinforce integrity, accountability and ethical business conduct across the Group.

Directors are required to declare any interest in relation to any transactions or arrangements with the Company and/or the Group, or any business or other relationships that may interfere with their independent judgement or ability to act in the best interests of the Company and/or the Group. Directors concerned shall abstain from deliberations and decision-making on such matters. To ensure appropriate prudence in credit transactions involving connected parties, Directors are required, to the best of their knowledge, to maintain accurate and up-to-date particulars of persons connected to them. Monthly reminders are issued to facilitate timely updates, while Directors are expected to promptly update their information whenever changes occur.

The Board is satisfied that all Directors have devoted sufficient time and commitment to effectively discharge their responsibilities during the financial year. Directors are expected to continuously enhance their knowledge and competencies by participating in training and development programmes, workshops and conferences to keep abreast of regulatory developments, emerging issues and evolving governance practices.

Before accepting appointments in other companies, Directors must ensure that such appointments do not conflict with the Group's business or affect the discharge of their duties as Directors of the Company. Directors are required to notify the Chairman of the Board and the Company Secretary of any new appointments and confirm that such appointments will not affect their time commitment or give rise to any conflict with the Group's business.

Directors are also required to declare their external directorships on a semi-annual basis to ensure compliance with Paragraph 15.06(1) of the Main Market Listing Requirements of Bursa Malaysia. As at the date of this Statement, none of the Directors holds more than five directorships in listed issuers.

Further details of the Directors' external directorships are set out in their respective profiles on pages 150-158.

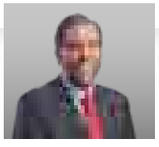
Corporate Governance Overview Statement

Principle A Board Leadership & Effectiveness

BOARD FUNCTION AND RESPONSIBILITY

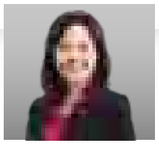
Tan Sri Md Nor bin Md Yusof
Chairman

The Chairman is primarily responsible for the leadership of the Board and ensuring its effectiveness. He leads the Board in its collective oversight of the Management. He ensures the Board upholds and promotes the highest standards of corporate governance, setting the Board's agenda and encouraging open, constructive debate of all agenda items for effective decision-making. He also ensures that shareholders' views are communicated to the Board and manages the interface between the Board and the Management.



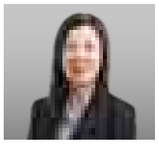
Jeyaratnam A/L Tamotharam Pillai
Senior Independent Director

The Senior Independent NED has the same legal responsibilities as any other member of the Board as well as an alternative communication channel for shareholders and other stakeholders. He also acts as a sounding board for the Chairman as well as an intermediary for other Directors.

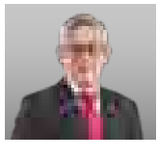


Dato' Kong Sooi Lin
Chairperson of Group Nomination and Remuneration Committee

Sharifatu Laila binti Syed Ali
Chairperson of Joint Risk Management Committee

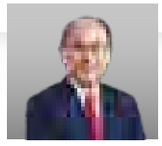


Chan Siew Mei
Chairperson of Joint Audit and Examination Committee



Hong Kean Yong
Chairperson of Group Information Technology Committee

The Chairman of the Board does not sit on any of the Board Committees. The Board Committees are chaired by Independent NEDs. The Chairperson of each Board Committee is responsible for leading the members of their respective Board Committee and ensuring their effectiveness. They set the Board Committees' agendas, in consultation with the Group Company Secretary and Management and report to the Board on key matters discussed at their respective Committee meetings.



Jamie Ling
Group Chief Executive Officer

The Group CEO is responsible for spearheading the development and execution of the Group's strategy while overseeing the operational management of the Group's businesses. He drives close alignment between the Board and Management, ensuring governance and management priorities are clearly aligned and effectively executed.

The Group CEO fosters a corporate culture that promotes ethical practices, encourages individual integrity, as well as sustainable growth and long-term value creation for the benefit of all stakeholders.

The Group CEO maintains an inclusive and ethical working environment that is conducive to attracting, retaining and motivating a diverse workforce.

Koid Phaik Gunn
Group Company Secretary

The Group Company Secretary acts as secretary to the Board and Board Committees, ensuring compliance with Board procedures and advising the Board and Board Committees on regulatory and governance matters. She is responsible, under the direction of the Chairmen of the Board and Board Committees, for ensuring that the Board and Board Committees receive accurate, timely and clear information. She supports the Chairman of the Board in delivery of the corporate governance agenda and facilitates Director induction programmes and on-going professional development training together with the Group Learning and Development Unit.

The Group Company Secretary is qualified and competent to act as company secretary under Section 235 of the Companies Act 2016. The Board members have full access to the Group Company Secretary.

The Group Company Secretary ensures that discussions and deliberations at Board and Board Committee meetings are well documented and subsequently communicated to the relevant Management for appropriate action. She updates the Board on the follow-up of its decisions and recommendations by the Management.

BOARD AND BOARD COMMITTEES' STRUCTURE

The Board Charter sets out the Board's strategic intent, authority and Terms of Reference (ToR), and serves as a primary source of reference and induction literature. The Charter further provides the Board with the authority to delegate specific responsibilities to Board Committees to enable effective oversight of matters stipulated within their respective ToR. However, in doing so, the Board does not relinquish its responsibility and maintains collective oversight at all times. The Board ensures that such delegation does not hinder or impede its ability to carry out its functions effectively. To this end, the Board outlines the allocation of responsibilities in the ToR of each respective Board Committee.

For individual Directors, the Board Charter also outlines the expected standards of commitment, as well as their roles and responsibilities in discharging their duties as Directors. The Directors are cognisant that they cannot abdicate their duty by leaving the management of the Company's affairs solely to these Committees, and that they remain accountable for the exercise of such powers.

All our Board Committees consist entirely of NEDs. Any changes to the ToR of any Board Committee requires approval of the Board.

The members, objectives, main areas of oversight and key matters discussed at the above Board Committees during the financial year under review are set out in their respective reports contained in this Integrated Annual Report and in the Sustainability Report for the financial year under review.

A description of the roles and responsibilities of the Board, Board Committees, individual Directors and Management as well as decisions reserved for the Board can be found in our Board Charter which is available on the Group's corporate website at ambankgroup.com.

The Board Charter was last reviewed on 30 April 2026.

MATTERS RESERVED FOR THE BOARD

The Board performs a vital function of ensuring independent oversight and stewardship by discharging some of its responsibilities directly and delegating certain responsibilities to the Board Committees. The operational management of the Group's business is delegated to the Group CEO, who may further delegate tasks necessary for the effective day-to-day running of the business. The Board maintains a high level of accountability by holding the Group CEO responsible for discharging his delegated duties.

A clear Schedule of Matters Reserved for the Board, the Board Charter and the ToR of the Board Committees are reviewed periodically against industry best practices and corporate governance provisions and guidance. The following are covered under the Schedule of Matters Reserved for the Board:

- **Corporate Matters**
- **Strategy and Budget**
- **Governance and Policy**
- **Compliance and Assurance**
- **Credit and Products**
- **Accounting and Finance**
- **Information Technology and Projects**
- **Board Membership and Other Appointments**
- **Remuneration**
- **Litigation and Arbitration**
- **Shariah Matters**

The Matters Reserved for the Board was last reviewed on 28 May 2026.

Corporate Governance Overview Statement

Principle A Board Leadership & Effectiveness

BOARD COMPOSITION, INDEPENDENCE, DIVERSITY AND ATTENDANCE

Board Composition

The Board comprises individuals of high integrity and calibre, possessing a thorough understanding of the Group's business and diverse skills, knowledge, and experience. These Directors bring their expertise and experience to bear on policy formulation and decision-making, facilitating effective oversight, strategic guidance, and constructive challenge.

The Board's current composition reflects a balanced blend of skills, experience, and knowledge that enables the Directors to examine proposals on strategy, empower the Group CEO to implement approved strategies, and take into account the interests of shareholders and other stakeholders. This composition is a testament to the view that the Board's make-up should facilitate objective and independent deliberation, review, and decision-making.

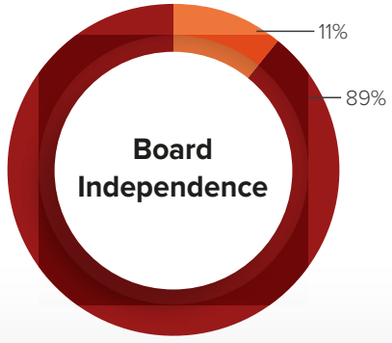
When appointing or re-appointing a Board member, the Board considers the current composition and tenure of each Director. The Board periodically reviews its composition and evaluates the need to introduce new skills and perspectives to the boardroom. The CG Report discloses how candidates for Board positions are sourced, including whether candidates were sourced by executive search firms or recommended by existing Directors, the directors' registry, or major shareholders. The Board believes that a truly diverse Board that leverages on these differences will ensure effective stewardship of Management and will steer the Group to retain its competitive advantage.

The Directors are selected based on their individual merits and experience. The current Board composition comprises individuals of diverse backgrounds with the relevant and right blend of knowledge, experience, skills and expertise.

The Board's size is appropriately structured to ensure a balanced composition of experience and skill sets, enabling effective leadership and oversight. This composition supports the purposeful appointment of Directors to chair various Board Committees, ensuring active participation and accountability. Collectively, the Board works in alignment to achieve the Group's overall objectives.

After the end of FY2026, the Board bade farewell to Farina binti Farikhullah Khan who had stepped down as a Director of the Company with effect from 3 September 2025 and welcomed Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican who was appointed to the Board with effect from 2 January 2026.

The Board is currently chaired by an Independent NED and comprises nine Directors, eight of whom are Independent NEDs representing 89% of the Board composition. A Board comprising a majority of Independent NEDs allows for more effective collective oversight of Management. The composition of the Board therefore exceeds the minimum one-third requirement of independent directors as stipulated in the MMLR of Bursa Malaysia and meets the requirement of having a majority of independent directors as set out in the BNM Policy Document on Corporate Governance.



Non-Independent Non-Executive Director 1

Independent Non-Executive Directors 8

Board Independence

The Independent NEDs are pivotal to the Board's deliberations and decision-making by bringing a fresh perspective and impartiality. Their role is particularly critical for related party transactions, where independence of judgement and objective impartiality are essential to safeguard the interests of minority shareholders.

The Board holds ultimate responsibility for decision-making on key issues regarding the Company and its subsidiaries. The Independent NEDs' views carry substantial weight in the Board's decision-making process, which helps to ensure that Management's proposed strategies are thoroughly examined and discussed. The Independent NEDs also ensure that the interests of both shareholders and stakeholders are protected, thereby fulfilling their roles as guardians of good corporate governance.

Premised on BNM's Policy Document on Fit and Proper Criteria and MMLR of Bursa Malaysia, the Group has an internal policy known as Fit and Proper Criteria Policy that is applicable to key responsible persons which include amongst others, the Board of the Company and its subsidiaries. In line with the Group's Fit and Proper Criteria Policy which is available at the corporate website at ambankgroup.com, an assessment on the Directors of the Company is conducted annually.

In addition to the fit and proper assessment, an independence assessment will also be conducted on each Independent NED based on the independent criteria set out in BNM's Policy Document on Corporate Governance, MCCG 2021 and MMLR of Bursa Malaysia. The outcome of the Fit and Proper and independence assessments will be tabled to the GNRC during the annual evaluation of the Board, Board Committees and each individual Director.

For FY2026, all NEDs of the Company fulfilled the fit and proper criteria set out in the Group's Fit and Proper Criteria Policy. Based on the declaration made by the Independent NEDs, all of them had satisfied the following criteria and no conflicts or potential conflicts of interest were detected that could impede their independent judgement:

- They are independent from Management and free from any business or other relationship which could interfere with independent judgement or the ability to act in the best interest of the Company.
- They are not involved in the day-to-day operations of the Company.
- They declared their interests or any possible conflict of interest in any matter prior to the commencement of Board meetings.

In a situation where there is a conflict of interest, Directors are required to recuse themselves and abstain from deliberation and decision-making. This also applies to Non-Independent NEDs.

The Board takes the view that each Independent NED has maintained their independence throughout their tenures and had not in any circumstances formed any association with Management that may compromise their abilities to exercise independent judgement, and ultimately affect the interests of stakeholders.

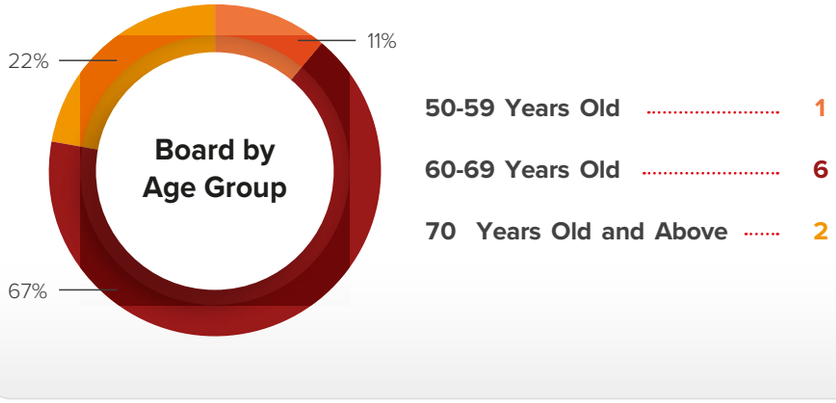
As of the date of this statement, none of the Independent NEDs has served more than nine years on the Board. This aligns with Practice 5.3 of the MCCG 2021, BNM Policy Document on Corporate Governance and the Company's Board Charter which stipulate that an Independent NED should not serve more than a cumulative term of nine years.

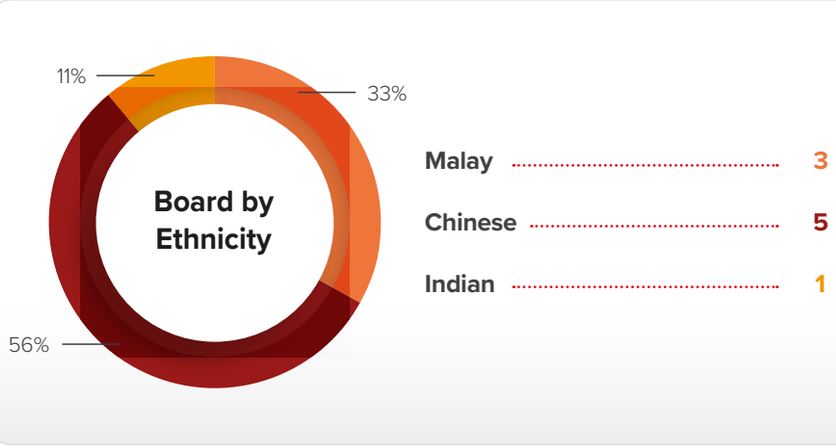
Diversity in Composition

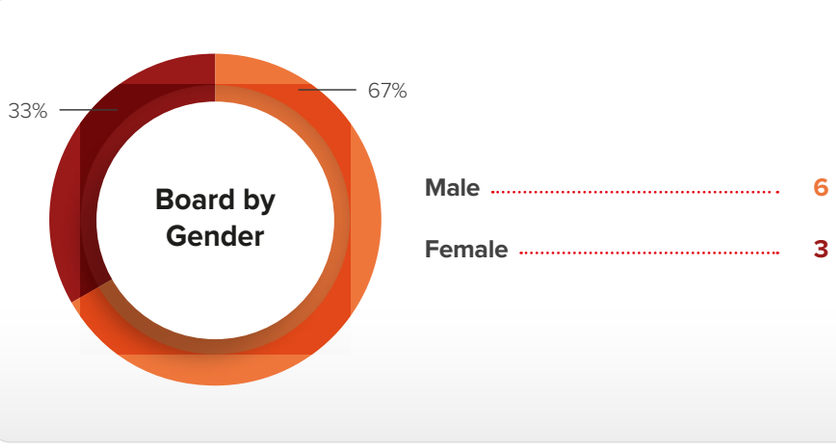
In order to remain relevant, resilient, and sustainable in a rapidly transforming business environment, the Company recognises the importance of diversity. The GNRC is therefore empowered to annually review and evaluate the composition and performance of the Board, as well as assess qualified candidates for Board positions.

The Board acknowledges that diversity, including gender, ethnicity, age, and business experience, is crucial to its effective functioning. While promoting diversity is important, the Board will prioritise the selection of Directors based on their effective blend of competencies, skills, extensive experience, and knowledge in areas identified by the Board to ensure it carries out its functions and duties effectively. Therefore, the Board is committed to achieving the recommended diversity as per the MCCG 2021, as best as it can, and have the right mix of skills and balance to contribute to the Group's goals.

The Group maintains a rigorous and transparent process for the appointment of Senior Management based on merit. The appropriate pre-requisite qualifications, experience, technical and leadership competencies are considered. A diverse team of Senior Management with the right balance of skills, experience, age, cultural background and gender provides the Group with a competitive edge. Therefore, diversity will remain an integral part of the Group's progressive strategy as it continues to build and promote a balanced talent pool.







Corporate Governance Overview Statement

Principle A Board Leadership & Effectiveness

Gender Diversity

The Company's Board Charter states that the Board shall endeavour to have at least 30% women Directors.

The Board currently comprises four women Directors, reflecting a 33% female representation on the Board.

The Board also ensures that women are well represented at Management level. As of the date of this report, 31% of Top Management and 40% of Senior Management's positions were held by women.

In connection with its effort to create and maintain a diverse Board, the GNRC will:

- adhere to the recruitment and sourcing process that seeks to include diverse candidates, including women in any director search.
- assess the appropriate mix of diversity including gender, age, skills, experience and expertise required on the Board and address gaps, if any.
- make recommendations to the Board in relation to the appointments and maintain an appropriate mix of diversity, skills, expertise and experience on the Board.
- periodically review and report to the Board on requirements in relation to diversity on the Board, if any.

Changes to the composition of the Board during the financial year under review was as follows:

Appointment (A) and/or Resignation/Retirement (R)	
A	Sharifatu Laila binti Syed Ali appointed with effect from 15 April 2025
	Chan Siew Mei appointed with effect from 30 June 2025
	Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican appointed with effect from 2 January 2026
R	Felicity Ann Youl resigned with effect from 15 April 2025
	Seow Yoo Lin retired with effect from 30 June 2025
	Farina binti Farikhullah Khan resigned with effect from 3 September 2025

Selection of Directors

The Group's NED Nomination and Remuneration Policy (Policy) stipulates that the GNRC may identify Director candidate(s) through executive search firms and/or recommendations from existing Directors. The Board adheres to a formal, transparent, and rigorous process when appointing Directors. Our Policy provides clear guidance to the Board on the criteria and evaluation process for the recruitment of Directors.

In the selection of new Directors, the Board takes into account the current composition of the Board, as well as the tenure of each Director, to assess if new skills and perspectives are required in the boardroom. Our focus is not only on a Director's background and current activities, but also their ability to act independently of Management, ensuring the highest standards of corporate governance are maintained.

Board Meetings, Attendance and Access of Information

The Board conducts active and inclusive discussions at Board meetings to ensure that all Directors have the opportunity to participate and contribute to the decision-making process. Vigorous deliberations and robust discussions at Board and Board Committee meetings promote constructive and healthy dialogue.

Directors can access Board papers through a collaborative software platform that enables them to review and read the Board papers electronically. This software simplifies the distribution of Board papers, and minimises information leakage.

Presentations to the Board are prepared and delivered in a manner that ensures clear and adequate understanding of the subject matter. Where necessary, Management provides the Board with detailed explanations of Board papers to facilitate informed discussions and decision-making. Directors are entitled to seek independent professional advice, at the Group's expense, to assist them to effectively discharge their duties. They also have unrestricted access to any information pertaining to the Group that is necessary in fulfilling their responsibilities.

Board agenda items and papers, including minutes of previous meetings, are circulated to the Directors at least seven calendar days prior to each Board meeting. This practice provides Directors with ample time to review and consider the matters to be deliberated. The draft minutes are tabled at the next Board meeting for confirmation and, once approved, are signed by the Chairman as a true and accurate record of the proceedings. In ensuring accuracy and accountability, the minutes of Board meetings are prepared to reflect the deliberations and decisions made, including any dissenting views and records of Directors who have abstained from participating, deliberating, or voting on specific matters.

The calendar of meetings for the Board and Board Committee for the following year are drawn up and tabled in the last quarter of each calendar year, enabling Directors to commit their time effectively. The Board meets at least ten times annually, with additional meetings convened as required to ensure effective oversight and leadership. The Group CEO and Senior Management team are invited to attend meetings on matters under their purview.

In line with good governance practices, the Board is also provided with the opportunity to convene private sessions without the presence of Management, whenever necessary. This item is a standing agenda at every Board meeting to facilitate candid discussions on strategic, governance, or other critical matters.

Directors are expected to attend at least 75% of the total Board meetings in any applicable financial year and must not appoint another person to attend/participate in a Board meeting on their behalf. Directors who are unable to attend a meeting are encouraged to provide the Chairman with their views and comments on matters to be discussed in advance. The quorum for Board meetings is set at a minimum of 50% of the total number of Directors, with decisions made based on a simple majority vote.

Meetings may be conducted in person or via alternative means of attendance, such as tele-conferencing or video conferencing, as determined by the Board. The Board may consider and approve and/or recommend routine and administrative matters via circular resolutions in writing if deemed appropriate. All Directors' written circular resolutions passed by the Board are tabled at the next Board meeting for notation.

A total of 12 meetings were held during FY2026, and details of the meeting attendance are set out below:

Name of Directors	Number of Meetings		
	Held During Tenure in Office	Attended	%
Tan Sri Md Nor bin Md Yusof *(Chairman)* *(Independent Non-Executive Director)*	12	11	92
Soo Kim Wai *(Non-Independent Non-Executive Director)*	12	12	100
Jeyaratnam A/L Tamotharam Pillai *(Senior Independent Non-Executive Director)*	12	12	100
Hong Kean Yong *(Independent Non-Executive Director)*	12	12	100
Dato' Kong Sooi Lin *(Independent Non-Executive Director)*	12	11	92
U Chen Hock *(Independent Non-Executive Director)*	12	12	100
Sharifatu Laila binti Syed Ali *(Independent Non-Executive Director)* *(Appointed with effect from 15 April 2025)*	12	12	100
Chan Siew Mei *(Independent Non-Executive Director)* *(Appointed with effect from 30 June 2025)*	8	8	100
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican *(Independent Non-Executive Director)* *(Appointed with effect from 2 January 2026)*	3	3	100
Farina binti Farikhullah Khan *(Independent Non-Executive Director)* *(Resigned with effect from 3 September 2025)*	5	5	100
Seow Yoo Lin *(Senior Independent Non-Executive Director)* *(Retired with effect from 30 June 2025)*	4	4	100
Felicity Ann Youl *(Independent Non-Executive Director)* *(Resigned with effect from 15 April 2025)*	NA	NA	NA

Corporate Governance Overview Statement

Principle A Board Leadership & Effectiveness

ON-GOING PROFESSIONAL DEVELOPMENT

The Board acknowledges the pivotal role they play in maintaining the Group's success and upholding their fiduciary duties. The continuous development of Directors is vital to ensure that the Directors stay abreast of industry trends and best practices and have the necessary knowledge and skills to discharge their duties effectively. Therefore, the Board is committed to providing Directors with opportunities for ongoing professional development.

The Board's induction programme for new Directors covers several areas, including their disclosure obligations as Directors, the Company's Board Charter, Code of Conduct, Code of Ethics, Constitution of the Company, the Group's corporate structure and Schedule of Matters Reserved for the Board. This comprehensive programme ensures that new Directors understand the Group's governance framework and their roles and responsibilities.

Furthermore, all Directors have participated in relevant training programmes, talks, seminars, dialogue sessions and focus group discussions in addition to the Mandatory Accreditation Programme (MAP) accredited by the Institute of Corporate Directors Malaysia (ICDM) and the Financial Institutions Directors' Education (FIDE) Programme accredited by the ICLIF Leadership and Governance Centre (ICLIF). These programmes and sessions, organised by regulatory authorities, the FIDE Forum and professional bodies, enhance the Directors' business acumen, regulatory awareness and professionalism in discharging their duties to the Group.

Bursa Malaysia mandated all directors of listed issuers to complete an additional MAP II focusing on sustainability, in addition to MAP I. As at the date of this Statement, all Directors had completed MAP II.

In line with the evolving focus of regulators on Islamic finance and Shariah governance and following the establishment of Joint Risk Management Committee and Joint Audit and Examination Committee, the Board of AMMB recognises the importance of enhancing the knowledge and capabilities of Directors overseeing the Group's portfolio. In this regard, AMMB Board made it mandatory for its Directors to attend the Islamic Finance for Board of Directors (IF4BOD) programme organised by FIDE to strengthen their understanding of Islamic finance, Shariah governance and developments in the Islamic banking industry. As at the date of this Statement, all Directors had completed the IF4BOD programme, save for one director who has already registered for the programme.

The Board, together with the Board members of AMMB's subsidiaries, also attends Budget and Strategy meetings to facilitate continuous engagement with Management and gain deeper insight into the Group's strategic direction and priorities. In addition, Directors are regularly updated on the Group's developments and emerging industry matters through discussions with Senior Management at Board meetings.

The Board ensures that a structured Director Learning and Education Programme is in place for its members. Through this programme, members are provided with appropriate continuing education and kept up to date with current business, industry, regulatory and legislative developments and trends that will affect the Group's business operations. The GNRC will review the training and development needs of the Directors annually, taking into consideration the Group's strategy for the next several years and the current combined skills on the Board. The Directors may also suggest training programmes they believe are necessary for the Board. The Group Learning and Development Unit undertakes the role of coordinating, organising and managing Directors' learning and development requirements together with the Group Company Secretarial Department.

In FY2026, the Directors of the Company attended the following training programmes, talks, seminars, dialogues and focus group sessions:

Mandatory Training Programmes
Induction: Board of Directors – AMMB Holdings Berhad / AmBank Islamic
Mandatory Accreditation Programme Part I
Mandatory Accreditation Programme Part II

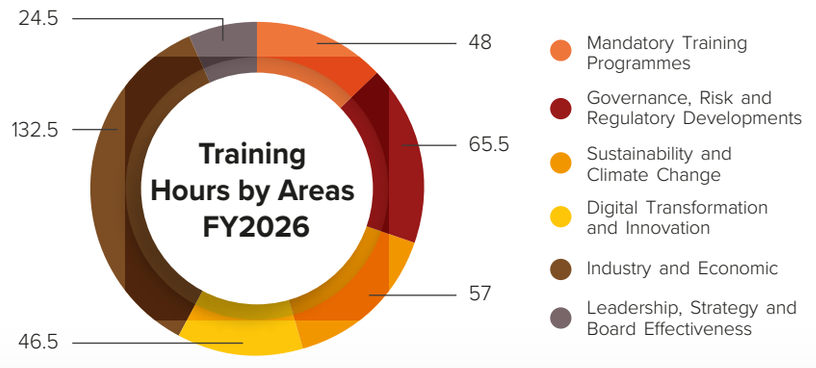
Governance, Risk and Regulatory Developments
Anti-Bribery & Corruption Training FY2026
Anti-Money Laundering Training FY2026
Audit Committee Conference 2025
Audit Oversight Board's Conversation with Audit Committee
Conflict of Interest for Directors
Cyber Crime & Scam Awareness
Cybersecurity Awareness Session
National Resolution Symposium
QR Code Attack
Refresher on Basel Foundation Internal Ratings Based
Securities Commission Malaysia Capital Market Masterplan Session

Sustainability and Climate Change
4th Asian Economy Impact – Climate Change Risk
ASEAN Sustainability Summit by Institute of Chartered Accountants in England and Wales (ICAEW)
Corporate Social Responsibility Programme
Evolving Financial Reporting Landscape: Insights into MFRS and Sustainability (MICPA)
Malaysia Carbon Market Forum 2025 – Empowering Regional Climate Actions Through the ASEAN Common Carbon Framework
Sectoral Series 2025: Navigating Trade Shocks and Sustainability Transitions
Sustainability Reporting and Assurance
Sustainability Training and Launch of Sustainability Academy
The Hasanah Forum

Digital Transformation and Innovation
Artificial Intelligence Adoption Study & Launch Event
Board Artificial Intelligence Day
Board Artificial Intelligence Session
Bolstering Cybersecurity Resilience
Building an Enterprise Artificial Intelligence Strategy
Digital Assets: Regulatory, Operational and Product
MyFintech Week 2025 Masterclass at Asian Institute of Chartered Bankers Centre of Excellence
Navigating Digital Disruption: How Can Boards in Financial Institutions Enhance Strategic Digital Governance

Industry and Economic
64th World Federation of Exchanges Annual General Assembly and Annual Meeting
ARECA Investor's Forum 2025
ASEAN Business and Investment Summit 2025
ASEAN-Malaysia Conference 2025
Bank Negara Malaysia Sasana Symposium
Economic & Market Outlook
Economic Outlook for 2026: Measured Optimism with Strategic Caution – What More Should Industry Leaders Know?
Engagement Session with FIDE Forum Members on Bank Negara Malaysia Annual Report 2024, Economic and Monetary Review 2024 and Financial Stability Review for Second Half 2024
Future Market Insights Trends Opportunities and Risks
Global Headwinds vs Domestic Resilience: Refreshed Outlook 2025
Invest ASEAN – Invest Malaysia Conference 2025
Khazanah Megatrends Forum 2025
National Budget 2026 Review and Updates
Sasana Symposium 2025
Tax and Business Summit 2025 by KPMG

Leadership, Strategy and Board Effectiveness
A Conversation with Jamie Dimon, Chairman & CEO, JP Morgan Chase
Exclusive Engagement Session with YBhg Tan Sri Azman Mokhtar, Chairman of the INCIEF University
Navigating in Tumultuous Waters by Professor Joseph Stiglitz
O&L Sharing Session on Liquidity in Motion – Perspective from Global and Regional Experts
The Influence of Board Culture on Corporate Performance



A list of trainings attended by each Director during FY2026 can be found in Part B of the Corporate Governance Report 2026.

Directors ensure they remain abreast of the evolving regulatory requirements and emerging topics as well as thematic issues impacting the Group. Based on feedback from Directors via BEE for FY2026, the Board has identified the following topics to align with emerging strategic priorities:

- Artificial Intelligence/technology
- Cybersecurity
- Regulatory developments

Corporate Governance Overview Statement

Principle A Board Leadership & Effectiveness

BOARD ACTIVITIES

Among the key matters reviewed, deliberated and approved by the Board during FY2026 were as follows:

Principal Mandates

- Climate Change
- Operational Excellence
- Digitalisation

Strategy and Budget

- Strategy & Budget Plenary Session for 2027 with Senior Management
- Strategy Validation Session with external consultant on the Winning Together Strategy and future direction of the Group
- Macro Outlook and Prospects for Financial Industry
- Navigating the Wave of Oil

Corporate Matters

- 2025 Integrated Annual Report
- Rapid Portfolio Assessment
- Corporate Governance Structure Review
- Data Protection Office Overview & Structure
- Board Charter, Board Committees' Terms of Reference & Matters Reserved for the Board
- Assessment on the quality of the Group's assets

Risk, Compliance and Assurance

- Compliance report on control policies and processes of the Group and compliance issues
- Risk report on risk exposures and risk portfolio composition of the Group
- Outsourcing Plan of the Group and Affiliates for FY2026
- Group Compliance's Monitoring & Testing Plan for FY2026 & FY2027
- Basel III Project

Information Technology and Projects

- Annual Compromise Assessment
- Adequacy and effectiveness of systems and controls of the Group in its move towards digitalisation
- Readiness of the Group in detecting and preventing cyber-attacks
- Digital Banking Platform Assessment

Board Composition & Succession Planning

- Succession Planning for the Board and Top Management
- Changes to the composition of the Board and Board Committees, and Top Management
- Results of Board Effectiveness Evaluation exercise for FY2025 and the required action plans
- Appointment and Reappointment of Directors

Performance Appraisal, Scorecard and Remuneration

- Setting of key performance indicators scorecards for Top Management for FY2026
- Performance assessment of Top Management for FY2025
- Annual review of salary increments and performance bonus for the Group's employees

Sustainability

- FY2025 Sustainability Report
- 2024 Climate Risk Stress Testing

As part of the Group's continuous improvement in its governance control, revisions were made to these policies and frameworks: Talent & Succession Policy, Term of References of Management Committees, Legal Process Policy, No Gift Policy, Shariah Review Policy, Compliance Assessment Methodology, Fit & Proper Criteria, Cooling-off Policy, Legal Risk Management Framework, Know Your Customer, Customer Identification and Due Diligence Policy, Group Environmental Policy, Regulatory Reporting Policy, Stamp Duty Policy, Data Privacy Framework, Contract Policy, Politically Exposed Person Policy, Group Energy Policy, Enterprise Risk Management Framework, Enterprise Architecture Framework, Technology Risk Management Framework, Information Security Policy, Liquidity Risk Management, Cyber Resilience Policy.

PRIORITIES FOR FY2027

As the Group continues to advance its strategic ambitions and respond to evolving stakeholders' expectations, the Board remains committed to strengthening governance effectiveness, enhancing oversight capabilities and reinforcing a strong culture of accountability and integrity across the Group. Guided by these priorities, the Board has identified the following key focus areas for 2027:

- Operational Excellence
- System and Design Governance
- Succession planning for Board member retiring in 2027-2028

INTEGRITY AND ETHICS

The Board acknowledges its role in establishing a corporate culture that embeds ethical conduct. The Board is committed to promoting a robust corporate culture that propagates integrity, transparency and fairness.

As a financial institution we are driven by our responsibility to ensure high standards of ethics and corporate governance. Our business strategies and policies reflect our commitment to responsible, transparent, inclusive and ethical conduct in all dealings.

We have shared our commitment to responsible banking through a strong governance system within the Group as disclosed on page 47 of our Sustainability Report 2026. The Report sets out our stringent policies that encourage openness and accountability in the way we work, while protecting the Group against illegal and unethical practices.

OUR SUSTAINABILITY COMMITMENT

Sustainability as a Strategic Imperative

Sustainability is one of the three strategic pillars of the Group's Winning Together 2029 (WT29) strategy and is treated as a business imperative central to building a more resilient, agile and sustainable organisation that creates long-term value for stakeholders. The Group's approach is founded on accountability, transparency and responsible stewardship, ensuring that sustainability strategies are effectively implemented, monitored and reported.

Board Oversight and Accountability

The Board holds the highest authority and ultimate accountability for the Group's sustainability agenda, including the oversight of climate-related risks and opportunities. The Board treats the integration of sustainability-related risks and opportunities as a core fiduciary responsibility, setting the "tone from the top" that embeds sustainability across operations and decision-making. Sustainability is not pursued in isolation but is integrated into how the Group identifies its challenges, risks and opportunities, while the Board also oversees the effectiveness of the policies, procedures and systems supporting sustainability performance monitoring and disclosure.

Management Roles and Committee Structure

Senior Management evaluates and takes responsibility for the Group's sustainability priorities and targets. Through the Group Management Risk Committee (GMRC) and the Group Management Committee (GMC), Senior Management deliberates on sustainability-related risks and opportunities respectively, including the associated frameworks, policies and proposals. The Group Sustainability and Climate Risk Council (GSCRC) supports these committees by evaluating and recommending the implementation of sustainability-related strategies and performance indicators.

Linking Sustainability to Performance and Remuneration

Sustainability performance indicators are incorporated into Senior Management's scorecards and are reviewed and approved by the Group Board Nomination and Remuneration Committee (GNRC). The annual performance evaluation of Senior Management measures how effectively they have discharged their roles, reinforcing accountability throughout the organisation.

Our Sustainability Themes

Guided by Value-Based Intermediation (VBI) principles, the Group's Sustainability Framework organises its material matters across three themes. Under Responsible Banking, the Group integrates sustainability and climate considerations into its strategies and processes, supporting customers through sustainable, transition and green financing and advancing financial inclusion. Under Conscious Self-Conduct, the Group upholds integrity, ethical conduct and financial-crime prevention—supported by its Code of Conduct, ABCP Policy, No Gift Policy and Whistleblower Protection Policy—while fostering an inclusive workforce. Under Positive Societal Impact, the Group creates community value through investments in education, income generation, health and social inclusion, aligned with national priorities and the UN SDGs.

Frameworks, Policies and Disclosure

Sustainability considerations are embedded across a range of frameworks and policies, including the Group's financing prohibitions and restrictions, the Climate Change and ESG Risk Assessment, the Net Zero Transition Plan, position statements on hard-to-abate sectors and the Sustainable Finance Product Framework. The Group's Sustainability Report is aligned with Bursa Malaysia's Main Market Listing Requirements on Sustainability Reporting, the National Sustainability Reporting Framework, the ISSB's IFRS S1 and IFRS S2 standards, and the GRI Standards 2021.

Group Nomination and Remuneration Committee Report

Dato' Kong Sooi Lin
Chairperson

The Group Nomination and Remuneration Committee (GNRC or the Committee) plays a key role in the succession planning and appointment of Board members, Shariah Committee members, Group CEO and Senior Management, the annual review of Board effectiveness as well as ensuring that the performance of each Director and/or Senior Management is assessed. The GNRC also reviews and assists the Board in establishing the framework/methodologies for the remuneration of the Directors, Group CEO and Senior Management.

The Committee comprises five members, a majority of whom are Independent Directors and is chaired by an Independent Non-Executive Director.

COMPOSITION AND MEETING ATTENDANCE FOR THE FINANCIAL YEAR

A total of eight meetings were held during FY2026, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Dato' Kong Sooi Lin *(Chairperson)* *(Independent Non-Executive Director)*	8	8	100
Soo Kim Wai *(Non-Independent Non-Executive Director)*	8	8	100
Jeyaratnam A/L Tamotharam Pillai *(Senior Independent Non-Executive Director)*	8	8	100
U Chen Hock *(Independent Non-Executive Director)* *(Appointed as a member with effect from 30 June 2025)*	5	5	100
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican *(Independent Non-Executive Director)* *(Appointed as a member with effect from 2 January 2026)*	2	2	100
Farina binti Farikhullah Khan *(Independent Non-Executive Director)* *(Ceased as a member with effect from 3 September 2025)*	3	3	100
Seow Yoo Lin *(Senior Independent Non-Executive Director)* *(Ceased as a member with effect from 30 June 2025)*	3	3	100

The profiles of Dato' Kong Sooi Lin, Soo Kim Wai, Jeyaratnam A/L Tamotharam Pillai, U Chen Hock and Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican are disclosed respectively on pages 154, 151, 152, 155 and 158.

ROLES AND RESPONSIBILITIES OF GNRC

The key responsibilities of the Committee include, amongst others, the following:

- Reviews and assesses the appointment/re-appointment and remuneration of Directors, Shariah Committee members and Senior Management for recommendation to the Board.
- Oversees the establishment of a formal and transparent procedure for the performance evaluation of Directors, Shariah Committee members and Senior Management.
- Oversees the succession planning for the Board Chairman, Directors, Shariah Committee members, Senior Management and expatriate-filled positions in the Group.
- Advises the Board on the optimal size and mix of skills of the Board and Board Committees.

Details of the roles and responsibilities of the GNRC are set out in its ToR, which is available on the Group's corporate website at ambankgroup.com. The ToR of the GNRC was last reviewed on 29 January 2026.

SUMMARY OF KEY ACTIVITIES OF GNRC DURING FY2026

During the financial year under review, the GNRC carried out the following activities in the discharge of its duties and functions:

Board Matters

- Assessed the performance of individual Directors, the Board and the Board Committees and its performance and effectiveness as a whole, and also reviewed the composition of the Board based on the required mix of skills, experience and other qualities of the Board
- Assessed the suitability of potential Director candidates to fill vacancy(ies) in the Board of the Company and subsidiaries without their own Nomination and Remuneration Committee, based on their professional qualifications, experience, integrity and the skill set as well as diversity, with the focus on gender, age and ethnicity required by the respective Board
- Reviewed and assessed the performance of Directors who sought re-appointment prior to the expiry of their tenures approved by BNM and re-election at the Annual General Meeting (AGM)
- Reviewed and assessed the annual self-declaration of "Fit and Proper" criteria for Directors
- Reviewed the Board Succession plan and identify the gaps, if any, in Board compositions
- Reviewed the Terms of Reference of GNRC
- Reviewed and endorsed the GNRC Report for the Board's approval and its inclusion in the Integrated Annual Report.

Management Matters

- Reviewed and assessed the performance of Group CEO and C-Suites against a set of balanced scorecards with key performance indicators (KPIs) and targets agreed upon at beginning of the financial year
- Recommended annual salary adjustments and bonus pool allocation for employees
- Reviewed and recommended the proposed changes to employee compensation and benefits, and Collective Agreements for Executive and Non-Executive employees
- Reviewed and recommended the variation to Executives' Share Scheme (ESS)
- Reviewed the Short-Term Incentive and Performance Management Framework
- Reviewed and recommended employee benefits
- Reviewed the Group's Culture initiatives
- Reviewed AmBank's Fit for Growth Reorganisation structures
- Reviewed and recommended Retail Banking incentive schemes
- Reviewed and assessed the annual self-declaration of "Fit and Proper" criteria for Senior Management
- Reviewed the Group's Talent Pool and C-Suite Successions
- Recommended the renewal of employment contracts of Senior Management together with their remuneration
- Deliberated on 2026 Employee Engagement Survey Results

Minutes of all GNRC meetings were tabled to the Board for noting. In addition, the GNRC Chairman apprised the Board on key discussions and matters of significant concern deliberated at the GNRC meetings.

Group Nomination and Remuneration Committee Report

BOARD KNOWLEDGE, SKILLS AND EXPERIENCE

Board Effectiveness Evaluation

The Group conducts an annual Board Effectiveness Evaluation (BEE) exercise with the objective of assessing the performance of the Board as a whole, Board Committees and individual Directors.

The Board and Board Committees are evaluated based on the expectation that they perform their duties in a manner which should create and continue to build sustainable value for shareholders and in accordance with duties and obligations imposed upon them under the law and guidelines issued by the regulatory authorities.

In line with the recommendation of BNM Policy Document on Corporate Governance, the BEE for FY2026 was conducted by an independent external consultant to gain insights on the Board's performance against peer boards and best practices. The exercise was a process involving a questionnaire based self-assessment exercise customised for Directors to assess the performance of the Board, Board Committees, individual Directors and key senior management, followed by a structured one-to-one interviews with the Directors and key senior management to obtain views on key strengths and areas for improvement within Board and Board Committee.

The assessment of individual Directors took into consideration their contributions to the Board and their experience, competencies, integrity as well as commitment in meeting the requirements of the Group.

The results of the BEE form part of the basis for evaluation by the GNRC for the appointment, re-appointment and/or re-election of Directors as well as for further development of the Board and Board Committees.

The effectiveness of the Board, Board Committees and individual Directors for FY2026 were assessed in the following areas:

Board and Board Committee Effectiveness

1. Board responsibilities
2. Board composition
3. Board remuneration
4. Board conduct
5. Board interaction and communication
6. Board Chairman
7. Group Chief Executive Officer
8. Board Skills Evaluation
9. Board administration and process

Individual Directors' Self and Peer Evaluation

1. Dynamics and participation
2. Leadership, integrity and objectivity
3. Knowledge and expertise

Based on the overall results of BEE conducted for FY2026, all areas of assessment as mentioned above were stated as "Satisfactory" and "Strong", and the following were highlighted:

- The Board is unanimously regarded as effective, underpinned by a significant depth of experience and a strong collective commitment to collaboration and long-term value creation.
- Board composition is well-balanced, combining industry knowledge, subject matter expertise, and senior executive experience which combine to create Board dynamics that foster open dialogue and constructive challenge.
- The Board possesses strong collective capabilities.
- The Board has identified knowledge concentration risk in emerging areas – particularly technology and artificial intelligence – where deep expertise is held by a limited number of Directors, reinforcing the importance of continued professional development and targeted training in these rapidly evolving domains.

The following areas which were highlighted for consideration in FY2025 had been looked into:

- review and refresh the Corporate Governance Structure of the Group to further enhance operating efficiency
- succession planning of the Boards of the Company and banking subsidiaries and Senior Management
- continuous education in the areas of governance/ regulations, cyber risk, artificial intelligence in banking and disruptive technology in view of the development of those areas

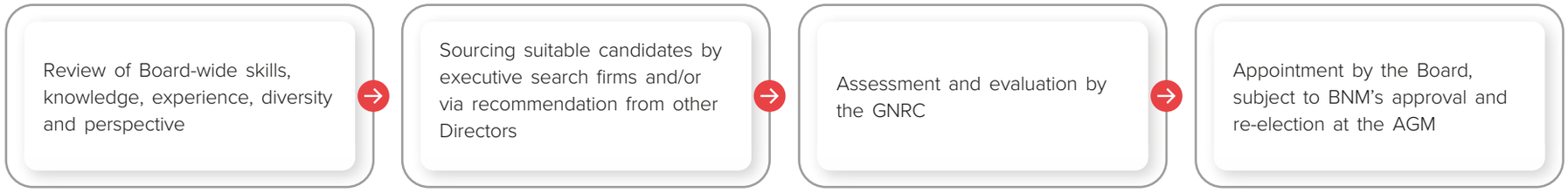
Areas highlighted for consideration moving forward, which include the following:

- Succession planning and governance continuity: to ensure continued effectiveness of the Board, moving forward, the Board remains committed to ensuring clear and seamless succession pathways for both the Board of Directors and Senior Management. Directors are aligned that governance continuity and knowledge capability must remain a deliberate strategic priority, safeguarding institutional expertise and key stakeholders relationships.
- Joint committee effectiveness: ensuring adequate depth of deliberation within the newly established Joint AEC and Joint RMC, with appropriate escalation of entity-specific matters to respective entity Boards as currently being practised.
- Director development and continuous learning: addressing identified knowledge gaps through targeted training and upskilling, with Directors encouraged to take ownership of their development by reflecting on individual skills gaps and proactively engaging with emerging topics. This complements existing programmes driven by regulatory requirements and Board/GNRC's recommendations, ensuring continuous improvement through both organisational direction and individual accountability.

The Board and Senior Management had taken the feedback into consideration in implementing the required action plan.

SELECTION AND APPOINTMENT OF DIRECTORS

Process on Selection of Directors



The time commitment of the NEDs are considered by the GNRC at appointment and reappointment, and are reviewed annually.

Appointment of New Directors

For new appointments:

a. The GNRC will establish the minimum requirements on the skills and core competencies of a Director based on the annual review of the required mix of skills, experience and core competencies within the Board, diversity (including gender and balance between NED and Independent NED) as well as to ascertain the "Fit and Proper" criteria for each Director.

b. When assessing a person to be nominated for appointment to the Board, the qualifications and criteria to be considered by the GNRC, will include, but are not limited to:

   i) whether or not the person is qualified under applicable laws and regulations to serve as a Director of the Company;

   ii) whether or not the person meets the "Fit and Proper" criteria under applicable law and regulations, including BNM Policy Document on Fit and Proper Criteria;

   iii) where a firm has been appointed as the external auditor of the Company, the person cannot be an officer in the firm who was directly involved in the engagement or any partner of the firm, unless at least three years after the person ceases to be an officer or partner of that firm or at least three years after the firm last served as an auditor of the Company;

   iv) the person cannot be an active member of any national or state legislative body, or who is an office bearer of, holds any similar office or position in a political party;

   v) the character and integrity of the person;

   vi) in considering a person to be appointed as an Independent NED, the person shall be independent in character and judgement, and free from associations or circumstances that may impair the exercise of his independent judgement. The person shall not be considered to be an independent NED if he or any person linked to him:

   - has been an Executive Director/NED/Non-Independent Director of the Company in the last three years,
   - is a substantial shareholder of the Company or any of its affiliates, or
   - has had a significant business or other contractual relationships with the Company or any of its affiliates within the last three years, the total value of which exceeded RM1.0 million;

   vii) whether or not the person is willing to serve as a Director and to commit the time necessary to perform the duties as a Director;

   viii) the contribution that the person can make to the Board and to the overall desired Board composition, taking into account the person's business experience, education and such other factor as the Board may consider relevant; and

   ix) the person must not hold more than five directorships in listed companies and not more than fifteen external professional commitments on the boards of trustees, advisory boards and boards of non-listed companies. Companies within the same Group are considered as one for this purpose with the exception of financial institutions (including banks, insurance companies and investment banks), which shall be considered as separate entities even if they are part of the same group.

c. The GNRC may use executive search firms or other Directors for identifying Director candidate(s).

d. Appointment of Directors shall be subject to BNM's approval.

Group Nomination and Remuneration Committee Report

Procedures

a. The GNRC will perform a preliminary assessment of potential candidates and shortlist candidates for engagement session.

b. Once shortlisted, three members of the GNRC will engage potential candidates to assess the suitability of candidates in terms of technical expertise, experience and the behavioural and culture fit with the Board of the Company, in addition to ascertaining the candidates' interest, availability and terms of appointment.

c. Upon completion of the engagement, the engagement results and the GNRC members' assessment of candidates will be included as part of the submission to the GNRC for further discussion and deliberation.

d. Once potential candidates are shortlisted for recommendation, the Company Secretary will conduct comprehensive reference checks, including checks on financial and character integrity, in line with regulatory requirements on the candidates.

e. The GNRC shall first table the recommended candidates to the AMMB Board for recommendation. Upon recommendation by the AMMB Board, the proposed candidate will be tabled to the Board of the hiring Company/Bank for approval. In the event AMMB is not supportive of the recommended candidate, the GNRC will be required to further identify and recommend alternative candidates for consideration. If the candidate is being recommended by AMMB Board and thereafter, rejected by the hiring entity Board, the entire nomination process will restart.

f. Upon approval by the Board of the Company, application for the proposed appointment will be submitted to BNM accordingly.

g. Once approval from BNM is obtained, the candidate will complete the required statutory form.

h. Upon appointment of the candidate, a letter of appointment will be issued to the candidate.

Re-election and Re-appointment of Directors

The Company's Constitution permits the Board to appoint a person to be a Director of the Company at any time, either to fill a casual vacancy or as an addition to the existing Directors, and in any case, the number of Directors shall not be less than three.

A candidate who was appointed as Director of the Company must seek re-election by shareholders at the next AGM. The Constitution of the Company further provides the retirement of Directors by rotation whereby one-third of the Directors are to retire at every AGM of the Company and that all Directors must retire at least once in three years and shall be eligible for re-election.

Directors who are due for re-election/re-appointment are also subject to the following:

a. Retirement of Directors by rotation will follow the requirements as stipulated in the Constitution of the Company.

b. The tenure of an Independent NED shall not exceed a cumulative term of nine years. The commencement of the 9-year tenure will commence from the date of the first appointment of the independent director to AmBank Group.

c. Reappointment of Directors shall be subject to BNM's approval.

Procedures

a. The GNRC will assess the performance and contribution of each Director to the Board and Board Committees based on the results of the annual BEE and individual Directors' self and peer assessment.

b. The GNRC will take into consideration the Director's performance during his or her term, including consideration of the following factors:

   i) Compliance with governing legislations, regulations or guidelines, particularly conflict of interest, confidentiality, "Fit and Proper" criteria and duty of care provisions; and

   ii) Whether or not an Independent NED still qualifies as "independent" under applicable laws and regulations.

c. Based on the assessment results, the GNRC will recommend the Directors seeking re-appointment or re-election to the Board who will then recommend to the shareholders for approval at the Annual General Meeting.

d. For Directors seeking for re-election pursuant to the Constitution of the Company, the Board will recommend their re-election to the shareholders for approval at the AGM.

e. For Directors seeking re-appointment pursuant to BNM-approved tenure, an application for the proposed re-appointment will be submitted to BNM for approval, upon approval by the Board of the Company.

Directors who are subject to re-election at the forthcoming AGM pursuant to Clause 94 of the Constitution of AMMB:

- Soo Kim Wai
- Jeyaratnam A/L Tamotharam Pillai
- U Chen Hock

Director who was appointed after the last AGM of the Company, and subject to re-election at the forthcoming AGM pursuant to Clause 102 of the Constitution of AMMB:

- Dato' Mohamed Rafique Merican Bin Mohd Wahiduddin Merican

Succession Planning

The Group has established programmes to identify employees with potential and nurture them through career development opportunities for Senior Management positions. The development programme is closely monitored and managed by the Group Talent Council comprising members of the Senior Management team within the Group. The Group Talent Council administers various programmes in accordance with the Talent and Succession Management Policy and its ToR.

During the year, the GNRC was entrusted by the Board to review the succession planning and the talent pipeline for Senior Management positions. The GNRC guides Management in refining the accelerated development approach to create a robust pool of qualified banking experts and supporting professionals as well as to improve their readiness to assume their identified roles. This includes pairing identified individuals with mentors and executive coaches, creating cross-functional training and exposure, and formal learning and assignments.

In the event that there is no suitable internal candidate within the accelerated development time frame, the Group will search and identify external candidates.

The GNRC closely monitors management positions and succession pipelines, including top management positions at the Group level and heads of subsidiaries, in particular the Chief Executive Officer, whose appointment is subject to the approval of BNM.

In addition to appointments, the GNRC reviews several areas including the reasons behind management-level and senior executive resignations, expatriate employee transfer of knowledge, talent demography and development requirements. All these factors are considered towards ensuring that the Group continues to be able to attract, motivate and retain the right talent pool.

The potential successor will be managed and his/her individual development plan will be tracked with structured interventions to build leadership and functional capability.

The Board has also entrusted the GNRC with the responsibility of reviewing the succession plans for Directors.

Governance of Talent and Succession Management (TSM)

BOARD

Provides strategic direction & approves TSM outputs for implementation with regards to Succession Plan for C-Suite & expatriate-filled positions

GNRC

Reviews & recommends proposed succession for C-Suite & expatriate, including appointments to the Board for approval

GROUP TALENT COUNCIL

Reviews & approves TSM outputs & development plans for implementation and conducts annual talent review

Group Nomination and Remuneration Committee Report

REMUNERATION

Director

The Directors are paid Directors' fees, Board Committee allowances, meeting allowances, Chairman allowance, benefit-in-kind and Directors' and Officers' Insurance coverage.

The remuneration structure of the ***Non-Executive Directors*** of AMMB is laid out as follows:

Director's Fees *(per annum)*	
Chairman	RM250,000
Deputy Chairman	RM250,000
Member	RM200,000

Note:
Director's fee is payable after shareholders' approval at the AGM.

Board Committee Allowance *(per annum)*	**Chairman**	**Member**
Audit and Examination Committee	RM50,000	RM35,000
Risk Management Committee	RM50,000	RM35,000
Group Nomination & Remuneration Committee	RM50,000	RM35,000
Group Information Technology Committee	RM50,000	RM35,000

Allowance to Director	*per meeting*
Meeting Allowance	RM2,500

Allowance to the Chairman	*per annum*
Board	RM300,000
Car	RM120,000

Benefit-in-kind
Medical (on claim basis) and any expenses incurred by the Directors in performing their duties.

Directors' and Officers' Liability Insurance
A combined and shared policy limit of RM200 million (or any other amount as approved by the Board at the Company from time to time) in aggregate during the policy period covers the Group's Directors in respect of any liabilities arising from any act committed in their capacity as Directors and Officers of the Group. The Directors and Officers are required to contribute jointly towards a portion of the premiums of the said policy.

Details on the aggregate remuneration of the Directors and the Group CEO of the Company (comprising remuneration received and/or receivable from the Company and its subsidiaries during FY2026) are as follows:

Directors	Salary (RM'000)	Bonus (RM'000)	Fee (RM'000)		Emoluments[1] (RM'000)		Benefit in kind[2] (RM'000)	Total (RM'000)
			AMMB	Subsidiary Level	AMMB	Subsidiary Level		
Tan Sri Md Nor bin Md Yusof	–	–	250	–	328	–	144	722
Soo Kim Wai	–	–	200	160	133	103	14	610
Jeyaratnam A/L Tamotharam Pillai	–	–	200	160	83	203	21	667
Hong Kean Yong	–	–	200	–	148	–	11	359
Dato' Kong Sooi Lin	–	–	200	150	199	86	11	646
U Chen Hock	–	–	200	190	147	230	4	771
Sharifatu Laila binti Syed Ali *(Appointed with effect from 15 April 2025)*	–	–	192	–	91	–	9	292
Chan Siew Mei *(Appointed with effect from 30 June 2025)*	–	–	151	–	63	–	11	225
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican *(Appointed with effect from 2 January 2026)*	–	–	49	39	21	69	1	179
Farina binti Farikhullah Khan *(Resigned with effect from 3 September 2025)*	–	–	85	68	40	84	1	278
Seow Yoo Lin *(Retired with effect from 30 June 2025)*	–	–	49	49	51	64	–	213
Felicity Ann Youl *(Resigned with effect from 15 April 2025)*	–	–	8	–	1	–	–	9

Group Chief Executive Officer	Salary (RM'000)	Bonus[3] (RM'000)	Long-Term Incentives (LTI)[3] (RM'000)	Fee (RM'000)	Other Emoluments[4] (RM'000)	Benefit in kind (RM'000)	Total (RM'000)
Ling Fou-Tsong @ Jamie Ling	3,168	3,556	2,880	–	1,347	75	11,026

Notes:

[1] *Comprised Board Committee allowances, meeting allowances and allowances to the Chairman of the Board.*

[2] *Comprised provision of medical claims and any expenses incurred by non-executive directors in performing their duties.*

[3] *The bonus and LTI have been duly approved by the Board. The bonus is payable in three tranches subsequent to the financial year end. The LTI will vest in three years if the performance conditions are met. During FY2026, a total of 569,100 ordinary shares had been granted to the Group CEO under the LTIP (value equivalent to RM2,880,000).*

[4] *Include statutory contributions and allowances.*

Group Nomination and Remuneration Committee Report

The remuneration of the following Directors of the Company who sit on the Boards of other subsidiaries of the Group during FY2026 is disclosed under the subsidiary level of the above table:

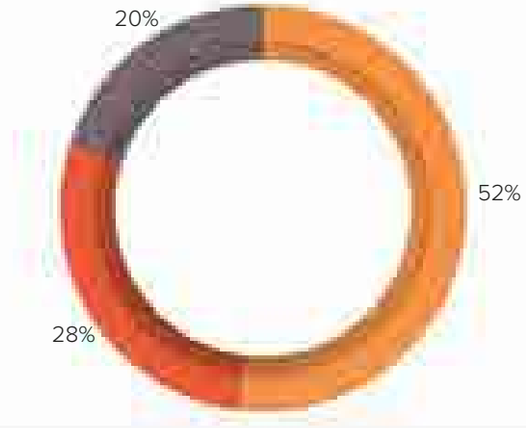
Soo Kim Wai	*Director of AMMB and AmBank (M) Berhad*
Jeyaratnam A/L Tamotharam Pillai	*Director of AMMB and Chairman of AmInvestment Bank Berhad*
Dato' Kong Sooi Lin	*Director of AMMB and AmInvestment Bank Berhad*
U Chen Hock	*Director of AMMB and Chairman of AmBank (M) Berhad*
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	*Director of AMMB and Chairman of AmBank Islamic Berhad*
Seow Yoo Lin	*Director of AMMB and Chairman of AmBank (M) Berhad*
Farina binti Farikhullah Khan	*Director of AMMB and Chairperson of AmBank Islamic Berhad*

Top Management

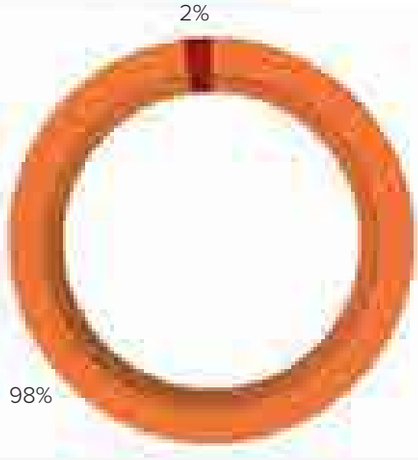
The Board is of the view that the disclosure of the remuneration of the top five Top Management on named basis in bands of RM50,000 as required under Practice 8.2 of the MCCG 2021 is not to the Group's advantage or in its best business interest, considering the highly competitive market for talent in the industry where poaching of executives is a common practice.

The diagrams below illustrate the composition of remuneration for the top five Top Management and their remuneration proportion relative to the total remuneration of all employees.

Total Remuneration Composition of the top 5 Top Management



Total Remuneration of the top 5 Top Management vs the Rest of the Group



THE GROUP REMUNERATION OBJECTIVES

The Group's remuneration structure is overseen by the GNRC and governed by the Group's Total Rewards Policy, with inputs from the relevant control functions. This policy applies across all divisions and subsidiaries within the Group, and is designed to attract, motivate and retain employees to deliver sustainable long-term shareholder returns, while incorporating sound risk management principles and standards set out in BNM Policy Corporate Governance requirements.

An independent review is conducted periodically to assess whether the Group's Total Rewards Policy and practices remain aligned with prevailing industry practices and continue to support the Group's Total Rewards strategy. In formulating and refining the remuneration strategy, the Group also considers its medium to long-term strategic objectives, culture and values to ensure that remuneration outcomes reinforce the desired behaviours and support the achievement of the balanced scorecard objectives.

The following are the main thrusts of the Group's remuneration strategy:

a) Pay for performance measured against the balanced scorecard

- Reinforces and promotes a merit-based culture
- Strengthens the linkages between total remuneration and the Group's annual, medium and long-term strategic objectives
- Maintains appropriate balance between fixed and variable pay to drive sustainable performance, aligned to the Group's culture and values and to recognise both behavioural and quantitative KPIs achievements

b) Provide market competitive pay

- Benchmarks total remuneration against other peer organisations of comparable size and standing across the markets and businesses in which the Group operates
- Drives pay-for-performance differentiation through differentiated benchmarking positioning for top performing employees

c) Guard against excessive risk-taking

- Focuses on risk-adjusted returns consistent with the Group's prudent risk and capital management, and promote long-term sustainable outcomes
- Incorporates deferral features and clawback arrangements within variable remuneration to reinforce prudent risk-taking.

THE GROUP'S APPROACH TO REMUNERATION

The Group's remuneration is made up of two components; fixed pay and variable pay.

What	Why	How
Why and Linkages to Strategy		
Fixed Pay • Base Salary • Fixed Allowances	• Pay for Position to attract and retain by ensuring the fixed pay is competitive vis-à-vis comparable organisations and internal equity.	• Adhering to the market value of the job at the individual's competency level, skills, experience and responsibilities • Fixed amount paid monthly • Typically reviewed and revised annually
Variable Pay • Short-Term Incentive (Performance Bonus) • Long-Term Incentive (AMMB Executive Share Scheme (ESS))	**Pay for performance** • Reward employees based on achievement of Group, business and individual performance outcomes. **Drive sustainable value creation** • Balance short-term results with long-term shareholders value through a mix of annual and deferred payments. **Promote prudent risk taking** • Align remuneration outcomes with risk outcomes by incorporating deferral, malus and clawback provisions. **Support differentiation and retention** • Enable meaningful differentiation of rewards based on performance and contribution, while retaining key talents.	**For Short-Term Incentive** • Awarded based on a combination of Group, line of business or division and individual performance • Performance measured against balanced scorecard with pre-agreed KPIs and targets • Outcomes reflect both financial and non-financial metrices • Paid in cash with deferral applied where applicable (e.g. Senior Officers and Material Risk Takers) **For Long-Term Incentive** • Granted to senior levels with significant impact on long-term performance subject to meeting eligibility criteria • Structured to vest over a multi-year period • Vesting is subject to Group's performance conditions including compliance as a vesting trigger and employees' active employment

Group Nomination and Remuneration Committee Report

DETERMINATION OF SHORT-TERM INCENTIVE (PERFORMANCE BONUS) POOL AND INDIVIDUAL AWARD

Group's Short-Term Incentive Pool	A function of profits calibrated against: • risk adjustments • distribution of earning between shareholders and employees	Guided by the Group's Short-Term Incentive/Performance Bonus Framework, based on: • absolute and relative financial metrics ensuring alignment with both internal goals and market competitiveness; and • the review and evaluation by the GNRC and subsequently approval by the Board. The GNRC has the discretion to adjust the pool where required, based on Group's performance, capital requirements, economic conditions, competitive landscape and retention needs
Business Unit/ Subsidiaries Short-Term Incentive Pool Allocation	The Group pool is reallocated to the business units/ subsidiaries taking into account: • each line of business (LOB) actual performance achievement against target, growth year-on-year; and • the relative performance of each LOB, measured through each LOB's balanced scorecard and evaluated by the Group CEO, the GNRC and the Board	Inputs from control functions (Group Internal Audit Department, Group Compliance and Group Risk Management) are sought. The Group Chief Internal Auditor is measured independently with the performance outcome being approved by the AEC while the Group Chief Risk Officer and the Group Chief Compliance Officer are measured independently with the performance outcome being recommended by GNRC

The following mechanisms are used to derive the Group's short-term incentive pool and incentive pools for business units and/or subsidiaries:

Individual awards are based on the employee's performance, measured through a balanced scorecard that takes into account qualitative and quantitative objectives as set out in the individual's KPIs. The performance of control functions (Group Internal Audit Department, Group Compliance and Group Risk Management) are assessed independently from the business units they support to prevent any conflicts of interests.

Retention Award (deferred component of the Short-Term Incentives received) for Senior Officers and Material Risk Takers are paid in cash in two instalments over a period of two years. No further performance condition applies.

Sales employees are incentivised via respective sales incentive plans to promote the development of mutually beneficial long-term relationships with their customers, rather than short-term gains. As such, non-financial metrics such as customer satisfaction and fair dealing principles are incorporated into their KPIs and with compliance as payout triggers.

LONG-TERM INCENTIVE (AMMB ESS)

The AMMB ESS forms the Group's long-term compensation component that is forward looking with rewards based on the Group's future performance. The ESS allows for the following objectives to be met:

- To reward Senior Management for generating sustainable, long-term value for the Group, rather than pursuing short-term gains or strategies
- To strengthen the alignment of interests between Senior Management, the Group and its shareholders.
- To enhance the Group's ability to attract, retain and motivate high performing top executives who demonstrate strong alignment with the bank's vision, values and long-term aspirations.

The ESS is delivered in the form of performance shares, namely Long-Term Incentive, that vests over a period of three years, contingent on the Group meeting its long-term performance targets.

VARIABLE PAY DEFERRALS

Variable pay for individuals in Senior Management positions (Senior Officers) and/or positions with significant organisational responsibilities that have material impact on the Group's performance and risk profile (Material Risk Takers) is subject to deferral.

The deferral award consists of two components with the objective of:

- Promoting stability and accountability within the Group by incentivising prudent risk-taking and discouraging excessive risk-taking for short-term gains (Deferred Short-Term Incentive), and
- Driving the Group's long-term performance and sustainability (Long-Term Incentive Award).

Malus of unvested/unpaid awards will be triggered by material violation, negligence, willful misconduct and fraud and breach of compliance as well as Anti-Money Laundering and Counter Financing of Terrorism as outlined in the ESS By-Laws and scheme rules.

PRIORITIES FOR FY2027

The GNRC will continue its efforts in ensuring effective succession planning for Directors and Management as well as having the appropriate remuneration to attract and retain talents. Priorities for FY2027 include:

- Succession planning for Board member retiring in 2027-2028
- Review of Directors' Remuneration Framework
- Review of Total Rewards Policy and Incentive Framework
- Review of Salary and Grading Structure
- Review of Groupwide talent classification and bench strength

Principle B Effective Audit & Risk Management

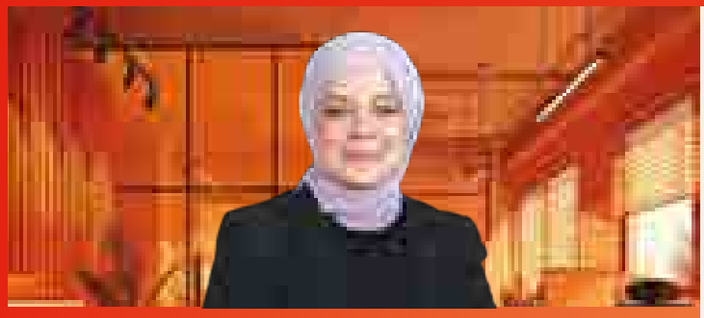
The Board holds ultimate accountability for the establishment and maintenance of a sound risk management framework and internal control system across the Group. These structures are intended to safeguard shareholder interests, preserve the Group's assets, and support the continuity and integrity of operations. This includes the identification of principal risks, the setting of an appropriate risk appetite, and the enforcement of controls to ensure the Group operates within established risk parameters.

In discharging its responsibilities, the Board is supported by dedicated Board Committees. The Joint Audit and Examination Committee (JAEC) assists the Board in overseeing the integrity of financial reporting, internal controls, and assurance functions. The Joint Risk Management Committee (JRMC) supports the Board in overseeing the Group's risk management framework and monitoring key risk exposures. The Group Information Technology Committee (GITC) provides oversight of technology governance, cybersecurity, data governance, and digitalisation initiatives to ensure alignment with the Group's strategic objectives.

Together, these Committees evaluate credit, market, liquidity, operational, technology and cybersecurity, and sustainability risks identified by Management to ensure that material exposures are appropriately assessed and addressed through effective measures and controls. The Group's internal control environment is designed to uphold the accuracy and integrity of financial records, safeguard Group assets, mitigate business risks, and ensure compliance with applicable laws, regulations, and internal policies. The Committees also oversee the adequacy of safeguards and resilience measures established to manage technology-related and cybersecurity risks that may affect the Group's operations.

The Board is further supported by a robust assessment performed by AEC on the independence, objectivity and performance of the external auditors. This process is intended to ensure the suitability and independence of external auditors. For the financial year under review, no accounting irregularities were reported by the external auditors.

Risk Management Committee Report



Sharifatu Laila binti Syed Ali
Chairperson

The Risk Management Committee (RMC or the Committee) oversees the governance of risks and compliance within the Group and ensures that there is effective infrastructure in place (policies, frameworks, processes, resources, systems) to manage risks and compliance. The Committee also oversees Senior Management activities in identifying, assessing, controlling and monitoring risks and compliance.

The Committee comprises three members, all of whom are Independent Non-Executive Directors.

COMPOSITION AND MEETING ATTENDANCE FOR THE FINANCIAL YEAR

A total of eight RMC meetings were held during FY2026, and details of the meeting attendance are set out below:

Name of RMC Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Sharifatu Laila binti Syed Ali *(Chairperson)* *(Independent Non-Executive Director)* *(Appointed as a member with effect from 15 April 2025 and redesignated to Chairperson with effect from 1 June 2025)*	8	8	100
Dato' Kong Sooi Lin *(Independent Non-Executive Director)*	8	8	100
Hong Kean Yong *(Independent Non-Executive Director)* *(Redesignated to member with effect from 1 June 2025)*	8	8	100
Felicity Ann Youl *(Independent Non-Executive Director)* *(Ceased as a member with effect from 15 April 2025)*	NA	NA	NA

Profiles of Sharifatu Laila binti Syed Ali, Dato' Kong Sooi Lin and Hong Kean Yong are disclosed respectively on pages 156, 154 and 153.

ROLES AND RESPONSIBILITIES OF RMC

The key responsibilities of the Committee include the review and evaluation of:

- Senior Management's activities in identifying, assessing, controlling and monitoring risks and compliance
- Emerging risk, high-level risk exposures and risk portfolio composition
- Effective implementation of a sound and robust technology risk management framework and cyber resilience policy
- Performance of the Group Chief Risk Officer and the Group Chief Compliance Officer
- The effectiveness of the control and risk management infrastructure (including risk systems and resources) together with Group Internal Audit Department
- The risk management strategies, policies, frameworks, methodologies and risk tolerance standards, as well as compliance annual plan and strategy, policies and frameworks

ESTABLISHMENT OF JOINT RMC

A Joint RMC was established on 11 May 2026. The members of the Joint RMC are Sharifatu Laila binti Syed Ali (Chairperson), Dato' Kong Sooi Lin, Foong Pik Yee, Khaw Hock Hoe and Dato' Seri Mohamed Hassan. Their respective profiles are available on the Group's corporate website at ambankgroup.com. Details of the role and responsibilities of the Joint RMC are set out in its Terms of Reference, which is available on the Group's corporate website.

SUMMARY OF KEY ACTIVITIES OF RMC DURING THE FINANCIAL YEAR

Key activities included:

Credit Risk Oversight

- Reviewed portfolio performance, asset quality trends and provisioning adequacy, including forward-looking expected credit loss overlays;
- Assessed portfolio vulnerabilities arising from macroeconomic shifts and sector-specific risks; and
- Oversaw portfolio segmentation and risk monitoring to support proactive identification and management of vulnerable risk segments.

Enterprise-Wide Risk Monitoring

- Monitored emerging risks, including geopolitical developments, inflationary pressures and supply chain disruptions, and their implications on the Group's risk profile;
- Reviewed risk appetite metrics and thresholds to ensure continued alignment with evolving market conditions; and
- Oversaw the risk monitoring and reporting capabilities to support proactive risk management.

Stress Testing and Capital Resilience

- Reviewed results of stress testing exercises, including scenario-based assessments across key risk types to support resilience assessment and risk monitoring.

Sustainability and Climate-related Risk into Business Practices

- Reviewed the outcomes of Climate Risk Stress Testing (CRST) exercise and assessed potential long-term portfolio impacts under different climate scenarios;
- Strengthened oversight of climate-related risk integration into credit risk process, through the Group's Climate Change and Environmental, Social, and Governance Risk Assessment (CERA); and
- Monitored progress on embedding sustainability considerations into portfolio management and strategic planning.

Technology, Cyber and Operational Resilience

- Reviewed cyber resilience maturity assessments and cybersecurity preparedness, including crisis simulation exercises;
- Oversaw enhancements to technology risk management frameworks in line with regulatory expectations;
- Oversaw the establishment of the framework to manage fraud risk to strengthen fraud governance and mitigation capabilities; and
- Strengthened operational resilience, including business continuity management.

Compliance and Control Effectiveness

- Reviewed compliance monitoring and testing outcomes, including Anti-Money Laundering and Anti-Bribery and Corruption frameworks and regulatory policies and guidelines;
- Assessed effectiveness of internal controls and governance processes across the Group; and
- Reviewed independent assessments and internal audit findings to ensure timely remediation of control gaps.

Governance and Oversight Effectiveness

- Reviewed key performance indicators and scorecards of the Group Chief Risk Officer and Group Chief Compliance Officer to support accountability and effective oversight of risk and compliance functions; and
- Cross-committee discussions between the RMC and Audit and Examination Committee (AEC) on key risk and control matters.
- Reviewed and endorsed the Sustainability Statement, RMC Report and SORMIC for the Board's approval and inclusion in the Integrated Annual Report.

Minutes of all RMC meetings were tabled to the Board for noting. In addition, the RMC Chairman apprises the Board on key discussions and matters of significant concern deliberated at the RMC meetings.

Risk Management Committee Report

GROUP RISK'S KEY ACTIVITIES IN FY2026

1 Credit Risk – Non-Retail and SME

- Evaluated loan commitments, bonds and sukuk exposures across Wholesale Banking, Business Banking and Investment Banking portfolios to ensure risk vigilance.
- Reviewed and approved the appropriateness of CERA, prohibited, restricted and responsible financing requirements for all applicable customers, in line with credit risk standards.
- Conducted portfolio reviews to assess the potential impact of emerging and evolving risk factors.
- Undertook a comprehensive review of SME credit standards and streamlined them to enhance consistency, clarity and risk governance.
- Identified high risk SME segments through portfolio segmentation, enabling proactive risk monitoring and management.
- Enhanced risk reporting capabilities to improve visibility, measurement and management on a portfolio level basis.

2 Credit Risk – Retail Banking

- Established new booking quality tracking and trigger mechanisms, enabling early identification of asset quality deterioration and timely risk intervention.
- Performed a comprehensive risk assessment on higher risk and vulnerable segments to ensure credit controls remained aligned with evolving borrower profiles.
- Refined risk grade cut offs and applied more granular customer segmentation to enhance differentiation of risk across the retail portfolio.
- Reviewed credit parameters, underwriting criteria, credit checks and account management on an ongoing basis.
- Maintained close monitoring of the retail portfolio through risk profile analysis and trend monitoring.
- Assessed management overlay requirements, including potential impacts from emerging risks.
- Upgraded the credit decision engine to strengthen automation and ensure a robust, technology aligned process.

3 Portfolio Risk Management

- Continued the implementation of Basel II FIRB initiatives, including capital optimisation and efficiency enhancements through improved data mapping, processes and methodologies.
- Established the use of stress testing results and scenario-based approaches to support sector concentration management and broader risk management initiatives.
- Continued ad-hoc portfolio reviews to assess portfolio and customer vulnerabilities in response to evolving global development, including the US tariff war at the start of the financial year until the military conflict arising from the US attacks on Iran in February 2026.
- Sustainability & Climate Related Risk Management:
  - Conducted forward looking climate scenario assessments (including participation in BNM's CRST exercise) using externally validated tools to evaluate climate related portfolio risks. These assessments considered multiple climate scenarios, namely Current Policies (Hot House World), Disorderly Transition (Delayed Transition) and Orderly Transition (Net Zero 2050) over a long term horizon, including regulatory driven stress testing and internal scenario analysis to identify sectoral and counterparty vulnerabilities.
  - Developed and operationalised the Climate Risk Appetite Statement with measurable thresholds and limits on exposures to climate sensitive sectors:
    - Set limits on non climate supporting and transition exposures within high risk sectors.
    - Defined concentration thresholds at single counterparty and sector levels.
    - Monitored physical risk exposures, including assets in high risk or "red flag" areas.
    - Established targets to progressively increase green and transition financing.
  - Monitored these thresholds over defined time horizons; escalated breaches triggered management action under the Group's risk governance framework.
  - Integrated climate scenario analysis, risk appetite thresholds and emissions monitoring to strengthen the Group's management of transition and physical climate risks and support an orderly transition toward a lower carbon economy.

4 Investment Banking and Market Risk

- Enhanced liquidity risk controls and analytics (including liquidity stress tests) to comply with BNM Liquidity Risk policy, with ongoing monitoring to ensure asset growth is effectively funded by diversified and stable funding sources.
- Strengthened Interest Rate Risk in Banking Book (IRRBB) management practices, including enhancements in governance over ongoing model monitoring for behavioural models.

5 Enterprise Fraud and Operational Risk Management

- Collaborated with stakeholders to identify operational risks inherent in business activities, assess their impact and significance, and ensure that risk mitigation measures and controls were in place.
- Continued to strengthen the Group's operational resilience through ongoing Business Continuity Management activities, including the review and validation of Critical Business Functions, Maximum Tolerable Downtime (MTD) and Recovery Time Objectives (RTO). Annual Business Impact Analysis reviews, Disaster Recovery Planning, Business Continuity Plan testing exercises inclusive with Outsourced Service Providers were conducted to ensure recovery strategies remain effective and aligned to evolving business and customer needs.
- Enhanced oversight of critical third-party service providers by assessing continuity and recovery capabilities of key dependencies supporting critical business services. Through regular exercises, governance reviews and continuous improvement initiatives, we remain focused on maintaining resilience and minimising disruption to customers, operations and stakeholders during adverse events.
- Established an Enterprise Fraud Risk Management Unit under the second line of defence to integrate fraud risk management, maintain governance, strategy and oversight, and assess the effectiveness of fraud risk practices.

6 Group Technology Risk (GTR)

- Positioned the Chief Information Security Officer (CISO) under the Group Chief Risk Officer to lead the Group Technology Risk function, which includes an Internal Red Team specifically tasked to conduct simulated and non-destructive cyberattack with the objective to identify vulnerabilities and control lapses in its system and make targeted improvements to security operations. Details of the roles and responsibilities of the CISO and the Red Team are disclosed respectively on pages 222 and 223.
- Enhanced the cybersecurity control framework, conducted internal assessment reviews, built defence mechanisms and uplifted governance processes under the Group's Cyber Risk Strategy.
- Strengthened the Group's cybersecurity posture and ability to protect information assets, meeting BNM's Risk Management in Technology (RMiT) requirements and other regulatory directives.
- Implemented a cyber resilience framework to anticipate, withstand and recover promptly from cyber attacks or disruptions to business operations.
- Evaluated specific security domains to analyse current maturity and advised on executing an effective security programme to achieve a target state of proactive cyber security management and strengthened cyber resilience maturity state.
- Emphasised ongoing vigilance, process uplift exercises, incident response robustness, security awareness and controls enhancement to keep pace with evolving digital, regulatory and threat landscapes.

RISK MANAGEMENT PRIORITIES FOR FY2027

The Risk Management function will continue to undertake its role as a strategic business partner by advancing enterprise-wide risk intelligence aligned with the COSO Enterprise Risk Management Framework, while further reinforcing portfolio resilience, deepening governance capabilities and promoting a more forward-looking approach to risk management across the Group.

Amid an increasingly complex operating environment marked by geopolitical uncertainties, evolving regulatory expectations, technological disruption and sustainability-related developments, the Group remains focused on supporting sustainable growth and long-term resilience. By leveraging advanced risk analytics, portfolio insights and anticipatory risk assessments, the Group seeks to identify emerging vulnerabilities early, assess resilience under a range of plausible future conditions and support informed decision-making across the organisation.

The Group's risk management priorities for FY2027 are centred on advancing portfolio resilience, elevating operational and cyber resilience, and fostering a strong risk culture to support sustainable value creation in an increasingly dynamic operating environment.

1	**Reinforcing Portfolio Resilience and Balance Sheet Sustainability**	Advance portfolio resilience through more granular customer-level assessments, sectoral concentration analytics and integrated reviews. The Group will further sharpen its forward-looking portfolio management capabilities to identify emerging vulnerabilities, evaluate portfolio resilience under changing economic, environmental and industry conditions, and support timely risk management actions that preserve asset quality and sustainable balance sheet growth.
2	**Elevating Technology, Fraud and Operational Resilience**	Enhance cyber resilience, technology risk oversight, fraud risk management and operational continuity capabilities to enhance the Group's ability to prevent, respond to and recover from operational disruptions amidst increasing digitalisation and a rapidly evolving threat landscape.
3	**Deepening Risk Culture and Enterprise Accountability**	Embed a strong and sustainable risk culture across the Group through enhanced accountability, proactive risk ownership and stronger first-line stewardship, promoting risk-informed decision-making and disciplined execution aligned with the Group's strategic priorities and governance expectations.

GROUP COMPLIANCE'S KEY ACTIVITIES IN FY2026

Group Compliance remains steadfast in strengthening and institutionalising a culture of integrity, accountability and ethical conduct across the Group, reinforcing the principles of 'doing things right and doing the right things' as a core part of the organisation's values and employee mindset.

Compliance Risk Management is firmly embedded within the Group's overall business strategy and operating model, ensuring that regulatory expectations, sound governance practices and risk considerations are integrated into business decision-making processes. This commitment is further reinforced through structured talent management, performance assessment and capability development programmes, aimed at cultivating a strong compliance culture and enhancing organisational resilience across the Group.

Targeted improvements and on-going sustainability initiatives will continue to promote a culture of integrity, accountability and customer-centric conduct, ensuring customers are treated fairly and accorded with the highest standards of professionalism, governance and regulatory compliance.

Risk Management Committee Report

These efforts include:

1 **Continuing the Group's focus on Regulatory Compliance and strengthening people development initiatives to build capacity and sustain a culture of compliance:**

GOVERNANCE
- Role & Responsibilities of the Boards and Board Committees
- Effectiveness of Organisational Structure
- Robustness of Reporting & Escalation
- Responsibility Mapping

STRENGTH OF SUPPORT FUNCTIONS, 2ND & 3RD LINES OF DEFENCE
Effective Risk, Compliance and Audit Programmes
- Cyber Security
- Information Security
- Anti-Money Laundering (AML) Programme
- Operational Risk & Control
- Correction Action & Remediation
- Root Cause Analysis
- Fraud & Scam Countermeasures & industry collaboration
- Risk Assessment on exposure to Bribery and Corruption
- Enhancements to the Bank Wide AML-Countering Financing of Terrorism (CFT) Risk Assessment
- Strengthening of the Anti-Bribery Programme
- Whistleblower protection and investigation into whistleblower reports

FINANCIAL STABILITY & SUSTAINABILITY
- Climate Risk Management and Scenario Analysis
- Capital Adequacy/Conservation
- Asset Quality
- Impairments & Provisioning
- Stress Testing
- Liquidity Coverage
- Loan Concentration Limits & Exception Approvals
- Climate Change and Principle-based Taxonomy

ADVISORY
- New products and services review and validation
- New and change in regulatory policies dissemination and education
- Validation of Compliance to Shariah principles
- Define, implement and assess adherence to regulatory policies and requirements
- Employee awareness relating to regulatory requirements

CUSTOMER PROTECTION
- Fair treatment of financial consumer & financial inclusion
- Suitability & Appropriateness
- Personal Data Protection & Secrecy Provisions
- Counter-measures to fraud and scams and victims compensation programme

PEOPLE DEVELOPMENT
- Training
- Succession Planning
- Certification
- Career Development & Growth Opportunities

EMPLOYEE CONDUCT & INTEGRITY
- Compliance to Code of Conduct, Ethics
- Anti-Bribery & Corruption Programme
- Discipline Measures & Regime

DIGITAL STRATEGY
- Safety & Soundness of Digital Solutions, Fintech, Cryptos & Payment Platforms
- Regulatory Risk Assessment & Mitigation
- Strengthening AML/CFT/PF/TF Detection Systems and Tools

To build a future-ready and competent Compliance workforce, the Group continues to invest in both talent acquisition and capability development. During the year, Group Compliance enhanced its bench strength through the strategic recruitment of talent with expertise across Anti-Money Laundering (AML), Data Analytics, Market Surveillance and Regulatory Compliance.

At the same time, the Group consistently enrolls Compliance Officers in recognised professional certification programmes, including:

- Malaysian Anti-Corruption Academy (MACA) – Two officers newly certified as Certified Integrity Officer
- Certifications in professional banking, regulatory compliance, Anti-Money Laundering (AML), and sanctions from institutions such as the Asian Institute of Chartered Bankers (AICB) and International Compliance Association (ICA)

These certifications enhance their technical competencies, strengthen regulatory understanding, and enable more effective management of compliance and financial-crime risks.

To further support its data-driven risk management agenda, Group Compliance also appointed a Head of Data Analytics with extensive global banking experience, to drive advanced analytics initiatives and leverage data-driven insights to enhance the proactive identification, monitoring and mitigation of money laundering (ML), terrorism financing (TF), and proliferation financing (PF) risks.

2 Aligned with Group's Sustainability Objectives:

Group Compliance is engaged in the Group's sustainability objectives, particularly in the areas of Anti-Money Laundering (AML)/Countering Financing of Terrorism (CFT)/ Countering Proliferation Financing (CPF) and Anti-Bribery and Corruption Practices (ABCP). This engagement is driven through continuous education and awareness initiatives, which are crucial components of the Task Force on Climate-Related Financial Disclosures pillars of governance and risk management.

The Group fosters a culture of integrity through ongoing training and awareness programmes. Our periodic training on AML, CFT, and CPF, and ethical conduct empower employees to protect our institution and customers. These programmes enhance their ability to identify and prevent transactions associated with money laundering, terrorist financing, proliferation financing, bribery, corruption, and fraud risks.

The Group also actively engages with its customers, business partners and vendors to ensure they are aware of our zero tolerance towards corrupt practices, the Group's No Gift policy and whistleblowing channel. We maintain confidential channels for employees and third parties to report unethical behaviour without fear of retaliation.

We ensure that the acknowledgement and adherence to our ABCP Policy are embedded within the terms and conditions agreed with our customers, business partners, and vendors. This integration underscores our commitment to maintaining the highest standards of ethical conduct and integrity across all interactions and transactions.

3 Compliance Culture Programme:

The Compliance Culture Programme is an ongoing initiative aimed at embedding a culture of adherence and conduct across the Group through continuous education and awareness. This includes Tone from the Top and various other initiatives, reinforcing the Group's zero tolerance for bribery and corruption, in line with Section 17A of the Malaysian Anti-Corruption Commission Act 2009. The FY2026 Compliance Culture Programme also addressed market conduct, insider trading, and conflicts of interest.

Through our Compliance Culture Programme, we have delivered a variety of training sessions tailored to different employee categories, ensuring comprehensive coverage across the organisation:

a) Board of Directors, Shariah Committee, and Senior Management (EVP and above):

- Annual targeted refresher training on AML and sanctions, anti-corruption requirements, including Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act, conducted by external professional advisors to reinforce regulatory understanding and oversight capabilities.

b) Industry-led Conference and External Programmes:

- Participation in industry-led conferences and external programmes, including the 15th International Conference on Financial Crime and Terrorism Financing (IFCTF), organised by AICB and the Compliance Officers' Networking Group (CONG), as well as specialised sessions on foreign exchange control risk management and Maqasid Al-Shariah integration with sustainability, with broad representation across key business and control functions.

c) Groupwide Mandatory Training (Annual Refresher):

- Delivery of annual mandatory training programmes covering AML/CFT/CPF, KYC, Code of Conduct, anti-bribery and corruption, whistleblowing, conflicts of interest, foreign exchange regulations, and personal account dealing, reinforcing organisation wide compliance and ethical standards.

d) New Joiner Training:

- Provision of structured onboarding programmes, including compliance awareness and KYC/PEP policy training, to ensure new employees understand regulatory requirements and the Group's standards of conduct from the outset.

e) Tailored Training for Transaction Monitoring Unit (TMU)

- Targeted training programmes covering financial crime typologies, red-flag identification (including money laundering, terrorism financing, proliferation financing, and trade-based money laundering), as well as trust and legal arrangements, STR best practices, and emerging risks (e.g., digital assets, shell companies). These are complemented by transaction monitoring system training, along with structured onboarding, refresher training, and quality assurance initiatives such as case-review feedback to enhance staff capability.

f) Tailored Training for Group Compliance, Business and Support Functions:

- Delivery of specialised, role-based training across key functions – covering AML/CFT. Sanctions compliance, anti-corruption awareness, foreign exchange controls, screening and KYC system user training, and fraud/scam risk awareness—to strengthen operational effectiveness and regulatory compliance across the Group.

Risk Management Committee Report

4 Financial Industry Compliance Officers' Networking Group (CONG)

The Group Chief Compliance Officer (GCCO) currently serves as Chairperson of the Financial Industry Compliance Officers' Networking Group (CONG), now in her fourth consecutive term, reflecting sustained leadership and active contribution towards advancing industry-wide collaboration in compliance and financial crime risk management practices.

In this capacity, the GCCO facilitates collaborative engagement with regulatory authorities, industry peers and key stakeholders to strengthen governance standards, supervisory alignment and risk management capabilities across Malaysia's financial sector.

Through CONG, the GCCO actively works with Compliance Heads of other banks to drive and participate in industry led strategic initiatives include with relevant law enforcement agencies, contributing to the enhancement of compliance practices, supervisory coordination and the strengthening of financial crime risk management frameworks across the industry.

Additionally, the GCCO continues to play a significant role as the Organizing Committee Chairperson of the International Conference on Financial Crime and Terrorism Financing (IFCTF), a flagship industry platform jointly organised by Asian Institute of Chartered Banker (AICB), CONG and industry regulators with support from key regulatory and supervisory bodies. Her leadership continues to support industry-wide capacity building, regulatory dialogue and thought leadership on emerging financial crime and compliance risks.

5 Participation in National Scam Response Centre (NSRC) and Mule Redress Programme

AmBank Group continues to actively contribute to industry-wide fraud prevention efforts through its participation in the NSRC, a multi-agency initiative involving the National Anti-Financial Crime Centre, Royal Malaysia Police, Bank Negara Malaysia (BNM), Malaysian Communications and Multimedia Commission, financial institutions, and telecommunication companies. Since December 2023, the Group has stationed three employees at BNM's NSRC call centre to support the timely handling of reported scam incidents and enhance response coordination.

Continuous collaboration with enforcement agencies has enhanced the Group's ability to act against financial crimes and improve coordination in response to fraud, scams, and mule situations, aiding in the recovery of proceeds.

At the industry level, the Group also plays a pivotal role in providing feedback on data quality through the Industry Fraud Portal (IFP) and designated email distribution lists. This includes addressing data gaps such as missing account numbers and incomplete names or NRICs. These efforts facilitate more effective detection and response to mule and illicit activities, leading to better information-sharing and collaboration, ultimately enhancing detection and prevention measures.

In addition, the Group has enhanced customer redress processes in alignment with PayNet's Standard Operating Procedures (SOP) for Mule Account Handling, thereby reinforcing industry efforts towards customer protection, financial integrity and greater financial inclusion.

6 Policy Enhancements and Ongoing Due Diligence Oversight

During the year, Group Compliance continued to strengthen the Group's governance and control environment through targeted policy enhancements and oversight of ongoing due diligence processes.

Key policy updates included:

- Group Compliance Framework (September 2025)
- Shariah Review Policy (July 2025)
- No Gift Policy (July 2025)
- Know Your Customer (KYC), Customer Identification and Due Diligence Policy (September 2025)
- Politically Exposed Person (PEP) Policy (December 2025)
- Customer Relationship Review and Exit Guidelines (May 2025)

These updates were undertaken to ensure continued alignment with evolving regulatory requirements, risk landscape, and industry best practices.

In parallel, Group Compliance continues to provide active oversight and guidance to business units in the execution of ongoing customer due diligence processes. This proactive approach supports the effective identification and mitigation of customer onboarding and KYC-related risks, while ensuring timely assessment of material changes in customer risk profiles.

In addition, Group Compliance monitors the implementation of bank-wide Compliance risk mitigation actions to ensure timely closure and escalates significant risk matters to Senior Management and the Board through established governance channels.

7 Integration of Remaining Customer Portfolios and Real-time Screening and Risk Rating (RSRR) into KYC System:

Group Compliance continued to strengthen the Group's Know-Your-Customer (KYC) capabilities by integrating the Commercial Banking and Private Banking portfolios into the enhanced KYC system. This initiative has further enhanced the Group's effectiveness in sanctions and name screening, AML risk rating, and customer profiling and information maintenance.

During the year, the Group also progressed the implementation of Real-Time Screening and Risk Rating (RSRR) and a unified front-end (UFE) screen to capture connected party information and enable real-time risk assessment. RSRR was successfully deployed across key customer onboarding channels, including Bank Teller, Mobile Application Tablet (MAT) for CASA onboarding, and AmOnline, in line with the planned implementation timeline.

The following product is currently undergoing User Acceptance Testing (UAT), with a target go-live in June 2026: Non-Individual (Deposits) with UFE Screen.

These enhancements will further streamline customer risk rating, screening, and KYC operations; strengthen financial-crime detection; and promote consistency across all customer-facing channels.

8 E-KYC Enhancements

AmOnline, the Group's internet banking platform, enables new-to-bank individuals to open accounts electronically using an e-KYC solution. This process enhances efficiency, security, and customer experience while reaching underserved markets. e-KYC integrates application submission, identity verification, sanctions screening, AML risk rating, account opening, and digital profile creation.

To address emerging fraud risks, AmBank Group is currently conducting sandbox testing for the e-verification module for both AmOnline and AmAccessBiz. This initiative enables identity verification against the JPN database, thereby strengthening the Bank's existing e-KYC solution and reducing the risk of impersonation-related fraud.

In addition, AmAccessBiz has implemented Multi-Face-ID screening, which blocks blacklisted facial profiles identified within the consortium database, further enhancing fraud-prevention controls and safeguarding digital onboarding channels.

9 Monitoring & Testing Enhancements

Group Compliance continues to enhance its Monitoring and Testing framework through the strengthening of detective measures and broadening of thematic reviews across key regulatory risk areas. These initiatives are aimed at reinforcing oversight effectiveness and providing the Board and Senior Management with increased assurance over the Group's compliance with applicable laws, regulations and internal standards.

The branch risk assessment and compliance risk assessment methodologies were enhanced and implemented in line with recommendations from Deloitte's independent review of the Group's Compliance Program, further reinforcing the robustness of our compliance oversight framework.

10 Regulatory Repository Development

Development and validation of existing regulatory repository to strengthen regulatory compliance to enhance compliance coverage and assessment of adherence to all regulations and requirements.

11 Strengthening Synergies

Continue to strengthen synergies between Compliance, Operational Risk and Internal Audit. Our efforts are focused on effectively conducting reviews to identify risk exposures and coordinating with the business to implement robust risk mitigation solutions.

12 Management of Conflicts of Interest

The Group has reviewed and enhanced its internal Managing Conflicts of Interest Policy and Guidelines, together with the Related Party Policy and Guidelines. These enhancements strengthen governance standards and provide greater clarity and guidance in managing potential conflicts of interest involving key management personnel and related parties across AMMB Group and its subsidiaries.

13 Quarterly Engagement Sessions

These sessions facilitated the sharing of knowledge and best practices across different business units, disseminating important information on industry trends, regulatory updates, and findings by regulators/GIAD/M&T. Initially focused on AML/CFT/CPF regulatory updates and requirements, the sessions were later expanded to include M&T, TMU, and Non-AML Regulatory Compliance functions. The audience includes BOC and ODD teams from the respective lines of business.

14 Risk/Non-Compliance Management:

We have enhanced our risk management process, which includes:

- **Investigation and Remediation:** Any reported or detected non-compliance is thoroughly investigated by an independent team. Corrective actions are taken to remediate the issue and prevent recurrence.
- **Transparency and Accountability:** We maintain transparency in our dealings with regulatory authorities and stakeholders. Significant non-compliance instances are disclosed as required by law, and we cooperate fully with regulatory investigations.
- **Continuous Improvement:** We use non-compliance instances as learning opportunities to strengthen our compliance framework. This includes updating policies and procedures, enhancing training programmes, and improving monitoring systems.

Risk Management Committee Report

COMPLIANCE PRIORITIES FOR FY2027

In FY2027, Group Compliance will focus on three key strategic priorities aligned with evolving regulatory expectations:

Strengthening Financial Crime and Regulatory Compliance

- Enhance AML/CFT, sanctions, fraud, and ABC controls through improved transaction monitoring, model governance, and data quality
- Enhance customer due diligence (CDD), KYC, and risk-rating consistency through expanded deployment of real-time screening and risk rating (RSRR) and a unified front-end platform to capture connected party information and enable real-time risk assessment
- Strengthen STR governance and financial crime reporting quality
- Implement improvements arising from the independent ABC Framework assessment in line with MACC T.R.U.S.T. principles
- Reinforce compliance monitoring, testing, and assurance with deeper risk-based coverage across financial crime and broader regulatory areas

Enhancing Regulatory Governance and Supervisory Readiness

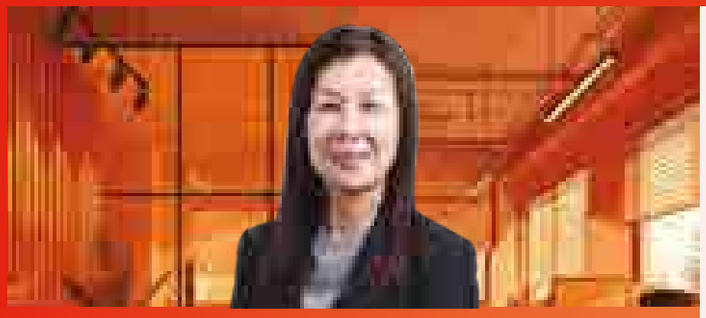
- Strengthen oversight of non-financial crime regulatory areas, including foreign currency policy compliance, customer protection, outsourcing/third-party risk management, risk management in technology, personal data protection, market conduct, and regulatory reporting
- Enhance compliance management information and analytics to support Board and Management oversight
- Improve readiness for regulatory audits and reviews through proactive gap assessments and timely remediation
- Strengthen regulatory engagement and horizon scanning to address emerging requirements

Advancing Capability, Technology, and Culture

- Leverage automation, digitalisation, and RegTech solutions to enhance screening, monitoring, onboarding, and reporting processes
- Integrate digital identity verification and data sources to strengthen fraud detection and onboarding controls
- Enhance organisation wide compliance capability through training, role based programs, and professional certifications
- Reinforce a strong culture of integrity, accountability, and effective speak up practices

These priorities collectively strengthen the Group's compliance posture, enhance financial crime resilience, and reinforce a strong culture of integrity, supporting alignment with supervisory expectations and sustainable business operations.

Audit and Examination Committee Report



Chan Siew Mei
Chairperson

The Audit and Examination Committee (AEC or the Committee) supports the Board in ensuring there is a reliable and transparent financial reporting process and, together with the AECs of the respective entities within the Group, oversees the effectiveness of the internal control systems of the Group.

The Committee comprises three members, all of whom are Independent Non-Executive Directors.

COMPOSITION AND MEETING ATTENDANCE FOR THE FINANCIAL YEAR

A total of six meetings were held during FY2026, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Chan Siew Mei *(Chairperson)* *(Independent Non-Executive Director)* *(Appointed as a member with effect from 30 June 2025 and redesignated as Chairperson with effect from 1 September 2025)*	3	3	100
Dato' Kong Sooi Lin *(Independent Non-Executive Director)* *(Redesignated as a member with effect from 1 September 2025)*	6	6	100
U Chen Hock *(Independent Non-Executive Director)* *(Appointed as a member with effect from 1 May 2025)*	5	5	100
Seow Yoo Lin *(Senior Independent Non-Executive Director)* *(Ceased as a member with effect from 30 June 2025)*	3	3	100
Farina binti Farikhullah Khan *(Independent Non-Executive Director)* *(Resigned as a member with effect from 1 May 2025)*	1	1	100

Audit and Examination Committee Report

QUALIFICATIONS AND EXPERIENCE OF AEC MEMBERS

Under the Terms of Reference of the AEC, at least one member of the AEC shall have an accounting qualification or experience in the field of finance. The AEC has met this requirement, with two of its members being accountants by profession and all its members have wide knowledge and extensive experience in financial management and reporting as well as a broad and diverse spread of commercial experience. Such consideration provides the Board with assurance that the AEC has the appropriate skills, breadth and depth to ensure that it can be fully effective.

The profiles of Chan Siew Mei, Dato' Kong Sooi Lin and U Chen Hock are disclosed respectively on pages 157, 154 and 155.

ROLES AND RESPONSIBILITIES OF AEC

The Committee's main functions and duties shall include, but are not limited to the following:

- Provide independent oversight of the Company/Group's financial reporting and internal control systems that facilitates appropriate checks and balances within the Company/Group.
- Serve as an independent and objective party in the review, where appropriate, of the financial information of the Company/Group that is presented by the Management to the Board and shareholders.
- Provide an independent and objective review of related party transactions and conflict of interest situations.

ESTABLISHMENT OF JOINT AEC

A Joint AEC was established on 11 May 2026. The members of the Joint AEC are Chan Siew Mei (Chairperson), Foong Pik Yee, Khaw Hock Hoe, Dr Mohd Nordin bin Mohd Zain and Mohammed Rafidz bin Ahmed Rasiddi. Their respective profiles are available on the Group's corporate website at ambankgroup.com. Details of the role and responsibilities of the Joint AEC are set out in its Terms of Reference, which is available on the Group's corporate website.

During FY2026, the Group CFO and the Group Chief Internal Auditor (CIA) and/or their representatives attended all the AEC meetings to present their respective financial and audit reports. The Group CEO and respective CEOs of the subsidiaries or their representatives are also permanent invitees at the AEC meetings of respective entities. As and when necessary, the AEC had also requested the attendance of relevant Management personnel at its meetings to brief the AEC on specific issues arising from the financial and audit reports.

The Group CIA held private sessions with the AEC Chairmen of the Company and the respective subsidiaries prior to their AEC meetings, where required, to highlight key issues of concern that would be raised during the meetings.

The AEC also held two private sessions in April 2025 and October 2025 with the external auditors, without the presence of Management and the Group CIA. In addition, the external auditors also attended AEC meetings to present their audit planning memorandum, memorandum of recommendations, the results of their limited review on half-year financial performance of the Company and three banking subsidiaries and the results of their review on the annual audited financial statements of the Company and the Group. The AEC ensured that there was coordination between internal and external auditors when both were carrying out their audit activities.

Minutes of all the AEC meetings were tabled to the Board for noting. In addition, the AEC Chairman also apprised the Board of matters of significant concerns highlighted by the internal and external auditors.

SUMMARY OF KEY ACTIVITIES OF AEC DURING FY2026

The AEC, with the assistance of the AECs of the respective entities within the Group, carried out the following activities throughout FY2026:

Integrated Annual Report

- Reviewed and endorsed the Statement on Risk Management and Internal Control and the AEC Report for the Board's approval and its inclusion in the Integrated Annual Report.

Financial Reporting

- Ensured compliance with salient regulatory requirements set out under the:
  a) Companies Act 2016
  b) Financial Services Act 2013
  c) Islamic Financial Services Act 2013
  d) Capital Markets and Services Act 2007
  e) Securities Commission Act 1993
  f) MMLR of Bursa Malaysia
  g) MFRS Accounting Standards applicable to the Group
  h) IFRS Accounting Standards applicable to the Group
- Reviewed the quarterly unaudited financial results and annual audited financial statements of the Company and the Group to ensure that the financial reporting and disclosure requirements, particularly relating to changes in accounting policies, as well as significant and unusual events or transactions, were in compliance with the accounting standards before recommending the financial statements to the Board for approval.
- Reviewed the Group's Basel II Disclosure Requirements (Pillar 3) before recommending it to the Board for approval.
- Reviewed and deliberated on the high-level financial impact analysis on the Group arising from new accounting standards that would significantly impact the Group.
- Reviewed and deliberated on dividend payout before presenting to the Board for consideration.

Tax Matters

- Reviewed tax related matters including indirect tax matters, on-going settlement and appeals with Inland Revenue Board and tax filing approaches undertaken by the holding company and each of its banking subsidiaries.

Governance

- Cross-committee discussion between the RMC and AEC on key risk and control matters.
- Reviewed the list of whistleblowing cases.

Internal Audit

- Reviewed the adequacy and effectiveness of the system of internal controls, reporting and risk management to ensure there was a systematic methodology in identifying, assessing and mitigating risk areas.
- Deliberated on and approved Group Internal Audit Department's (GIAD) Annual Audit Plan (AAP) for FY2026, including the resources needed, to ensure audit emphasis was placed on high risk areas based on assessments of the risk levels of all the auditable areas.
- Deliberated on and approved revisions to GIAD's AAP during the year to ensure it remained relevant, taking into account significant developments, as well as requests from Regulators and Management.
- Reviewed GIAD's progress in completing its planned assignments on a half-yearly basis.
- Deliberated on GIAD's audit reports and recommendations, and Management's responses, and directed Management to timely implement the necessary remedial actions. Where necessary, separate presentations by Management were requested to provide justifications and updates for significant audit issues raised.
- Deliberated on internal investigation reports issued by GIAD and directed Management to take necessary remedial actions including consequence management actions.
- Deliberated on mandatory review reports issued by GIAD for reviews required by Regulators, including ad-hoc requests.
- Reviewed GIAD's reports on the results of continuous auditing undertaken using 'Audit Dashboards', which were implemented as part of GIAD's strategic initiatives.
- Deliberated on the status of resolution of previous audit issues and the remedial actions taken by Management, including tracking and monitoring of resolution timelines.
- Deliberated on the results of the Post Implementation Review carried out by an external consultant on the status of implementation by GIAD on the Quality Assurance Review (QAR) recommendations made in the QAR report issued in October 2024.
- Reviewed and assessed the Group CIA's performance, KPIs and recommended his remuneration package to the Board for approval.
- Deliberated on and approved GIAD's strategic priorities and action plans for FY2026 which formed part of GIAD's 3-year strategic initiatives for FY2025 – FY2027 covering 'People', 'Process', and 'Technology', and reviewed the status update on the achievement of the FY2025 approved strategic initiatives.

External Audit

- Reviewed and discussed the following with the external auditors:
  a) The Audit Planning Memorandum, scope of work for the year which included areas of emphasis and new areas, such as changes in laws and regulations, accounting standards, information technology systems, audit timeline and assurance and non-assurance fees; and
  b) The results of the limited reviews and audits, relevant audit reports and memorandum of recommendations as well as Management's responses to the issues highlighted.
- Reviewed and assessed the suitability and independence of external auditors in accordance with BNM's Guidelines on External Auditor and recommended their re-appointment and annual audit fees to the Board.
- Reviewed and recommended the:
  a) policy on Audit Tendering and Rotation of External Auditors
  b) revised policy on Non-Assurance Services by Group External Audit Firm.
- The criteria for appointment and annual assessment of the external auditors' independence and performance were based on the following:
  a) The professional conduct of external auditors;
  b) The level of knowledge, capabilities and experience of the external auditors;
  c) The quality of previous audit or work done and level of engagement with the AEC and Management;
  d) The adequacy of resources, audit coverage, effective planning and conduct of audit, which were assessed to be adequate;
  e) The timeliness of service deliverables;
  f) The independence, objectivity and professional scepticism of the external auditors;
  g) The audit partner must not have served for a continuous period of more than five years; and
  h) An audit partner who has been rotated off the audit may resume the role of engagement partner only after a lapse of five years from the last audit engagement.
- Reviewed the written assurance provided by the external auditors in respect of their independence.
- Reviewed and approved the appointment of the external auditors for the provision of non-assurance services to the Company and the Group. There is a Group policy for the appointment of the statutory auditor for provision of non-assurance services where the criteria and threshold for fees are set out, to ensure the auditors' independence is not impeded. The professionalism, expertise, knowledge and relevant experience of external auditors, and any potential conflict of interest are also considered prior to the appointment.

Audit and Examination Committee Report

Related Party Transactions and Conflict of Interest (COI)

- Reviewed related party transactions (if any) and the adequacy of the Group's procedures in identifying, monitoring, reporting and reviewing related party transactions.
- Reviewed periodic reports on related party transactions and/or recurrent related party transactions of a revenue and trading nature.
- Reducing any potential elements of COI by ensuring that all transactions are monitored and conducted in a manner that is fair and at arm's length basis, on terms not more favourable to the related parties than to the public, not to the detriment of minority shareholders, and in the best interest of the Group, before making the applicable recommendation to the Board for approval.

Internal Audit Function

- The Group has an in-house internal audit function which is carried out by GIAD and headed by the Group CIA, Shamsul Bahrom Mohamed Ibrahim. Encik Shamsul has more than 27 years' experience in internal auditing in the financial services industry, and holds various qualifications in accounting and finance, internal auditing, fraud investigation, risk, cybersecurity and Islamic finance, amongst others. Encik Shamsul's full profile is on page 168. With effect from 1 April 2026, En. Shamsul was appointed as the Group Chief Risk Officer. Concurrently, Mr. Ng Ek Leong succeeded En. Shamsul as the Group CIA. Profile of Mr Ng is on page 170.
- GIAD is independent from the activities or operations of other operating units within the Group, and the Group CIA reports directly to the Company's AEC and the AECs of the respective entities within the Group.
- GIAD operates under an audit charter mandated by the AEC, giving it unrestricted access to review all activities within the Group. The internal audit function is conducted on a Group-wide basis to ensure consistency in the control environment and the application of policies and procedures.
- GIAD's activities conform with the Institute of Internal Auditor's (IIA) Global Internal Audit Standards 2024 as well as standards and requirements set out by the relevant Regulators on the internal audit function.
- GIAD focuses its efforts in accordance with the AAPs approved by the respective AECs, which is prioritised based on a comprehensive risk assessment of all activities undertaken by the Group. This structured risk assessment approach ensures that all risk-rated areas are duly considered and evaluated to ensure adequate audit coverage at appropriate intervals (i.e. higher risk rated auditable areas in each business unit are audited more frequently). The risk-based audit plan is reviewed periodically, taking into account external as well as internal changes and developments that may impact the business and its operating environment.
- Apart from the above, GIAD also performs investigations and ad-hoc reviews where there are improper, illegal and dishonest acts, or as and when requested by Regulators, Management or the Ombudspersons. In addition, GIAD participates actively in major system developments and project committees to advise on risk management and internal control matters.
- The Group CIA is also a permanent invitee to several management committees, which enables GIAD to keep abreast of all the developments within the Group.
- Overall, the main objective of the audit reviews is to assess the adequacy and effectiveness of risk management and systems of internal controls (including IT systems and infrastructure). These audit reviews assess the activities of the following functions:
  a) Retail Banking
  b) Wholesale Banking
  c) Business Banking
  d) Group Support Functions
  e) Digital Banking
  f) Islamic Banking
  g) Investment Banking
  h) Funds and Asset Management
  i) AmREIT Managers Sdn. Bhd.
- All GIAD reports are submitted and tabled to the AECs of the respective entities. The AECs review these reports and deliberate on the control lapses and areas for enhancements highlighted by GIAD along with the audit recommendations as well as Management's responses and action plans to rectify these lapses.
- All significant issues deliberated at the AECs of the respective entities are also reported to the AEC of the Company, for information and full copies of the audit reports are provided to the AEC (where deemed appropriate).
- In addition, there is also an effective process in place to ensure prompt resolution of audit issues by Management. GIAD tables regular updates to the AECs on all significant audit issues until such audit issues are satisfactorily resolved.
- In order to perform its functions effectively, auditors within GIAD undergo continuous training to equip themselves with the requisite knowledge and skills, particularly in 'specialised' areas such as Islamic banking, credit operations, investment banking, digital banking, cybersecurity, treasury and markets, data analytics and regulatory matters.
- There is accelerated use of data analytics for better audit coverage and effectiveness, as well as 'continuous auditing' using 'Audit Dashboards' developed in-house by GIAD on key products and activities to enable 'risk-sensing' capabilities and identification of red-flags in high-risk areas within GIAD's audit universe.
- The total costs incurred to maintain the internal audit function for FY2026 amounted to RM23.7 million (FY2025: RM21.6 million), comprising mainly personnel and rental cost. GIAD had a budgeted headcount of 120 for FY2026. The additional budgeted headcount of 20 for FY2026, compared to FY2025 (i.e. 100), was primarily for the Apprentice Programme. Under this inaugural programme, 20 apprentices were onboarded through GIAD as a 'Talent Incubation Centre' for a period of nine to 12 months, after which they were deployed to various business and support functions across the Group upon completion of the programme at the end of FY2026.

SUMMARY OF GIAD'S KEY ACTIVITIES DURING FY2026

1. Determined and assessed the risks of all areas of activities within the Group and established the AAP. The AAP set out the audit roadmap for FY2026 and key areas of audit focus and emphasis;
2. Completed various audit assignments as set out in the AAP, which was to provide independent assessment and objective assurance on the adequacy and the effectiveness of risk and management controls over the business operations;
3. Reported results of the audits conducted along with detailed audit observations and recommendations to improve and enhance the existing system of internal controls and work procedures/processes, and Management's responses to the respective AECs;
4. Conducted ad-hoc assignments and post-mortem reviews as directed by the AECs, or requested by Management or Regulators. Results of reviews undertaken were presented to the respective AECs for deliberation;
5. Conducted investigations into activities and matters as directed by the AECs or requested by Management including whistleblower cases. The outcomes from the investigations were presented to the AECs concerned for deliberation;
6. Conducted compliance reviews mandated by the Regulators to assess the level of compliance by the business units. Non-compliances were duly highlighted to Management for prompt rectification;
7. As part of GIAD's strategic initiatives for FY2026, Artificial Intelligence (AI) capabilities were being embedded across the audit lifecycle, including the development of an AI-enabled Knowledge Management System. This initiative aimed at centralising audit knowledge, enhancing information accessibility and automating data gathering, thereby improving overall audit productivity and efficiency;
8. Monitored and validated the resolution of audit issues and reported on the status of key outstanding audit issues to the Group Management Governance and Compliance Committee and to the AECs;
9. Provided independent and objective reviews on the adequacy and effectiveness of internal controls established to mitigate the risk exposures in the implementation of new projects undertaken by the business units;
10. Reviewed various business continuity management exercises to assess the readiness of businesses/systems to resume operations within agreed timelines in the event of a disruption or disaster; and
11. Attended meetings held by Group Information Technology Committee of the Board, Group Management Committee, Group Management Risk Committee and Group Management Governance and Compliance Committee as an invitee to provide independent feedback on risk management, control and governance aspects.

PRIORITIES FOR FY2027

GIAD's FY2027 priorities are directed at enhancing assurance over fraud, technology, emerging technology and third-party risks, while improving audit effectiveness through capability building and digital enablement. Details of these priorities are as follows:

Fraud Risk

Expand analytics-enabled audit coverage to strengthen the identification and escalation of emerging fraud risks and customer impact.

Technology Risk and Operational Resilience

Strengthen assurance over system change, migration, cybersecurity, data integrity, availability and resilience testing across key platforms.

Emerging Technology Risk

Assess governance, control design and regulatory expectations for AI, cloud and automation initiatives.

Third-Party Risk

Assess vendor governance, contractual safeguards, cybersecurity, data protection and business resiliency across critical service providers.

Digital Enablement

Improve audit efficiency through greater use of analytics, enhance monitoring of audit issues resolution through the Audit Management System and expanding digital review and reporting processes.

Internal Capability

Strengthen auditor capability through structured training, leadership development and targeted talent initiatives.

Group Finance's FY2027 priorities are focused on supporting the Group's strategic ambitions by strengthening financial discipline, enhancing organisational agility and enabling sustainable growth in an evolving operating environment. Priorities for FY2027 are as follows:

- **Operational Excellence** Proactive optimisation of execution capabilities, end-to-end process efficiency and productivity management, with a strong emphasis on maintaining a prudent and sustainable cost structure, supported by targeted investments in talent and technology to enhance service quality, resilience and scalability.
- **Balance Sheet Management** – Proactive optimisation of the funding mix, cost of funds and liquidity profile to support a more resilient and cost-efficient balance sheet.
- **Sustainable Shareholder Returns** – Proactive optimisation of capital deployment to support sustainable growth and deliver consistent shareholder returns in line with WT29 objectives.

Audit and Examination Committee Report

SUITABILITY AND INDEPENDENCE OF EXTERNAL AUDITORS

Messrs Ernst & Young PLT (EY) is the Company's statutory external auditors. The external auditors perform independent audits in accordance with the approved standards on auditing in Malaysia, and report directly to the AEC. The AEC additionally:

a) approves all non-assurance (excluding regulatory related) services;
b) reviews the independence of the external auditors;
c) evaluates the effectiveness of the external auditors; and
d) meets with the statutory external auditors at least twice a year, without the presence of Management and the Group CIA.

The AEC engages in regular discussions with the audit partner from EY and acts as the key representative for overseeing the Group's relationship with the external auditors. In compliance with the Malaysian Institute of Accountants By-Law (On Professional Ethics, Conduct and Practice), audit partners are rotated every five years to ensure objectivity, independence and integrity of the audit opinions. The AEC undertakes an annual independence assessment of the external auditors, and the external auditors would also provide a written assurance to the AEC on their independence.

The current EY's Engagement Partner of the Company, Chan Hooi Lam, has been heading the audit of the Group for the past two years.

The statutory external auditors are re-appointed by the shareholders of the Company annually, based on the recommendation of the Board.

The statutory external auditors may not provide services that are perceived to be in conflict with its role. These include assisting in the preparation of the financial statements and sub-contracting of operational activities normally undertaken by Management, and engagements where the external auditors may ultimately be required to express an opinion on its own work.

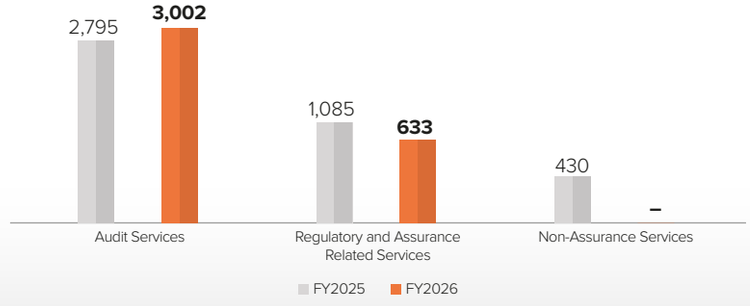
Specifically, the Group's policy:

a) sets a threshold for fees of non-assurance (excluding regulatory related) services by the external audit firm; and
b) requires permitted non-assurance (excluding regulatory related) services to be approved by the AEC.

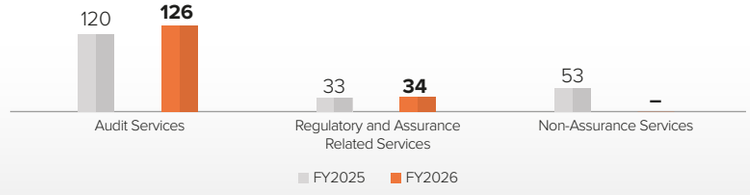
There were no non-assurance services provided by the external auditors during FY2026.

The amount incurred by the Group and by the Company in respect of audit services, regulatory and assurance related services and non-assurance related fees for services rendered by EY were as follows:

Audit Fees, Regulatory and Assurance Related, and Non-Assurance Related Fees Incurred by the Group
(RM'000)



Audit Fees, Regulatory and Assurance Related, and Non-Assurance Related Fees Incurred by the Company
(RM'000)



The breakdown of services other than audit for FY2026 comprised the following assignments:

Regulatory and assurance related services		Group (RM'000)	Company (RM'000)
(i)	Half year limited reviews	590	18
(ii)	Review of annual submission to BNM	38	11
(iii)	Review of Statement on Risk Management and Internal Control	5	5

Overall, the AEC was satisfied with the suitability of EY as the external auditors of the Group based on the quality of audit services provided and their professionalism as well as experienced staff assigned to perform the audit for the Group.

Group Information Technology Committee Report

Hong Kean Yong
Chairman

The Group Information Technology Committee (GITC or the Committee) assists the Boards of respective entities of the Group in discharging its responsibilities relating to the oversight of the Group's information technology (IT), digitalisation and technology-related innovation strategic plans and ensures that the strategic plans are aligned with the Group's business objectives and strategy.

The Committee comprises three members, a majority of whom are Independent Directors and is chaired by an Independent Non-Executive Director.

COMPOSITION AND MEETING ATTENDANCE FOR THE FINANCIAL YEAR

A total of six meetings were held during FY2026, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Hong Kean Yong (Chairman) *(Independent Non-Executive Director)*	6	6	100
Soo Kim Wai *(Non-Independent Non-Executive Director)*	6	6	100
U Chen Hock *(Independent Non-Executive Director)* *(Appointed as a member with effect from 30 June 2025)*	5	5	100
Seow Yoo Lin *(Senior Independent Non-Executive Director)* *(Ceased as a member with effect from 30 June 2025)*	1	1	100

The profiles of Hong Kean Yong, Soo Kim Wai, and U Chen Hock are disclosed respectively on pages 153, 151 and 155.

Group Information Technology Committee Report

ROLES AND RESPONSIBILITIES OF GITC

The key responsibilities of the Committee include, amongst others, the following functions:

- Reviews and recommends Group-wide IT policies, procedures and frameworks, including IT security and IT risk management and digital services to ensure the effectiveness of internal control systems and the reliability of the management information systems.
- Provides strategic oversight for IT, digital and cybersecurity development within the Group and ensures that IT, cybersecurity, digitisation and technology-related innovation strategic plans are aligned and integrated with the Group's business objectives and strategy.
- Reviews IT, digital and cybersecurity planning and strategy, including the financial, tactical and strategic benefits of proposed significant information on technology-related projects and initiatives.
- Reviews and recommends the long term IT, digital and cybersecurity strategic plans and budgets and monitors the progress of the implementation.
- Oversees the adequacy and utilisation of the Group's IT resources, including computer hardware, software, personnel who are involved in the development, modification and maintenance of computer programs and related standard procedures as well as the recovery controls and incident response plans to mitigate disruptions of operations and services.
- Ensures Senior Management regularly provides status updates on both key performance indicators and forward-looking risk indicators, together with sufficient information on key technology risks, critical technology operations and cyber threat.
- Reviews and recommends any deviation from BNM technology-related policies, guidelines and directives issued by the relevant regulators after undertaking a robust assessment of the related risks.
- Responsible for overall oversight functions on IT-related matters, including ex-ante risk assessments on digital services, and the usage of cloud services and emerging technology.
- Advises the Board on matters within the scope of the GITC, as well as any major IT related issues that merit the attention of the Board.

Details of the roles and responsibilities of the GITC are set out in its ToR, which is available on the Group's corporate website at ambankgroup.com. The ToR of the GITC was last reviewed on 31 March 2026.

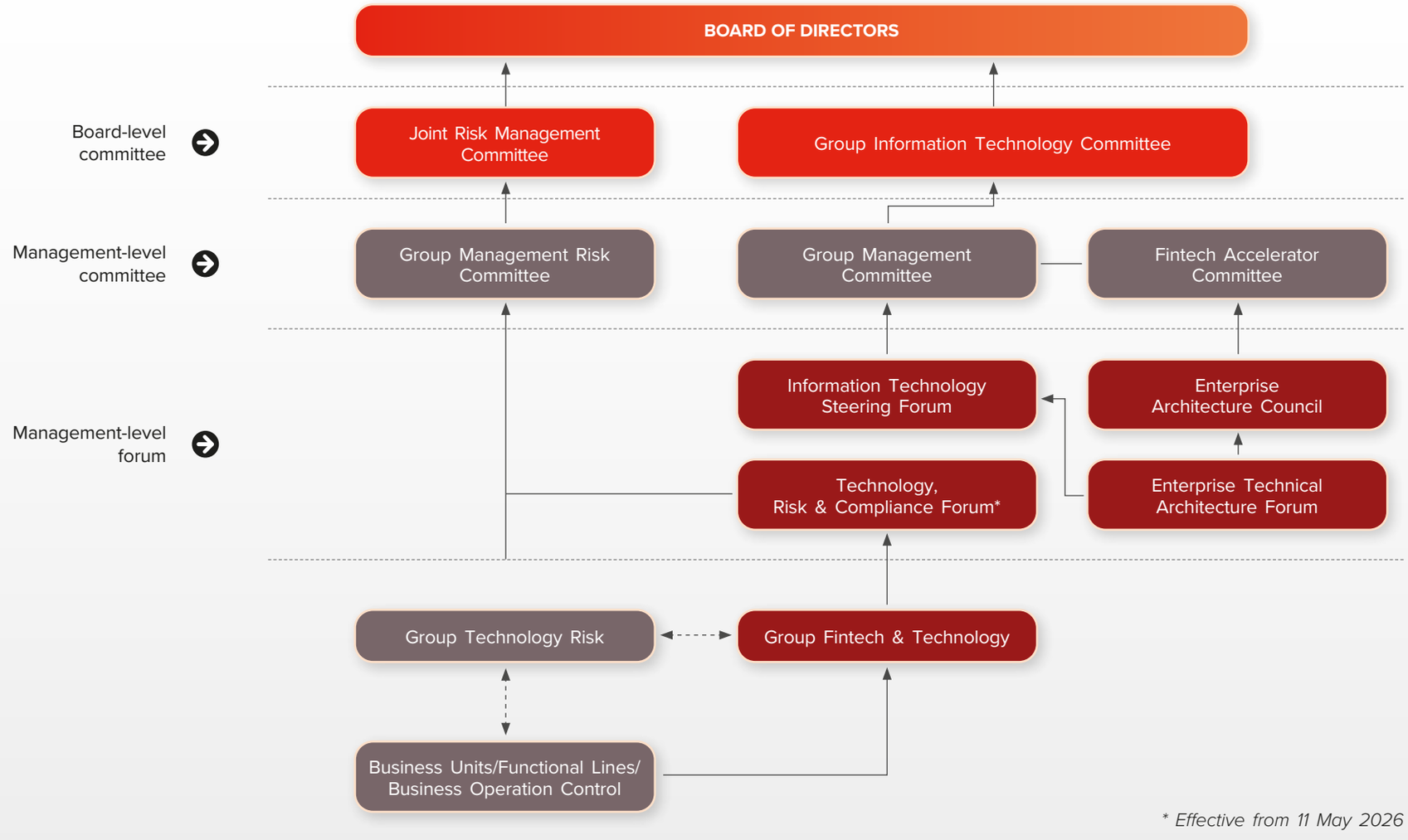
SUMMARY OF KEY ACTIVITIES OF GITC DURING FY2026

During the financial year under review, the GITC carried out the following activities in the discharge of its duties and functions:

- Reviewed quarterly updates on IT risk and critical services availability
- Monitored the resolutions of regulatory audit action items in relation to IT
- Monitored the progress of the Group's Digital strategy, IT strategy, Data strategy, Technology Obsolescence and Cyber Risk strategy
- Reviewed and assessed large and strategic IT projects. The strategic IT-enabled projects include Insights Driven Bank, Payment & Middleware Modernisation, Building Digital Capabilities and Digitalisation initiatives
- Reviewed and assessed the Group's cybersecurity risk posture
- Reviewed and assessed IT-related policy and frameworks
- Proposed IT related trainings/briefings to the Board members of the Group
- Reviewed and assessed the renewal of IT licences and the enhancements of systems/solutions
- Monitored and tracked IT related gaps as per BNM's Policy Document on Risk Management in Technology (RMiT)
- Post-implementation reviews of completed projects (extra-large projects)
- Reviewed the Terms of Reference of GITC
- Reviewed and endorsed the GITC Report for the Board's approval and its inclusion in the Integrated Annual Report

Minutes of all GITC meetings were tabled to the Board for noting. In addition, the GITC Chairman apprised the Board of key discussions and matters of significant concern deliberated at GITC meetings.

GOVERNANCE PROCESS



** Effective from 11 May 2026*

Group Information Technology Committee Report

MANAGEMENT'S ROLES IN IT GOVERNANCE

Management Committee	Purpose
Enterprise Technical Architecture Forum (ETAF)	a) Develops, owns, reviews and enforces the Group-wide Technology Target Architecture towards execution of Winning Together strategy by building on the Group's strengths and capitalising emerging opportunities, technologies and partnerships. b) Establishes, owns and manages the scope of the Enterprise Architecture Framework (i.e. principles, standards, policies, guidelines and reference models) applicable to IT components under the responsibility of the Group. c) Ensures solutions and technology investments are aligned to the Enterprise Architecture Framework and the Group's Winning Together mission. d) Provides assurance of IT designs and components (including IT infrastructure, systems, applications, data and integration) align with the Technology Target Architecture. e) Decides on possible exceptions to be granted to request for deviations from the Technology Strategy and acts as escalation point on matters related to its mandate. f) Ensures solution proposed comply to the Technology Target Architecture and Strategy.
Information Technology Steering Forum (ITSF)	Acts as a working body of the GMC which the primary objective is to vet through all projects with a total one-time investment equivalent to or exceeding RM1.0 million, or an annual recurring cost equivalent to or exceeding RM200,000. a) Functions as the IT spend evaluation forum of the GMC*. b) Reviews and recommends approval of the IT strategy of the Group. c) Prioritises IT project requests. d) Approves the issuance of "Request for Proposal" for any IT spend proposals with expected CAPEX of more than RM1.0 million. e) Reviews IT solution, project costing, project risk and business benefits. f) Reviews alignment to business strategy and Group's IT strategy. g) Reject/Recommends IT projects for approval. h) Allocates duly approved budgets to business units. i) Reviews periodically the status of ongoing projects. j) Reviews the Post-Implementation Reviews of completed projects. ** Exclude items on computerisation cost*
Technology, Risk and Compliance (TRaC)	a) IT Governance functions as a 1.5 line of defence, providing independent oversight on technology risk, control and regulatory compliance through Technology, Risk and Compliance (TRaC) forum. b) IT Governance does not own or manage technology risks, threats or associated controls; these remain the responsibility of the relevant 1st line of defence owners. c) This forum is established to support IT governance by promoting alignment across compliance, risk and regulatory requirements and by facilitating coordination between Technology, Information Security in accordance with the Group Technology Risk Management Framework to enhance operational resilience and integrity within GFT. The forum reviews technology, related incidents, audit matters and key technology security and infrastructure, and recommends enhancements to relevant practices involving IT governance, risk and compliance.

Management Committee	Purpose
Group Management Risk Committee (GMRC)	a) Oversees the formulation of the Group's overall risk management framework and strategies, including policies, processes, systems, capabilities and parameters to identify, assess and manage risks (covering but not limited to credit, market, funding, operational, technology, legal, reputational, regulatory, capital, strategic and Shariah risks) to ensure their relevance and appropriateness to the Group's business. b) Oversees the formulation of the Group's risk related polices and, where appropriate, recommends to the Board for approval. c) Reviews Group-wide risk and the steps taken to monitor and control the Group's major risk exposures. d) Escalates new, heightened or significant risks to the RMC and the Board. e) Oversees the setting of risk appetite/tolerance level as well as strategic key risk indicators (KRIs). f) Ensures that the Group's business and operational activities are in line with the overall Group's risk appetite, strategy and profile. g) Deliberates and assesses the nature and materiality of potential risk exposures and the impact on capital and the Group's sustainability. h) Oversees the management of the Group's risk in accordance with a risk-return performance management framework, including embedment of Internal Capital Adequacy Assessment Process in the Group's strategic planning and budgeting process. i) Ensures the appropriateness of risk measurement methodologies (including assumptions made within the methodologies) under the prevailing business environment and operational activities. j) Reviews and approves stress test scenarios and recommends stress test results to the RMC and the Board for approval. k) Assesses the Group's business continuity and crisis management capability. l) Reviews and recommends/approves exceptions to regulatory requirements, relevant Group's Policy, guidelines and practice guide in relation to technology risk and security. m) Reviews and monitors attributes of technology risk, related losses and compliance against the Group's technology risk appetite. n) Reviews major trends and modus operandi of cyber-attacks and events in the industry, and the readiness of the Group to anticipate, withstand, contain and/or promptly recover from cyber-attacks and events that disrupt usual business operations and/or services. o) Reviews root causes and actions taken in respect of significant technology incidents, exceptions of key control testing (KCTs) as well as major triggers of KRIs. p) Recommends any other pertinent matters, issues and action plans to be escalated to the RMC.
Group Management Committee (GMC)	Oversees the performance and business affairs of the Group.

Group Chief Fintech and Technology Officer

1. Provides leadership and guidance to Fintech and Technology teams in managing the Group's fintech and technology-related functions, covering big data, artificial intelligence (AI), digital business, digital solutions, information services, information technology, cybersecurity, customer experience & innovation, IT engineering and technology-related projects.
2. Leads the digital and technology-enabled transformation for the Group and is responsible for developing and implementing a digital and technology strategy and ecosystem that aligns with the organisation's vision, mission, and goals.
3. Provides strategic leadership to advance the Group's data-driven initiatives, leveraging on AI, advanced analytics (AA), business intelligence (BI) and machine learning (ML) to enhance customer experience, operational efficiency, and innovations for products, services, as well as customer engagement.
4. Reviews technology investment planning and operating expenses as part of cost control.
5. Evaluates the Group's fintech and technology investments to ensure efficient resource allocation to achieve optimal impact.
6. Oversees continuous review of all fintech & technology-related policies, procedures, and systems to ensure alignment with the Group's strategy, values, and culture and that they comply with all applicable laws and regulations.
7. Oversees the Group's commercial partnership ecosystem to deliver new income channels through digital and online-to-offline (O2O) initiatives and platform.
8. Works closely with Business stakeholders to deliver, manage and enhance the digital portfolios of the Group, including online, mobile banking, digital payments, and other digital channels/platforms and partnerships.

Group Information Technology Committee Report

Additionally, the Group has appointed a Technology Information Security Officer (TISO) who is placed under Group Fintech and Technology Office (GFTO) and a Chief Information Security Officer (CISO) who is positioned at Group Risk Management. Their respective responsibilities are set out below:

Technology Information Security Officer

1. Provides strategic direction for the organisation's IT security posture and advises Senior Management on security-related matters, including potential investments and the security implications of new business initiatives.
2. Leads the Technology Information Security function, serving as the primary line of defence in safeguarding the organisation's digital assets and information systems.
3. Directs the Group's Cyber Defence Team (Blue Team), concentrating on enhancing capabilities in detection, response, and predictive analytics to proactively manage cybersecurity across the organisation.
4. Works closely with the Fintech Technology, CISO, Risk, Compliance, Audit and Governance to ensure full understanding of the Group's cybersecurity risk and communicates to relevant stakeholders.
5. Serves as a security advisor on key forums and committees, including ETAF and project-specific working groups, to enforce adherence to cybersecurity protocols and ensures that all technological initiatives align with established security standards.
6. Responsible for developing the Group's Information Security Practice Guide and Cyber Incident Response Plan (CIRP), ensuring adherence to internal policies, compliance requirements, and applicable regulatory guidelines.
7. Participates as a key contributor in the evaluation of new technologies and services being considered by the Group to ensure cybersecurity requirements are met.
8. Oversees the deployment, maintenance, and secures the configuration of IT systems and networks. This involves staying up-to-date with emerging security technologies and implementing them where appropriate.
9. Leads the response to information security incidents, including data breaches or cyber-attacks, and develops plans to minimise the impact and prevents future occurrences.
10. Manages relationships with third-party vendors to ensure their compliance with the organisation's security policies and to mitigate associated risks.

Chief Information Security Officer

1. Leads and responsible for the technology risk management function, serving as the second line of defence.
2. Responsible for the oversight of an effective cybersecurity programme, aiming towards proactive cybersecurity and improves the management and mitigation of the Group's cyber risk exposure and concurrently monitors the technology and cybersecurity risk profile.
3. Responsible for the development and oversight of the Group's Information Security Policy, Technology Risk Management Framework, Cyber Resilience Policy and Cyber Risk Strategy while enforcing compliance with regulatory directives.
4. Works independently from the day-to-day technology and security operations of the Group.
5. Provides advisory and updates the Senior Management on technology risk and security matters, including the developments in the financial institution's technology security risk profile in relation to its business and operations.
6. Acts as key representative for meetings and participates in working group with regulators on technology risk and cybersecurity related matters.
7. Leads the Group's Cyber Offense Team (Red Team) which acts as an adversary, attempting to identify and exploit potential weaknesses which are communicated to the Blue Team to improve the Group's defences.

Two teams, namely the Blue Team and the Red Team had been set up in the Group, each with specific focus roles and purpose as described below:

BLUE TEAM

The Blue Team which is part of Group Fintech and Technology focuses on detecting and responding to potential cyber threats. The Blue Team has six roles:

a) Strategic & Planning

- Collaborates closely with the TISO, CISO, and GFTO to thoroughly comprehend the security architecture, assess risks, and understands the controls in place at the business unit. This information is then effectively communicated to the relevant IT team members.
- Serves as a pivotal relationship manager for both external and internal stakeholders and provides security guidance in crucial forums such as ETAF, as well as in project working groups, to guarantee the adherence to cybersecurity standards.

b) Security Advisory

- Oversees the distribution of critical security-related threats and vulnerabilities and informs the pertinent stakeholders to ensure informed decision-making.
- Conducts thorough evaluations of security compliance for IT projects, ensuring the alignment with established security protocols and standards.
- Engages in the design and implementation of security systems, contributing expertise to the development and delivery of processes to enhance organisational security posture.

c) Security Operations Centre (SOC)

- Responsible for overseeing the continuous, round-the-clock monitoring of cyber threats, ensuring vigilant surveillance and management of potential security incidents 24/7.

d) Vulnerability Management

- Orchestrates and implements comprehensive vulnerability and compliance scanning across the Group's IT infrastructure to identify and mitigate potential security risks.
- Continuously refines and enhances vulnerability scanning processes and procedures to align with evolving internal customer needs and regulatory demands.
- Collaborates with GFTO to foster an advanced assessment environment, aiming to elevate both the effectiveness and precision of scanning activities.

e) Threat Hunting

- Plans and manages "hunt missions" using threat intelligence, analysis of anomalous log data and brainstorming sessions to detect and eradicate threat actors in the Group's IT infrastructure.
- Works closely with the SOC team to transform attacker "Tactics, Techniques and Procedures (TTPs)" into viable, low false-positive behavioural and signature detections using various techniques.

f) Digital Forensics and Incident Response

- Manages the Group's cybersecurity incident response and digital forensics operations, ensuring robust protocols are in place for effective crisis handling and investigation processes.
- Addresses and resolves escalated security incidents from the SOC, ensuring timely and effective response to threats.

RED TEAM

The Red Team is part of the Group Technology Risk function with the following focus areas:

a) Planning and Operations (Red Team Campaign)

- Proactively tests and simulates attacks on the Group's security controls to identify and manage potential vulnerabilities.
- Acts as adversary and strategically assesses and exploits the Group's security controls by launching attacks using various spectrums of adversarial and sophisticated TTPs.
- Identifies potential vulnerabilities posed by in-scope systems and applications, and determines whether such vulnerabilities can be exploited and materialised into viable threats that pose a risk to the Group.

b) Critical Review, Analysis and Advisory

- Executes independent critical reviews and analysis of plans, operations, controls, processes and technologies.
- Provides advisory support and works closely with the Blue Team to recommend, build and assess response and mitigation strategies in alignment with Cyber Risk Strategy.
- Performs detailed analysis on cyber threats, provides risk assessments on potential cyber-attacks and ensures timely reviews and escalations of all high-risk cyber threats to Senior Management and the Board.
- Assesses the Group's prevention, detection and remediation capabilities and maturity.

Group Information Technology Committee Report

IT INITIATIVES TO ENHANCE THE GOVERNANCE OF THE GROUP

a) Security Operations Centre

Purpose

- The purpose of the enhancement of SOC is to monitor, prevent, detect, investigate and respond to cyber threats as well as incident response and the handling around the clock.

Context

- The rise of ransomware and zero-day threats has led to a need for higher security protection at the entry points of the Group. The next generation of SOC is aimed at revitalising and transforming SOC with integrated incident response, threat intelligence and automated recovery due to increasing cyber-attacks.
- The transition of the SOC function from an external service provider to the Group's internal security team has enhanced the Group's detection & protection capabilities, and has achieved efficient cost management, and the global expertise had been incorporated into the threat intelligence and Digital Forensics and Incident Response. This strategic insourcing is aimed at optimising the Group's security operations for heightened effectiveness and resilience against evolving cyber threats.
- The Group has embarked on new initiatives to further strengthen its SOC by introducing advanced security technologies for identified main four core zones which is Endpoint, Email, Network and Cloud. The ultimate objective of implementing advanced security technologies is to establish a robust, proactive, and adaptive cybersecurity framework that safeguards the Group's operations, customer data, and financial assets. These tools collectively act as a comprehensive shield, protecting the Group from an evolving landscape of cyber threats, including malware, phishing, ransomware, and sophisticated network intrusions. By leveraging these technologies, the Group ensures that its digital infrastructure remains secure, resilient, and compliant with industry standards, while enabling seamless and secure access to resources.
- The implementation of these security solutions allows the Group to detect, prevent, and respond to cyber threats in real time, minimising potential disruptions and financial losses. With cloud-based and AI-powered technologies, the Group strengthens its defences against both known and emerging threats, ensuring that sensitive information and critical operations are safeguarded around the clock. This proactive approach not only reduces the likelihood of breaches but also demonstrates the Group's commitment to maintaining the trust and confidence of its customers and stakeholders.
- The Group continuously positions for reliable defence system and process to protect itself from cyber threats which evolve from day-to-day.

b) Establish Cyber Threat Intelligence Platform

Purpose

- The purpose of the Cyber Threat Intelligence platform services is to enhance the SOC function. This platform delivers proactive global threat intelligence against near zero-hour threats to ensure the Group's assets are always protected.

Context

- Advanced persistent threats and defenders are constantly trying to outmanoeuvre each other. Data on a threat actor's next move is crucial to proactively tailor the Group's defences and pre-empt future cyber-attacks.
- It is important to establish this platform in order to:
  - shed light on the unknown, enabling security teams to make better decisions.
  - continuously monitor dark web for any Group asset information leakage.
  - empower cybersecurity stakeholders by revealing adversarial motives and their TTPs.
  - help security professionals to understand better the threat actor's decision-making process.

Continuous journey to assess and achieve regulator and Compliance guidelines.

Purpose

- The purpose of this programme of the Group is to continuously assess and address the gaps in IT against BNM's RMiT requirements.

Context

- The gap assessment on the existing practice in managing technology risks against regulator and compliance requirements has been completed. Majority of the requirements have been complied.
- The Group's ongoing effort is to continuously revisit and identify any new gaps and address them based on the changing trends and threats of the current technology risk.

c) Enterprise Data Modernisation

The Group is embarking on Enterprise Data Modernisation to integrate and streamline existing data sources into a unified Data Platform. This serves as a centralised repository with a common data model that facilitates roll out of enterprise-wide data governance framework. Among the use cases are regulatory compliance (including BNM Project Stream), business insights, customer intelligence and enabling future-ready capabilities.

TECHNOLOGY ACHIEVEMENTS IN FY2026

- Deployment of new Retail & Institutional Trading Platforms to enhance trading capabilities and market reach
- Implementation of Private Cloud Stack to enable cloud-native solutions and strengthen infrastructure resilience
- Storage, SAN & Network technology refresh to optimise performance and lower overall cost footprint
- Improved customer onboarding journey on AmOnline to enhance digital customer experience
- Enhanced employee banking value proposition through salary deduction feature
- 3D Authentication via AmSecure for UnionPay to strengthen transaction security
- Initiated AI and Cloud Center of Excellence to drive innovation and execute on technology roadmap
- Organisation of Hackathon with 42 Malaysia to explore AI use cases and identify emerging digital talent
- Implementation of LHDN e-Invoice and SST for Financial Services to ensure regulatory compliance

PRIORITIES FOR FY2027

GFT will continue its efforts to modernise technology platforms aiming to provide enhanced capabilities, cost-effective solutions, superior performance, and compliance to regulatory standards and industry best practices. Priorities for FY2027 include:

- Enabling business growth through digitalisation of customer journey and operational excellence
- Enterprise Data Modernisation towards unified data platform to enable future-ready capabilities
- Modernising Trade Finance and Payments platforms
- Enabling Basel III regulatory compliance through enhanced risk, capital, and reporting capabilities
- Intent-Driven Development to boost developer productivity
- Industrialisation of AI use cases with AI governance framework
- Progressively migrate workload as part of Cloud Adoption Journey

Statement on Risk Management and Internal Control

INTRODUCTION

In accordance with paragraph 15.26(b) of Bursa Malaysia's Main Market Listing Requirements, which requires listed issuers to disclose a statement of risk management and internal control. The Board of AMMB is pleased to present this Statement on Risk Management and Internal Control. This statement outlines the principal features of the Group's risk management framework and internal control environment for the year under review.

BOARD RESPONSIBILITY

The Board assumes ultimate responsibility for the Group's risk management and internal control systems, ensuring they are sound, forward-looking and aligned with the Group's strategy and risk appetite.

In discharging its responsibilities, the Board:

- Sets and approves the Group's risk appetite, aligned with strategic objectives;
- Ensures risk considerations are embedded in strategy, capital allocation and business decisions;
- Oversees the effectiveness of internal control systems; and
- Ensures that the Group maintains financial and operational resilience.

Recognising the inherent limitations of any risk management and internal control system, such systems are designed to manage rather than eliminate risks, and to provide reasonable, but not absolute, assurance against material misstatement, fraud or loss. In doing so, the Group takes into consideration the nature and complexity of risks, the likelihood and potential impact of such risks, as well as the cost-effectiveness of the controls implemented.

The Board's risk oversight of risk management and internal control is supported by its Board Committees, which provide focused and independent oversight across key risk areas:

Risk Management Committee (RMC)

Oversees the governance of risks and compliance within the banks and ensures that there is effective infrastructure in place (policies, frameworks, processes, resources and systems) to manage risks and compliance. Additionally, the Committee provides oversight of the Group's principal and emerging risks, including reviewing the risk profile, risk appetite, key risk exposures and mitigation strategies, as well as ensuring that risk considerations are appropriately embedded in strategic and business decisions.

Group Information Technology Committee (GITC)

Provides oversight of the Group's information technology (IT), digitalisation and technology related innovation strategies and ensures that the overall strategic IT direction is aligned with the Group's business objectives and strategy.

Audit and Examination Committee (AEC)

Provides independent oversight of the integrity of financial reporting and the adequacy and effectiveness of the Group's internal control systems, including reviewing internal and external audit findings and the status of remediation actions.

MANAGEMENT RESPONSIBILITY

Management is responsible for the effective implementation and ongoing operation of the Group's risk management framework and internal control systems, in accordance with Board-approved policies and is accountable to the Board for ensuring that risks are identified, assessed, managed, monitored and reported in a timely and consistent manner.

In discharging these responsibilities, Management:

- Identifies and evaluates risks relevant to the Group's business activities, including principal and emerging risks. The principal risks are Credit Risk, Operational Risk, Technology and Cyber Risk, Fraud Risk, Sustainability Risk (including Climate-Related Risks), Regulatory Non-Compliance Risk, Market Risk, Liquidity Risk, Model Risk and Shariah Non-Compliance Risk, that may impact the achievement of the Group's strategic objectives;
- Designs, implements and maintains an effective risk management and internal control framework aligned with the Group's strategy and Board-approved risk appetite, and monitors its ongoing effectiveness;
- Establishes and enforces policies, procedures and controls to ensure risks are managed within approved parameters, supported by appropriate governance structures, systems and resources;
- Implements timely remedial and corrective actions to address control deficiencies, audit findings and compliance gaps; and
- Reports material risk exposures, emerging risks and control issues to the Board and relevant committees in a timely manner, together with appropriate mitigation actions.

Key management committees include the following:

Committees/Council	Key Roles and Responsibilities
1. Group Management Committee (GMC)	• Monitors business performance and operations of the Group, and reviews and approves new and potential opportunities.
2. Group Management Risk Committee (GMRC)	• Reviews and deliberates the formulation of the Group's overall risk management framework and strategies, including policies, processes, systems, capabilities and parameters to identify, assess and manage risks to ensure their relevance and appropriateness to the Group's business.
3. Group Assets and Liabilities Committee (GALCO)	• Manages the overall balance sheet position and capital management of the Group which include directing and coordinating capital, liquidity, term funding, non-interest and profit rate risks and balance sheet structure.
4. Group Management Governance and Compliance Committee (GMGCC)	• Reviews effectiveness of regulatory compliance, governance and compliance culture of the Group.
5. Group Sustainability and Climate Risk Council (GSCRC)	• Develops and implements sustainability related strategies and initiatives; oversees the integration of sustainability indicators into senior management scorecards; monitors progress against sustainability related key performance indicators; and reviews sustainability and climate-related risks and opportunities.
6. Credit and Commitments Committee (CACC)	• Approves credit and commitment limits for the Group's Wholesale Banking and Business Banking customers; ensures that risks are appropriately recognised within credit memorandums; ensures that facilities are appropriately priced and structured in accordance with policies that are in effect.
7. Watchlist and Classification Committee (WACC)	• Approves the classification and credit risk ratings of watchlist accounts and reviews and approves planned mitigation action.
8. Group Talent Council (GTC)	• Develops and monitors talent attraction, retention, development, employee benefits, annual talent reviews and succession plan for key management personnel and expatriate-held roles.
9. Fintech Accelerator Committee (FAC)	• Manages and guides Fintech and Technology's initiatives including alignment with the Group's digital strategy.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

1. Risk Management Framework

The Board acknowledges that robust risk management and effective internal controls are fundamental to the Group's ability to achieve its strategic objectives, safeguard stakeholders' interests and support sustainable growth.

The Group adopts an integrated Enterprise Risk Management (ERM) framework, approved by the Board, to provide a consistent and robust approach in identifying, assessing, controlling, monitoring and reporting material risks across the Group. Risk management is embedded throughout the Group's business activities, strategic planning and day-to-day operations, supported by a structured risk management cycle and effective control environment. This enables early identification of emerging risks, effective mitigation and timely escalation where necessary, while supporting informed decision-making, ensuring alignment with the Group's risk appetite, and strengthening resilience under both normal and stress conditions.

The ERM framework is underpinned by regular stress testing and scenario analysis, including enterprise-wide and thematic scenarios, to provide forward-looking insights into potential vulnerabilities arising from adverse economic, financial and climate-related conditions. The outcomes are incorporated into strategic planning, capital and liquidity management, and contingency measures to strengthen the Group's resilience.

The framework encompasses all risks as mentioned above.

The ERM framework is anchored on key interrelated components, namely:

- **Risk Governance and Oversight:** defining roles and responsibilities across the Board, the RMC, and management.
- **Risk Culture:** fostering a strong risk-aware culture and accountability across the organisation.
- **Risk Strategy:** aligning risk management with the Group's business strategy to support sustainable growth, ensuring that emerging risks are proactively assessed for their potential to impact or evolve the Group's risks, and that evolving market conditions are incorporated into forward-looking strategic planning and decision-making.
- **Risk Appetite:** defining the level and types of risk that the Group is willing to accept in pursuit of its objectives, with measurable thresholds to guide risk-taking activities.
- **Risk Management Process:** covering risk identification, assessment, control and mitigation, monitoring, and reporting across the Group.
- **Stress Testing:** supporting forward-looking risk assessment, capital and liquidity planning, and the evaluation of vulnerabilities under adverse but plausible scenarios.

Statement on Risk Management and Internal Control

These components are supported by robust systems, data infrastructure and resources, enabling timely, accurate and reliable risk information for effective oversight and decision-making.

Overall, the ERM framework ensures that risk management practices are embedded across all business activities, enabling the Group to proactively manage risks while pursuing sustainable value creation.

2. Risk Culture

The Group fosters a strong risk and compliance culture, anchored by a clear tone from the top and guided by the principle that risk is everyone's responsibility. This culture serves as the foundation of effective enterprise-wide risk management, where the Board, senior management and all employees collectively uphold sound risk practices in the execution of their roles.

Risk management principles and expectations are clearly defined, consistently communicated and embedded into the Group's business activities, decision-making processes and day-to-day operations. Employees across all levels are accountable for identifying, assessing and managing risks within their respective areas, in line with established frameworks, policies and risk appetite.

The Group adopts the Three Lines of Defence model as shown below:

1 First Line of Defence — ALL BUSINESS AND SUPPORT FUNCTIONS (RISK TAKING UNITS)

- Assumes responsibility for managing the daily risks arising from business operations and/or activities.
- Manages business functions in accordance with established frameworks, policies and guidelines and risk appetite thresholds.

2 Second Line of Defence — RISK MANAGEMENT AND COMPLIANCE

- Provides independent oversight over the 1st line of defence, including assessment of activities, monitoring and escalation where necessary.
- Establishes and ensures adherence to risk management and compliance frameworks, policies and guidelines.

3 Third Line of Defence — INTERNAL AUDIT

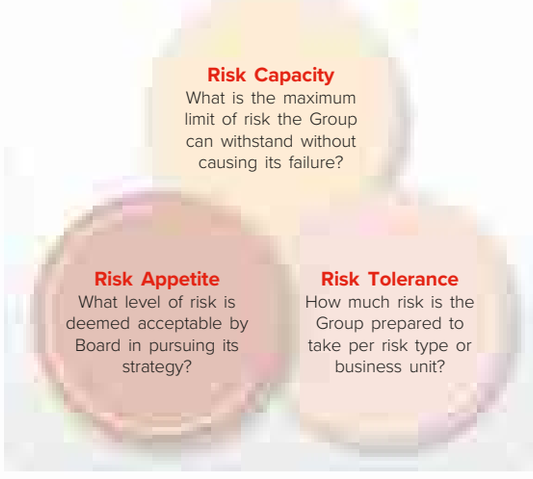
- Conducts independent risk-based audits and provides assurance that the design and operation of the risk and control framework is effective.

The Group reinforces this culture through ongoing risk awareness and capability-building initiatives, including training programs, engagement sessions and communication platforms, to promote proactive risk identification, sound judgement and ethical behaviour. Clear escalation channels are established to support timely reporting of risk issues, fostering an environment of transparency, accountability and openness.

In line with regulatory expectations and leading practices, the Group continuously strengthens its risk culture through structured monitoring and feedback mechanisms, ensuring that behaviours, controls and decision-making remain aligned with the Group's risk management objectives for long-term sustainability.

3. Risk Appetite

The Group has established a Board-approved Group Risk Appetite Framework (GRAF) which articulates the nature and level of risks the Group is willing to accept in pursuit of its strategic objectives. The GRAF is an integral component of the Group's Enterprise Risk Management framework and supports informed decision-making, effective risk oversight and alignment with the Group's long-term sustainability objectives. It is determined based on the following elements:



The Board and its Committees oversee the Group's risk profile through regular updates provided by management.

The GRAF is operationalised through a structured approach whereby risk appetite is:

- Defined clearly across risk types including Capital, Liquidity, Operational Risk (including Shariah Non-Compliance Risk), Sustainability and Climate-Related Risks, Technology and Cyber Risk;
- Translated into quantitative thresholds and Key Risk Indicators (KRIs) to guide risk-taking activities; and
- Monitored on an ongoing basis through established reporting and escalation mechanisms.

The Group's risk appetite is closely aligned with its capital and liquidity position, including:

- Capital adequacy metrics;
- Liquidity metrics; and
- Dynamic stress testing outcomes, ensuring resilience under both normal and stressed conditions.

Any breaches or near-breaches of established thresholds trigger:

- Defined escalation protocols; and
- Timely management actions, including review of exposures, recalibration of limits or implementation of mitigating measures.

The GRAF is subject to periodic review and recalibration to reflect changes in the Group's business strategy, operating environment and regulatory expectations, ensuring that it remains relevant, forward-looking and supportive of sustainable growth.

4. Risk Management Process

The Group adopts a structured and forward-looking risk management framework to ensure that risks are identified, assessed, controlled and monitored in a consistent and integrated manner across all business activities. This framework is integral to supporting sustainable growth, financial resilience and sound governance, and is aligned with the GRAF.

The Group's risk management process encompasses the following key components:

Risk Identification

The Group continuously identifies principal and emerging risks across its businesses, products, services and operating environments. This includes consideration of internal and external factors, such as macroeconomic and geopolitical uncertainties, digital disruptions including artificial intelligence (AI), regulatory changes and climate change. Emerging risks are actively monitored to ensure early identification and timely escalation of material risk exposures.

Risk Assessment

Identified risks are assessed using a combination of quantitative and qualitative methodologies to evaluate their likelihood and potential impact. This provides a comprehensive view of the Group's risk profile and supports informed decision-making. Stress testing and scenario analysis are embedded within this process to assess the impact of adverse but plausible scenarios on the Group's financial position, earnings, asset quality, capital and liquidity metrics.

Risk Control and Mitigation

The Group manages risks through appropriate strategies, including risk avoidance, mitigation, transfer or acceptance, in line with the approved risk appetite. Controls are embedded within business processes through clearly defined policies, procedures, limits and delegated authorities, which are regularly reviewed to ensure continued effectiveness.

Risk Monitoring and Reporting

The Group maintains a robust monitoring mechanism to ensure that risk exposures remain within established thresholds. This includes the use of:

- KRIs
- Early Warning Indicators (EWI)
- Internal exposure limit to a single counterparty group – Single Name Limit (SNL)
- Risk dashboards

Risk information is escalated through established governance channels to senior management and the Board, enabling timely management actions and effective oversight.

Analytics, Reporting and Continuous Improvement

Risk analytics and reporting are continuously enhanced to provide forward-looking insights, leveraging data, scenario analysis and stress testing outputs. The Group remains committed to strengthening its risk management capabilities through ongoing improvements in data infrastructure, methodologies and governance practices.

5. Emerging Risks and Forward-Looking Oversight

Recognising the pace of change in the operating environment, the Group adopts a forward-looking approach to risk management, where emerging risks are continuously identified, assessed, and evaluated. These risks are not managed in isolation but are systematically integrated into the Group's established risk taxonomy and governance framework.

Statement on Risk Management and Internal Control

The Board and RMC, together with senior management, regularly review emerging risk themes and market developments to ensure that potential risk drivers are proactively captured and reflected within the Group's principal risks, risk appetite, and strategic decision-making.

Key emerging risk themes include macroeconomic and geopolitical uncertainties, digital disruption including AI, sustainability and climate developments, and evolving business continuity and third-party risks. These themes may amplify or transform existing principal risks, for example:

- Geopolitical developments influence credit, market and liquidity risks;
- Digitalisation and AI increase exposure to technology, cyber and model risks;
- Climate risk extends beyond transition and physical risks to broader environmental and nature-related risks; and
- Operational resilience and third-party dependencies increase exposure to operational, technology and business continuity risks, particularly from system disruptions and third party vendor concentrations.

To support this, the Group leverages forward-looking risk management tools, including dynamic stress testing and scenario analysis, to assess potential impact under adverse but plausible conditions. Insights derived from these assessments are integrated into portfolio monitoring, capital and liquidity planning, and enterprise-wide risk mitigation strategies.

This integrated approach enables emerging risks to be translated into actionable risk management measures, aligned with the Group's principal risks as disclosed in page 68 of Integrated Annual Report.

6. Dynamic Stress Testing

The Group's stress testing program forms an integral part of the Group's risk management and internal capital adequacy assessment framework. It supports forward-looking assessments of the Group's risk exposures under adverse but plausible conditions, enabling timely management actions, contingency planning, and strategic decision-making across a range of dynamic stress scenarios. Stress testing outcomes are deliberated at senior management and Board committees to support informed decision-making, risk mitigation strategies, capital and liquidity planning, and portfolio resilience assessments.

As part of its ongoing enhancement initiatives, the Group continues to strengthen its dynamic stress testing capabilities through the incorporation of evolving macroeconomic, geopolitical, market and climate-related risk drivers, including emerging vulnerabilities arising from heightened global uncertainties. This includes the continued development of climate risk stress testing capabilities in line with regulatory expectations, including BNM's CRST requirements, alongside ongoing enhancements in data governance, risk data aggregation, methodologies and scenario design to enhance the robustness and responsiveness of the stress testing framework.

Overall, the stress testing program supports the Group's ability to proactively identify emerging risks, assess resilience under a changing operating environment, and alignment with its risk appetite, capital management and strategic objectives.

COMPLIANCE FRAMEWORK

The Board recognises that an effective compliance framework is fundamental to maintaining the Group's integrity, safeguarding its reputation, and ensuring adherence to applicable laws, regulations, and internal policies. The compliance framework is designed to support the Group in managing regulatory risk, fostering a strong compliance culture, and ensuring robust governance across all business activities. The Board retains ultimate responsibility for the Group's compliance with regulatory requirements, with oversight exercised through the RMC, which reviews compliance risks, key regulatory developments, and the effectiveness of the compliance function. The Board and senior management set the tone from the top, reinforcing a strong culture of compliance and ethical conduct across the Group.

Senior management is responsible for implementing the compliance framework and ensuring that adequate resources, systems, and processes are in place. The Group Chief Compliance Officer, who has independent access to the Board and RMC, leads the Group Compliance and Legal functions and provides regular reporting on compliance matters that focuses on identification and mitigation of risks, continuous enhancement of compliance capabilities, adoption of technology and process improvements to enhance compliance effectiveness, prevention of compliance incidents, and remediation efforts.

The compliance framework is aligned with the Group's overall risk management architecture and is implemented consistently across all business units and support functions within the Group. It is underpinned by clearly defined policies, procedures, governance structures and control mechanisms that enable effective oversight of regulatory compliance and conduct risk. The framework incorporates:

- A robust governance and reporting structure with active Board and senior management oversight;
- A structured approach to identifying, assessing, and monitoring regulatory obligations; and
- The adoption of the Three Lines of Defence model to ensure effective management of compliance risk.

Key components of the framework include:

- Comprehensive policies and procedures;
- Periodic compliance risk assessments;
- Risk-based monitoring and thematic reviews, and
- Advisory support

to embed compliance considerations in business activities and new initiatives.

The framework is further reinforced by:

- Ongoing training and awareness programs;
- Formalised processes for incident identification;
- Escalation and remediation; and
- A strong culture of ethical conduct guided by the Group's Code of Conduct.

The Group also maintains close engagement with regulators to ensure ongoing alignment with evolving regulatory expectations.

The Group adopts a proactive and risk-based approach to compliance risk management, encompassing continuous identification and assessment of regulatory risks, ongoing monitoring through reviews, surveillance and control testing, and timely reporting and escalation of significant matters to senior management and the Board. Identified issues are supported by clear remediation plans that are tracked to closure, and drive continuous improvements, including enhancements to policies, strengthening of controls, and process optimisation. The framework is continuously enhanced in response to regulatory developments, as well as insights from regulatory reviews, audits, compliance risk assessments, and an evolving risk landscape.

Financial Crime Compliance

The Group adopts a comprehensive, risk based and governance driven approach to financial crime risk management to uphold integrity and safeguard the financial system, reflecting its commitment to ethical conduct, regulatory compliance, and the protection of customers, stakeholders, and the broader financial ecosystem. Strong governance and clear accountability underpins this approach, with Board level oversight and management committees ensuring effective implementation, monitoring, and escalation of financial crime risks, supported by the Three Lines of Defence model.

The Group maintains a robust policy and control framework, including:

- Anti-Money Laundering (AML)/Counter Financing of Terrorism (CFT)/Counter Proliferation Financing (CPF) and Targeted Financial Sanctions policies;
- Anti-Bribery and Corrupt Practices Policy;
- Fraud Risk Management Policy;
- No Gift Policy; and
- Whistleblower Protection and Report Investigation Policy,

supported by Know Your Customer (KYC) and operational standards. These are regularly reviewed to reflect evolving regulatory requirements, emerging risks, and industry best practices.

A rigorous risk-based approach is applied through enterprise-wide money laundering/terrorism financing/proliferation financing and bribery and corruption risk assessments, customer due diligence and enhanced due diligence for higher AML risk relationships, including politically exposed persons and related parties. This is complemented by:

- Transaction monitoring;
- Sanctions screening; and
- Third-party due diligence processes covering parties engaged by the Group,

supported by technology enabled systems to strengthen detection capabilities and mitigate financial crime risks, including potential regulatory breaches.

The framework is reinforced by continuous training and awareness programs, fostering a strong culture of integrity across the Group. Ongoing monitoring, compliance reviews, incident reporting, and whistleblowing channels ensure timely identification and escalation of issues, while independent assurance by Internal Audit and regulatory reviews provide additional oversight.

The Group continuously enhances its financial crime risk management capabilities through performance monitoring, audit outcomes, regulatory feedback, and industry benchmarking, ensuring resilience and responsiveness to evolving financial crime threats.

SHARIAH GOVERNANCE FRAMEWORK

AmBank Islamic Berhad has established a comprehensive Shariah Governance Framework in line with the Shariah Governance Policy Document issued by BNM, ensuring that all Islamic banking operations, products and activities comply with Shariah principles.

The framework sets out the governance structure, key principles, control functions, reporting lines, and roles and responsibilities required to ensure effective Shariah oversight across the Group. It is integrated within the Group's overall risk management and internal control systems to promote a consistent and disciplined approach in managing Shariah non-compliance risk.

Governance Structure and Oversight

Shariah governance is anchored by a robust oversight structure comprising:

Board of Directors
Responsible for overall accountability of Shariah governance.

Shariah Committee
Provides independent advice and endorsement on Shariah matters, including products, services, policies and documentation.

Senior Management
Responsible for operationalising Shariah compliance across the Group.

Shariah Control Functions, namely:
- Shariah Risk Management
- Shariah Review
- Shariah Audit

Statement on Risk Management and Internal Control

The Shariah Committee advises the Board and senior management on Shariah matters, endorses Islamic banking products, Shariah policies and documentation, and provides guidance on key areas including zakat management, charity and social programs.

The Shariah Oversight Committee which is a sub-committee of the Shariah Committee ensures effective implementation of Shariah control functions (i.e. Shariah Risk Management, Shariah Review, and Shariah Audit). The Shariah Oversight Committee also provides guidance and advice on matters pertaining to Shariah non-compliance incidents as well as treatment of any Shariah non-compliant income.

Three Lines of Defence Model

AmBank Islamic adopts three lines of defence approach to ensure end-to-end Shariah compliance:

1st Line of defence	Business and support units, Business Operational Control and Shariah Management Department – responsible for day-to-day adherence to Shariah requirements.
2nd Line of defence	Shariah Risk Management, Shariah Review and AmBank Islamic Compliance – responsible for oversight, risk assessment and independent review.
3rd Line of defence	Shariah Audit – provides independent assurance on the effectiveness of Shariah governance and controls.

This structure ensures clear accountability, independence, and effective challenge across all levels of the Group.

Shariah Non-Compliance Risk (SNCR)

Shariah non-compliance risk (SNCR) refers to the risk of legal or regulatory sanctions, financial loss, or non-financial implications including reputational damage arising from failure to comply with Shariah rulings issued by the Shariah Advisory Council (SAC) of BNM, applicable regulations, or decisions of the Group's Shariah Committee.

The Group manages SNCR through a structured and risk-based approach, which includes:

- Continuous enhancement of Shariah governance, policies and internal controls;
- Ongoing Shariah awareness, training and capability-building programs across the organisation;
- Integration of Shariah risk considerations into business processes, product development and operational activities; and
- Systematic monitoring and reporting of SNCR exposures through established frameworks and control mechanisms.

These measures are designed to ensure a consistent, proactive and disciplined approach in managing Shariah risks across the Group.

TECHNOLOGY AND CYBER RISK MANAGEMENT

Technology and cyber risks remain a persistent threat for the financial industry. The constantly evolving nature of the regulatory, digital landscape and sophistication of cyber threats and attack vectors, calls for increased vigilance, readiness and ability to respond to upcoming threats. The resilience of the Group's Information Technology (IT) infrastructure and cyber capabilities are of paramount importance, especially with regards to safeguarding borrowers' or customers' information.

The Group adopts an integrated approach to managing technology, cyber and data risks, supported by established frameworks, governance structures and policies to ensure the confidentiality, integrity and availability of information assets, in line with BNM's Risk Management in Technology (RMiT) policy and key regulatory directives. This is guided by:

- Information Security Policy;
- Technology Risk Management Framework; and
- Cyber Resilience Policy.

The Group continues to enhance its cyber resilience posture, enhance its cyber control framework, execute internal assessment reviews, build defence mechanisms and uplift governance processes alongside the Group's cyber risk management strategy – to identify threats in a timely manner, and build or enhance the right defences to mitigate risks. Creating a security mindset for employees and borrowers/customers via its cyber awareness programs also remains a priority.

The Group's Technology Risk team acts as a second line of defence to ensure that risks and controls are properly managed, alongside the first line of defence by Group Technology Services. The Group's technology risk management capabilities include oversight over infrastructure security risk, data leakage risk, application security risk, third-party security risk, governance and process robustness.

In addition, the Group reinforces its technology risk governance through strengthened third-party risk management, periodic policy reviews, and continuous awareness and training programs to cultivate a strong security-first culture. These ongoing enhancements in systems, processes and controls enable the Group to effectively manage technology and cyber risks, strengthen operational resilience and safeguard stakeholder confidence in an increasingly digital environment.

SUSTAINABILITY AND CLIMATE-RELATED RISK MANAGEMENT

The Group adopts an integrated approach to sustainability, including climate-related risk management. Sustainability-related considerations are embedded across the Group's governance, strategy, risk management and disclosure practices.

The approach is reinforced through established frameworks, policies and controls, ensuring sustainability is consistently applied across financing decisions, onboarding and reviews, customer engagements, portfolio management, and capital allocation to support long-term resilience and value creation. This is guided by:

- BNM's Climate Risk Management and Scenario Analysis (CRMSA) policy;
- The Climate Change and Principle-based Taxonomy (CCPT);
- CRST; and
- International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards (IFRS S1 and S2).

Climate-related risks, comprising physical and transition risks, are integrated into the Group's Enterprise Risk Management framework. This includes the establishment of clear boundaries and conditions on financing activities and sectors, such as an exclusion-based approach for transactions with unmitigable environmental or social harm through a prohibited activities list, as well as conditional restrictions for specific sectors.

To further align with the Group's Net Zero Transition Plan and Sustainable Finance Product Framework, the Group embeds negative thresholds in credit policies for hard-to-abate sectors, restricting future financing of specific activities while honouring existing commitments. These thresholds cover No Deforestation, No New Peat and No Exploitation (NDPE), thermal coal mining and greenfield coal-fired power plants (CFPP).

The Board provides oversight of sustainability and climate-related risks, supported by management committees responsible for implementation and monitoring for sustainability related policies and initiatives.

KEY INTERNAL CONTROL PROCESSES

The Board is responsible for the governance and oversight of the Group's internal control system and its effectiveness. The Board has established a structured and integrated system of internal controls to support the identification, assessment and management of risks, ensuring that business activities are aligned with the Group's strategic objectives and risk appetite.

The Group's internal control system is embedded within its day-to-day operations and business processes, encompassing governance structures, organisational arrangements, policies and procedures, business planning and budgeting processes, as well as monitoring mechanisms. Collectively, these elements are designed to promote operational effectiveness and efficiency, ensure the reliability of financial reporting, and maintain compliance with applicable laws, regulations and internal policies. The Risk Control and Self-Assessment (RCSA) process, determines effectiveness of internal controls.

1. Business Planning and Budgeting Process

The Group also maintains a robust and disciplined business planning and budgeting process to ensure alignment between strategic objectives, financial performance and risk considerations. Annual business plans and budgets are prepared by the respective business and functional units, considering the Group's strategic priorities, market outlook and risk appetite. These plans are subject to rigorous review and challenge by senior management to ensure assumptions are reasonable and risks are adequately assessed prior to deliberation and approval by the Board. Performance against approved targets is closely monitored through regular management reporting, with variances analysed and timely corrective actions taken to address risks and ensure continued alignment with the Group's objectives.

The Board is supported by the RMC in overseeing the overall risk governance framework, including the adequacy of infrastructure, systems and processes to identify, assess, control, monitor and manage risks across the Group. In addition, the AEC provides independent oversight over financial reporting and the effectiveness of internal control systems, ensuring appropriate checks and balances are in place. Management is responsible for the implementation of policies and frameworks, including establishing and maintaining effective internal control systems and risk management practices to identify, evaluate and mitigate risks across the Group.

2. Whistleblowing

The Group has established a formal Whistleblower Protection and Report Investigation Policy, which provides secure, confidential, and independently managed reporting channels for employees and external parties to raise concerns relating to misconduct, including fraud, corruption, unethical practices, or regulatory non-compliance.

The Group enforces a strict non-retaliation policy, ensuring individuals who report concerns in good faith are protected from reprisal. All reported matters are assessed and investigated in a fair, objective, and timely manner, with appropriate remedial actions taken, including disciplinary measures and control enhancements where necessary, to ensure issues are addressed transparently and effectively.

This framework supports a culture of openness and accountability, encouraging timely escalation of concerns and reinforcing the Group's commitment to integrity, sound governance, and responsible business conduct.

3. Anti-Bribery and Corruption

The Group adopts a zero-tolerance approach to bribery and corruption and requires all employees and relevant stakeholders to uphold the highest standards of integrity and ethical conduct.

The Group maintains a robust Anti-Bribery and Corruption (ABC) framework anchored by its Anti-Bribery and Corrupt Practices (ABCP) Policy, which is aligned with the Malaysian Anti-Corruption Commission Act 2009 and the Guidelines on Adequate Procedures issued pursuant to Section 17A(5) of the Act.

The ABC framework is guided by the **T.R.U.S.T.** principles, namely:

(i) **Top-level commitment:** Senior management sets the tone from the top by promoting a culture of integrity, ethical conduct, and zero tolerance for corruption;

(ii) **Risk assessment:** Bribery and corruption risks are systematically identified, assessed, and prioritised to ensure mitigation measures are aligned with the Group's risk profile;

(iii) **Undertaking control measures:** Appropriate policies, procedures, and internal controls are established and implemented to mitigate identified risks effectively;

(iv) **Systematic review, monitoring and enforcement:** Ongoing monitoring, periodic reviews, and enforcement mechanisms are in place to ensure the continued effectiveness of controls and prompt remediation of identified gaps; and

(v) **Training and communication:** Continuous training and communication initiatives are conducted to promote awareness, reinforce ethical behaviour, and ensure employees understand their roles and responsibilities in preventing corruption.

Collectively, these principles strengthen the Group's ability to prevent, detect, and respond to bribery and corruption risks. These include strong top-level commitment from the Board and senior management, periodic risk assessments across business activities, and the implementation of robust control measures such as third-party due diligence and controls over gifts and hospitality exchanges.

Statement on Risk Management and Internal Control

The framework is further supported by ongoing:

- Monitoring and enforcement, including staff account reviews, audit and compliance reviews and the application of appropriate disciplinary actions; as well as
- Continuous training and communication to reinforce awareness and adherence to anti-bribery and corruption requirements across the Group.

This is complemented by the Group's No-Gift Policy, which restricts the offering and acceptance of gifts and hospitality to mitigate conflicts of interest and undue influence, thereby reinforcing a culture of transparency, accountability, and ethical business conduct.

4. Fraud Management

The Group adopts a zero-tolerance approach towards fraud and maintains a robust Fraud Risk Management Framework to identify, assess, monitor and mitigate fraud risks across the organisation.

The framework is supported by clear governance across the three lines of defence, Board-approved policies and defined risk appetite. Preventive and detective controls are implemented, including fraud risk assessments, transaction monitoring, data analytics and surveillance tools to enhance early detection and response.

A dedicated fraud management function drives enterprise-wide coordination, including regular forums to review fraud trends, control effectiveness and emerging risks, ensuring alignment with business strategy and regulatory expectations, including Bank Negara Malaysia's fraud countermeasures.

The Group continues to enhance its fraud risk management capabilities to address evolving fraud typologies, particularly in digital channels, while strengthening awareness among employees and customers.

5. Business Continuity Management, Operational Resilience and Third-Party Risk

The Group is committed to ensuring the continuous delivery of critical financial services and safeguarding the interests of customers, stakeholders and the wider financial system. This is supported by a comprehensive Business Continuity Management (BCM) framework, which is aligned with regulatory expectations and leading industry practices.

The BCM framework establishes a structured approach to maintaining operational resilience, encompassing business continuity planning, disaster recovery, crisis management and recovery strategies. Critical business services are identified and supported by defined impact tolerances, end-to-end dependency mapping and contingency arrangements to enable timely response and recovery in the event of disruptions.

Robust governance is in place, with oversight by the Board and relevant management committees, ensuring accountability, regular review and continuous enhancement of the BCM framework. Periodic testing, simulation exercises and scenario analysis are conducted to assess readiness and strengthen the Group's ability to respond effectively to a wide range of disruption scenarios, including cyber threats, system failures and external events.

The Group also manages outsourcing and third-party risks through a structured framework covering due diligence, onboarding, performance monitoring and risk assessment of service providers. This ensures that critical third-party arrangements remain resilient, secure and aligned with the Group's risk appetite and regulatory requirements.

The Group continues to enhance its operational resilience capabilities to address evolving risks, including increasing digitalisation, cyber threats and third-party interdependencies, while strengthening coordination, communication and recovery effectiveness across the organisation.

6. Human Resource Management

The Group places a strong emphasis on the effectiveness of our human resource management. The structure and the ability to meet business needs are supported by the necessary tools for employee success, growth opportunities and knowledge development to attract and retain talent while remaining competitive.

Comprehensive human resource policies, guidelines, practice guides and manuals (HR policy documents) are in place to provide clear guidance on governance, authority, roles and responsibilities to mitigate people-related risk. The HR policy documents cover the full spectrum of the employee lifecycle, providing governance and guidance across recruitment, promotion, performance appraisals, succession management and rewards, as well as matters relating to discipline, termination and dismissal.

Succession planning is reviewed annually to build a sustainable talent pool and create a pipeline of potential successors for key management positions. The Group's succession planning is overseen by the Group Talent Council, which is responsible for the Group's talent management strategy, talent identification and development.

Training needs analysis is performed to identify training needs to address areas where upskilling and capability build are required. Structured and technical training programs, and extensive orientation training is delivered to ensure employees are adequately trained and competent in discharging their responsibilities. Employees are enrolled for various role-based training programs and certifications in core competency areas to strengthen their proficiency and specialisation. Identified high-potential employees participate in leadership and talent development programs as part of the pipeline build of future leaders to sustain the Group. To further support workforce readiness, the Group has introduced 'Future of Work' initiatives that provide employees with training opportunities in digital skills, soft skills, leadership capabilities and sustainability knowledge.

The Group Nomination and Remuneration Committee (GNRC) supports the Board by providing assurance that the Group's key people decisions covering appointments, succession, performance evaluation and remuneration for the Board, Shariah Committee and senior management are subject to clear policies, robust processes and effective control safeguards. The GNRC provides stewardship over the Group's total remuneration philosophy and key remuneration structures to promote sustainable performance outcomes and mitigates risks arising from inappropriate incentives and administers oversight of the Group's Executive Share Schemes to ensure implementation is carried out in accordance with the relevant By-Laws and approved requirements. In addition, the GNRC reviews the performance evaluation of senior management to support objective assessments and defensible remuneration outcomes, considering relevant governance inputs where appropriate.

7. Policies and Guidelines

Policies, guidelines and procedures governing the Group's businesses and operations are formally documented and disseminated across the Group to promote consistency, transparency and compliance. These documents are subject to a robust review and approval process by the respective business and functional units to ensure continued relevance, effectiveness and alignment with applicable laws, regulatory expectations and evolving business and operation conditions.

8. Group Internal Audit

Group Internal Audit conducts independent, risk-based audits to provide assurance on the effectiveness of the design and operationalisation of the Group's risk management, control and governance framework across both financial and non-financial risks. A dedicated Shariah audit team undertakes independent assessments of the adequacy and effectiveness of internal controls, risk management systems, governance processes and compliance with Shariah requirements within Islamic banking operations. The AEC provides oversight of the internal audit function, including the approval of the annual audit plan, monitoring of its implementation, review of audit reports and the timely resolution of significant audit findings.

For more information, refer to Audit and Examination Committee (AEC) Report on pages 211-216.

CORE VALUES, CODE OF ETHICS AND CONDUCT

In setting the "tone from the top", the Board has established the Group's Core Values, Code of Ethics and Conduct to drive appropriate risk and compliance culture within the Group.

The Group's Core Values, P²ACE (Principled, Proactive, Appreciative, Collaborative and Experimental) embodies the Group's workplace culture and guides on how employees should act and behave within the Group, and with stakeholders.

The Group's Code of Conduct is a testament of the Group's commitment to uphold, maintain and demonstrate a high level of integrity, professionalism and ethical conduct. The Group's Code of Conduct provides a clear direction in conducting business, interacting with community, government and business partners as well as general workplace behavior. The Group's Code of Conduct consists of four (4) key areas:

Our Ethical Standards

Our Company and People

Our Marketplace

Our Commitment to Sustainability

The Group's Code of Ethics, as outlined under Ethical Standards of the Code of Conduct, sets the moral compass for ethical behaviour, with the philosophy of "Doing the right thing".

INHERENT LIMITATIONS OF RISK MANAGEMENT AND INTERNAL CONTROL

The Group's risk management and internal control systems are designed to manage, rather than eliminate risks, and can therefore provide only reasonable and not absolute assurance against material misstatement, loss or failure.

The Group continues to strengthen its risk management and internal control environment in response to evolving business, technological and regulatory developments, ensuring resilience and sustainability over the long term.

CONCLUSION

The Board, supported by its relevant Board committees, has reviewed the adequacy and effectiveness of the Group's risk management and internal control systems for the financial year under review. The Board has also received assurance from management, including the Group Chief Executive Officer and Group Chief Financial Officer, that these systems are operating adequately and effectively in all material aspects.

In forming its view, the Board has considered inputs from the Board committees, and relevant assurance functions. Based on these, the Board is satisfied that the Group's risk management and internal control system for the financial year is adequate, robust and effective in safeguarding the Group's assets and stakeholders' interests.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Main Market Listing Requirements of Bursa Malaysia, the external auditors have reviewed the Statement on Risk Management and Internal Control included in the Annual Report of the Group for the financial year ended 31 March 2026.

The review was conducted in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), and Audit and Assurance Practice Guide 3 (AAPG 3) issued by the Malaysian Institute of Accountants. These standards do not require the external auditors to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control systems, nor to consider whether the Statement covers all risks and controls.

Based on the limited assurance procedures performed and evidence obtained, nothing has come to the attention of the external auditors that causes them to believe that this Statement, intended to be included in the Annual Report, is not prepared, in all material respects, in accordance with the disclosures required by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers (SORMIC Guide 2025), nor is the Statement factually inaccurate.

Principle C Integrity in Corporate Reporting & Meaningful Relationship With Stakeholders

COMMUNICATION WITH STAKEHOLDERS

As a responsible company and financial institution listed on Bursa Malaysia, we place strong emphasis on integrity in corporate reporting and the cultivation of meaningful stakeholder relationships. We are committed to providing our shareholders and key stakeholder groups with timely, comprehensive and accurate material information, alongside a fair, objective and meaningful assessment of the Group's financial position and future prospects across our quarterly results, annual financial statements, Integrated Annual Report and other disclosures.

Our dedicated Investor Relations (IR) team collaborates closely with the Group CEO and Group CFO to design and execute robust IR programmes that deliver relevant insights while fostering constructive two-way communication with our stakeholders. In line with the objectives of the recently launched MY Value Up Programme, we place strong emphasis on clearly articulating our long-term growth strategy and value creation priorities to enhance investor understanding, support fair valuation and foster sustained confidence.

Ongoing engagement and open dialogue with shareholders and broader stakeholder groups are central to fostering strong, trust-based relationships and supporting the sustainable growth of the Group. We engage consistently with regulatory authorities, employees, shareholders, investors, customers, the public, non-governmental organisations and suppliers. These interactions provide valuable insights into stakeholder expectations, while their views on the Group's strategy, governance practices, environmental and social responsibilities are carefully considered in our decision-making processes.

We maintain regular and proactive interactions with key shareholders and stakeholders to discuss the critical value drivers that influence investment decisions and market perceptions. These engagements enhance mutual understanding and enable us to continuously refine our strategic direction and sustainability practices.

We believe that effective shareholder engagement and disciplined IR practices enhance transparency across our operations. This, in turn, supports investor confidence in the Group, promotes fair valuation, and helps mitigate share price volatility.

EFFECTIVE MODES OF COMMUNICATION

We recognise the importance of engaging effectively and meaningfully with our shareholders, the investment community and other key stakeholder groups. To support this, we leverage a carefully curated mix of communication channels, including announcements on Bursa Malaysia, our corporate website (ambankgroup.com), analyst briefings, investor meetings, press conferences, bespoke thematic events, as well as participation in both domestic and international conferences.

ANNUAL GENERAL MEETING

The Annual General Meeting (AGM) is a primary platform for two-way interaction between shareholders and our Board of Directors. The Board ensures that shareholders are given sufficient notice and time to consider the resolutions to be deliberated and decided at the AGM via our AGM Notice which details all resolutions proposed as well as any other relevant information and reports.

AMMB held its 34th AGM on 20 August 2025, with the Notice and Agenda of the AGM delivered to shareholders on 18 July 2025, 32 days prior to the meeting. The AGM was held in a hybrid mode, providing shareholders with greater accessibility and fostering meaningful shareholder engagement. The event was held and livestreamed from the Grand Ballroom, Sime Darby Convention Centre, thereby offering shareholders the flexibility to attend in person or participate virtually through a secure online platform with remote voting facilities. Our Board and Senior Management were all present at the AGM which was attended by a total of 1,444 shareholders holding 2,255,446,915 ordinary shares, representing 68.05% of AMMB's total issued shares.

The 34th AGM was chaired by our Chairman, Tan Sri Md Nor bin Md Yusof. Our Group CEO, Jamie Ling delivered a brief presentation outlining the Group's strategic direction under WT29 strategy. This was followed by the presentation of the Group's key performance and financial highlights for FY2025 and Q1FY2026, along with insights into the Group's FY2026 business outlook.

All questions raised by the Minority Shareholders Watch Group (MSWG), institutional investors, and individual shareholders, both prior to and during the AGM, along with the Company's responses were shared.

The proceedings of the AGM were recorded in the minutes of the meeting and made available to the public on the corporate website within 30 business days from the date thereof.

INTEGRATED ANNUAL REPORT

AmBank Group's Integrated Annual Report 2026 is designed to communicate how we create sustainable value over time by aligning our Winning Together 2029 (WT29) strategy with measurable performance outcomes. This is supported by a forward-looking assessment of material risks and opportunities, sustainability considerations, and our outlook on Malaysia's economy.

While historical performance is provided for context, the primary focus of this report is to offer a clear and strategic narrative of how our governance, strategy and resources are structured to drive sustainable growth. Through this integrated approach, we seek to strengthen trust-based relationships with our stakeholders by keeping them informed of our strategic direction, key priorities, and ongoing commitment to long-term value creation amid a dynamic business environment marked by sustained geopolitical tensions.

Further details in the 'Investor Relations' section on pages 103-107.

Shariah Committee Report

Associate Professor Dr. Ahmad Zaki Salleh
Chairman of The Shariah Committee

The Shariah Committee has been established for the purpose of advising AmBank Islamic Berhad ("AmBank Islamic"), a wholly-owned subsidiary of AMMB in ensuring that its businesses, operations, affairs and activities comply with Shariah principles. The establishment of a Shariah Committee is a requirement of the Islamic Financial Services Act 2013 (IFSA) and Bank Negara Malaysia (BNM)'s Policy Document on Shariah Governance (BNM SG PD).

SHARIAH COMMITTEE MEMBERS

The Shariah Committee comprises six Shariah scholars and industry experts, who have the necessary Shariah qualifications or expertise required by BNM as well as the knowledge and experience in Islamic banking and finance. They are also members of the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS).

The Shariah Committee members who have served during the FY2026 are as follows:

No.	Name of Shariah Committee Member	Nationality	Status
1.	Assoc. Prof. Dr. Ahmad Zaki Salleh	Malaysian	Chairman
2.	Encik Mohd Fadhly Md Yusoff	Malaysian	Member
3.	Prof. Dr. Salina Kassim	Malaysian	Member
4.	Encik Ismail Nik	Malaysian	Member
5.	Assoc. Prof. Dr. Mohd Edil Abd. Sukor	Malaysian	Member
6.	Puan Apnizan Abdullah	Malaysian	Member

The Shariah Committee has been established for AmBank Islamic. As the investment banking arm of AmBank Group, AmInvestment Bank Berhad (AmInvestment Bank), leverages AmBank Islamic's Shariah Committee for advice and guidance on the Shariah aspects of AmInvestment Bank's Islamic capital markets and Islamic stockbroking activities. AmInvestment Bank may also engage the services of independent external Shariah adviser(s) as approved by the Securities Commission Malaysia (SC) when necessary.

Shariah Committee Report

FUNCTIONS AND DUTIES OF THE SHARIAH COMMITTEE

The Shariah Committee is responsible and accountable for all Shariah-related decisions, views and opinions. The main functions and duties of the Shariah Committee shall include, but are not limited to the following:

1. to advise the Bank on Shariah matters to ensure that the Bank's business, operations, affairs and activities comply with Shariah requirements at all times;

2. to review and endorse policies and procedures of the Bank from the Shariah perspective, and to ensure that the contents do not contain any elements which are not in line with Shariah requirements;

3. to review and endorse documentation in relation to the Bank's products to ensure that the products are in compliance with Shariah requirements, which may include:
   - terms and conditions contained in the forms, contracts, agreements and other legal documentation used in executing the transactions; and
   - product manuals, marketing advertisements, sales illustrations, pamphlets and brochures used to describe the products;

4. to provide the decision, advice or opinion on the Bank's business, operations, affairs and activities which may trigger a Shariah non-compliance (SNC) event;

5. to perform oversight on and assess the strategies, initiatives and work carried out by the Shariah Management Department, in order to ensure compliance with Shariah matters which form part of their duties in providing their assessment of Shariah compliance and assurance information in the annual report. This includes performing the annual assessment of the Head of Shariah Management Department;

6. to perform oversight on the strategies, initiatives and work carried out by the:
   - Group Compliance Department relating to the Shariah Review function;
   - Group Risk Management Department relating to the Shariah Risk Management function; and
   - Group Internal Audit Department relating to the Shariah Audit function

   in order to ensure compliance with Shariah matters which form part of their duties in providing their assessment of Shariah compliance and assurance information in the annual report;

7. to provide assistance to parties related to the Bank such as its legal counsel, auditors or consultants on Shariah matters upon request;

8. to advise the Bank to consult the Shariah Advisory Council of Bank Negara Malaysia (SAC of BNM) or the Shariah Advisory Council of Securities Commission Malaysia (SAC of SC) on any Shariah matters that could not be resolved by the Shariah Committee;

9. to provide written Shariah opinions to the SAC of BNM or SAC of SC as and when required, including the following circumstances where the Bank:
   - makes reference to the SAC for advice; or
   - submits an application to BNM or the SC for approvals;

10. to provide advice and guidance on the management of the Zakat fund, charity and other social programmes or activities;

11. to endorse the Shariah operations manual which specify the manner in which a submission or request for advice be made to the Shariah Committee, the conduct of the Shariah Committee's meetings and the manner of compliance with any Shariah decisions;

12. to oversee the overall SNC management including to endorse purification of SNC income;

13. to assist in the Bank's sustainability and Value-Based Intermediation (VBI) agenda, including in relevant capacity building and awareness creation initiatives;

14. to advise on the application of Shariah requirements in the recovery options and other relevant components of the Recovery Plan that covers the following:
   - provide direction on how Shariah conditions should be applied to recovery options that are recommended to be prepared in accordance to the level of disruption;
   - ensure that Shariah conditions are adhered to, and address issues related to Islamic financial transactions that may have an influence on the Recovery Plan;
   - provide advice and clarification on pertinent Shariah decisions, rulings, or policy documents issued by BNM or by any other authority that have an impact on or may have an impact on the Recovery Plan; and
   - provide opinions on any other Shariah-related situations when required.

15. The Chairman of the Shariah Committee, in leading the Shariah Committee, is responsible for the effective functioning of the Shariah Committee. In fulfilling this role, the Chairman must:

    - ensure appropriate procedures are in place to govern the Shariah Committee's deliberations and proceedings;
    - act as a direct liaison between the Board and the Shariah Committee to foster greater understanding between both organs;
    - ensure that Shariah decisions or advice are made on a sound and well-informed basis, including based on a robust decision-making methodology which ensures that all business, operations and risk implications are considered by the Shariah Committee;
    - encourage healthy discussion, participation and contribution, and ensure that dissenting views can be freely expressed and discussed; and
    - ensure sufficient records of the discussion leading to formulation of the Shariah Committee's decision, advice or opinion are maintained.

The Shariah Committee may, if it thinks fit and proper and from time to time, delegate, re-delegate, suspend or revoke any powers given to the Shariah Management Department to do certain acts on behalf of the Shariah Committee such as review, advice and/or endorse certain materials or issues within the Shariah Committee's terms of reference.

SHARIAH OVERSIGHT COMMITTEE

The members of the Shariah Committee also sit in the Shariah Oversight Committee. The Shariah Oversight Committee is established as a sub-committee of the Shariah Committee to assist the Shariah Committee in discharging its responsibilities to oversee the strategies, initiatives and work carried out by the Shariah control functions namely Shariah Review, Shariah Risk Management and Shariah Audit.

The main functions and duties of the Shariah Oversight Committee shall include, but are not limited to the following:

1. as the authority to endorse Shariah Review's Plan
2. to determine whether potential SNC events are actual SNC incidents or not;
3. to endorse action plan/rectification measure in addressing SNC incident and purification of income methodology and amount;
4. to recommend alternative ways to rectify issues found through Shariah Audit, Shariah Review and Shariah Risk Management activities and/or other credible sources;
5. to provide advice on the recognition of income pursuant to SNC incidents and/or its purification; and
6. to recommend possible implementation methods to improve the Bank's business activities vis à-vis Shariah in line with applicable statutes and guidelines/policies/circulars issued by relevant regulatory bodies.

MEETINGS AND ENGAGEMENT WITH THE BOARD

A total of twelve Shariah Committee meetings were held during the financial year ended 31 March 2026, which were mainly to discuss and deliberate on product proposals, issues and documentation. The Shariah Oversight Committee convened four meetings to discuss works carried out by the Shariah Audit, Shariah Review and Shariah Risk Management and any reported potential SNC event(s).

Attendance of each member at the Shariah Committee and Shariah Oversight Committee meetings are set out below:

Name of Shariah Committee Member	Shariah Committee		Shariah Oversight Committee	
	Held during tenure in office	Attended	Held during tenure in office	Attended
Assoc. Prof. Dr. Ahmad Zaki Salleh	12	12	4	4
Encik Mohd Fadhly Md Yusoff	12	12	4	4
Prof. Dr. Salina Kassim	12	12	4	4
Encik Ismail Nik	12	12	4	4
Assoc. Prof. Dr. Mohd Edil Abd. Sukor	12	11	4	4
Puan Apnizan Abdullah*	7	7	3	3

Note:
**Appointed on 1 August 2025*

Shariah Committee Report

As part of the initiative for the Shariah Committee to have active engagement with the Board, several activities were implemented as follows:

1. two interactive sessions were held between the Shariah Committee, the Group Nomination and Remuneration Committee, and the Board;
2. representative of the Shariah Oversight Committee attended two Audit and Examination Committee (AEC) meetings;
3. representatives of the Board attended one Shariah Committee meeting;
4. Shariah Committee members attended the Bank's Board Strategy Session;
5. notification of the Shariah Committee's decisions and resolutions to the Board by the Chairman of Shariah Committee;
6. engagement session between the Chairman of the Board and the Shariah Committee; and
7. joint-trainings including Exclusive Engagement Session with YBhg Tan Sri Azman Mokhtar, the Chairman of INCEIF University.

MAIN ACTIVITIES

Throughout the FY2026, the Shariah Committee has provided various Shariah advisory services to the Bank in order to ensure compliance with applicable Shariah principles as well as the relevant resolutions and rulings made by the SAC of BNM. This includes discussing and deliberating various Shariah principles and the contracts relating to the products and services proposed by the Bank. The Shariah Committee also reviewed numerous legal documentation and Shariah policies and manuals introduced by the Bank.

The Shariah Committee also provided advice on issues arising from Islamic banking operations, and zakat distribution.

The Shariah Committee also noted and reviewed, and was satisfied that each of the following had been executed effectively during the FY2026 in compliance with Shariah:

1. the contracts, transactions and dealings entered into by the Bank and legal documents used by the Bank were in compliance with Shariah principles;
2. the allocation of profit and charging of losses relating to investment accounts conform to the basis that had been approved by the Shariah Committee in accordance with Shariah principles;
3. the calculation of zakat is in compliance with Shariah principles; and
4. the overall operations, business, affairs and activities of the Bank were in compliance with Shariah principles and free from any material Shariah non-compliances.

Matters relating to the Shariah review plan, Shariah audit plan, Shariah review reports and Shariah audit reports prepared by the Shariah Review and Group Internal Audit teams respectively and Shariah Risk Management updates by the Shariah Risk Management team were discussed and deliberated with the Shariah Oversight Committee.

On matters relating to AmInvestment Bank, the Shariah Committee reviewed a number of Sukuk structures and legal documentation for Sukuk issuance, as well as provided confirmation of Shariah compliance for the Islamic stockbroking business.

PERFORMANCE ASSESSMENT

The Shariah Committee's performance assessment is conducted annually by the Board. The evaluation process focuses on competency, knowledge, contribution and overall effectiveness of the Shariah Committee members.

The assessment also identifies any relevant development areas or any relevant exposure needed by the Shariah Committee members for the Bank to provide.

CONTINUOUS DEVELOPMENT PROGRAMME

As part of the Shariah Committee's continuous development, the Bank registered the Shariah Committee members to undertake a certification programme i.e. Certified Shariah Advisors (CSA) or Certified Shariah Practitioner (CSP) by the Association of Shariah Advisors in Islamic Finance Malaysia (ASAS). The certification is currently on-going. CSA/CSP programme attended by the Shariah Committee members during the FY2026 were as follows:

1. 17-18 June 2025 – Corporate & Shariah Governance (Level 2)
2. 8-9 July 2025 – Applied Shariah Research & Finance (Jami' Fiqh) (Level 2)
3. 5-7 August 2025 – Legal Documentation for Islamic Financial & Capital Market Services (Level 2)
4. 9-11 September 2025 – Islamic Capital Market (Level 2)
5. 8-9 October 2025 – Principles of Islamic Financial System (Level 1)
6. 22-23 October 2025 – Takaful (Level 2)
7. 4-6 November 2025 – Islamic Banking Products & Services (Level 2)
8. 11-12 November 2025 – Principles of Accounting and Finance (Level 1)
9. 11-13 November 2025 – Critical Analysis of Contemporary Resolutions in Islamic Finance (Level 2)
10. 3-4 December 2025 – Usul Fiqh (Level 1)
11. 6-8 January 2026 – Risk Management (Level 2)
12. 20-22 January 2026 – Maqasid Shariah (Level 3)
13. 21-22 January 2026 – Qawaid Fiqhiyyah (Level 1)
14. 4-5 February 2026 – Case Study on Structuring, Policy and Strategy in Islamic Finance (Level 3)

Besides the certification programme, the Bank also initiated for the Shariah Committee members to attend and participate in various conferences/seminars and internal briefings/training as follows:

1. 14 May 2025 – Introduction to Maqasid Al-Shariah Guidance Islamic Capital Market
2. 26 May 2025 – 3rd Nadwah of Shariah Advisers in Islamic Capital Market 2025
3. 15 July 2025 – Advanced Training - Methodologies of Deriving Fatwas in Fiqh al-Mu'amalat (MUZAKARAH2025)
4. 16-17 July 2025 – 19th Muzakarah Cendekiawan Syariah Nusantara 2025, Bangkok (MUZAKARAH2025)
5. 29 July 2025 – Walkthrough on Robotic Process Automation (RPA) for Murabahah Tawarruq (MTQ)
6. 6 August 2025 – Induction/Briefing Session – Introduction to AmBank Islamic Structure and Shariah Governance (Session 1)
7. 7 August 2025 – Briefing/Engagement Session with Bursa Suq Al-Sila' (BSAS) Team
8. 26-27 August 2025 – PIDM's Muzakarah on Failure Resolution of Islamic Financial Institution 2025
9. 8 September 2025 – Walkthrough Session with Commodity Trading Platform - AbleAce Raakin
10. 11 September 2025 – Global Islamic Finance Summit (GIFS) 2025
11. 13-15 October 2025 – 8th Global Islamic Finance Forum 2022 (GIFF 2025)
12. 15 October 2025 – GIFF2025 Shariah Ledger: Insights from AIBIM's Shariah Deliberation Vault
13. 17 & 18 November 2025 – Cyber Security Awareness Program 2025
14. 18-19 November 2025 – 20th Kuala Lumpur Islamic Finance Forum 2025 (KLIFF 2025)
15. 19-20 November 2025 – Muzakarah Penasihat Syariah Kewangan Islam Kali Ke-18 (KLIFF 2025)
16. 15 January 2026 – Sustainability Training FY2025/2026
17. 28 January 2026 – Anti-Money Laundering Training FY2026
18. 30 January & 6 February 2026 – Anti-Bribery & Corruption Training FY2026
19. 26 February 2026 – Induction/Briefing on Shariah Control Functions (Shariah Risk Management, Shariah Review & Shariah Audit) to Shariah Committee
20. 6 March 2026 – Exclusive Engagement Session with YBhg Tan Sri Azman Mokhtar, Chairman of The INCEIF University
21. 30 March 2026 – Shariah Sharing Session: Synchronisation between Shariah & Legal Compliance in Islamic Finance

PRIORITIES FOR FY2027

The Shariah Committee remains committed to ensuring continuous Shariah compliance across the Bank's operations while supporting sustainable business growth. The key priorities for FY2027 include:

1. Strengthening Governance Practices

The Shariah Committee will continue to uphold strong governance practices by exercising sound professional judgement and ensuring adherence to established Shariah governance frameworks.

2. Enhancing Shariah Awareness

The Shariah Committee will support ongoing efforts to promote Shariah awareness among staff, fostering better understanding and consistent application of Shariah principles across the Bank.

SHARIAH GOVERNANCE

The Bank complies with the requirements of BNM SG PD by having three Shariah control functions namely Shariah Review, Shariah Risk Management and Shariah Audit. Shariah Risk Management and Shariah Review functions act as the second line of defence whilst the Shariah Audit function which is part of the Group Internal Audit Department, acts as the third line of defence. By having this practice in place, the Bank is able to identify, monitor and mitigate any possible Shariah breaches. Shariah Management Department (which has a Shariah Legal function) acts as the secretariat to the Shariah Committee. The Shariah governance structure of the Bank comprises the following:

1. **Board of Directors (Board):** The Board is responsible for the overall oversight of the Shariah governance and Shariah compliance, including the appointment, remuneration, performance evaluation and reappointment of the Shariah Committee members. The Board performs its oversight role through various committees such as the Audit and Examination Committee, Risk Management Committee, and the Shariah Committee.

2. **Audit & Examination Committee (AEC):** The AEC is a Board committee responsible for assisting the Board in ensuring that the Bank's operations are Shariah compliant through the independent assurance from the Shariah audit function. The reports from the Shariah Review Section are also presented to the AEC for information.

3. **Risk Management Committee (RMC):** The RMC is a Board committee responsible for assisting the Board in ensuring that risk management (including Shariah risk management) controls and processes are in place.

4. **Group Nomination and Remuneration Committee (GNRC):** The GNRC is established as a committee of the AMMB Holdings Berhad to provide assistance to the Group in the following areas:

   - Review and assess the appointment/reappointment and remuneration of Directors, Shariah Committee members and Senior Management for recommendation to the Board.

Shariah Committee Report

- Oversee the establishment of a formal and transparent procedure for the performance evaluation of Directors, Shariah Committee members and Senior Management.
- Advise the Board on the optimal size and mix of skills of the Board and Board Committee.

5. **Shariah Committee:** The Shariah Committee is responsible on matters related to Shariah. This includes advising the Board and Senior Management on Shariah matters as well as endorsing products and services, Shariah policies and the relevant documentation in relation to the Bank's business and operations. In addition to endorsing the zakat computation mechanism and the proposed recipients for zakat distribution, the Shariah Committee provides advice and guidance on the management of the zakat fund, charity and other social programmes or activities.

6. **Shariah Oversight Committee:** The Shariah Oversight Committee, which is a sub-committee to the Shariah Committee, performs an oversight function via the Shariah control functions (i.e. Shariah Risk Management, Shariah Review, and Shariah Audit). The Shariah Oversight Committee also provides guidance and advice on matters pertaining to SNC incidents as well as treatment of any SNC income.

7. **Senior Management:** The Chief Executive Officer (CEO) and senior officers of the Bank and AMMB Group are responsible to make reference to the Shariah Committee and/or Shariah Oversight Committee on Shariah matters and to take the necessary measures for implementation. The Senior Management is also responsible in establishing the infrastructure and adequate resources to support the Shariah governance structure. This includes putting in place adequate systems and controls in order to ensure compliance with Shariah and to mitigate Shariah non-compliance risk.

8. **Shariah Management:** The Shariah Management Department is accountable to the Shariah Committee with functional reporting to the CEO of the Bank and is responsible for providing operational support for the effective functioning of the Shariah Committee including day-to-day Shariah advisory, conducting Shariah research, formulating Shariah policies and acting as the Secretariat to the Shariah Committee and the Shariah Oversight Committee.

9. **Shariah Risk Management:** The Shariah Risk Management Department is accountable to the Group Risk Management Department and the CEO of the Bank and has Shariah reporting to the Shariah Oversight Committee. Shariah Risk Management Department is the designated second-line of defense that shall be responsible of managing Shariah risk within AmBank Group with the exception for Shariah risk of AmIslamic Funds Management Sdn Bhd. The Department systematically identifies, measures, monitors and reports Shariah non-compliance risks to mitigate any possible non-compliance incidents.

10. **Shariah Review:** The Shariah Review Section is accountable to the Head of Compliance, AmBank Islamic and the CEO of the Bank, with Shariah reporting to the Shariah Oversight Committee. Shariah Review refers to a function that conducts regular assessment on the compliance of the operations, business, affairs and activities of the Bank which are predominantly transactional in nature, with Shariah requirements.

    The Shariah Review Section also acts as the Shariah Non-Compliance Officer (SNCO) of the Bank. The SNCO is responsible to assess and decide whether the reported Shariah related incidents shall be classified as Potential SNC, and also in preparing the SNC report for deliberation by the Shariah Oversight Committee in determining whether the Shariah related incident is an SNC or otherwise.

11. **Shariah Audit:** The Shariah Audit Section is accountable to the Audit and Examination Committee in relation to Shariah-related matters and reports to the Shariah Oversight Committee. The Shariah Audit Section is a dedicated team within the Group Internal Audit Department and is responsible to conduct independent assessment on the quality and effectiveness of the Bank's internal controls, risk management systems, governance processes as well as the overall compliance of the Bank's operations, business, affairs and activities with Shariah requirements. The scope of Shariah audit includes but not limited to activities undertaken by departments and functions that relate to Islamic products and services.

We, the members of the Shariah Committee of the Bank, do hereby confirm to the best of our knowledge that the operations of the Bank for the financial year ended 31 March 2026, have been conducted in conformity with Shariah principles.

We beg Allah the Almighty to grant us all the success and straightforwardness and Allah knows best.

On behalf of the Shariah Committee

ASSOC. PROF. DR. AHMAD ZAKI SALLEH
Chairman of the Committee

ENCIK ISMAIL NIK
Member of the Committee

Kuala Lumpur, Malaysia
30 June 2026

Additional Disclosures

1. MATERIAL CONTRACTS

There was no material contract (not being a contract entered into in the ordinary course of business) entered into by the Group, which involved the interest of the directors, chief executive who is not a director or major shareholder, either still subsisting at the end of the financial year or, if not then subsisting, entered into since the end of the previous financial year.

On 8 June 2026, AMMB Holdings Berhad ('AMMB') announced that AmBank (M) Berhad, a wholly-owned subsidiary of AMMB, had entered into a conditional sale and purchase agreement with Maybank Trustees Berhad (acting as trustee for and on behalf of AmFIRST Real Estate Investment Trust) to acquire Menara AmBank together with related assets and rights for a cash purchase consideration of RM331 million (the "Proposed Acquisition").

Save as set out below, none of the directors and major shareholders of AMMB and/or persons connected with them has any interest, whether direct and/or indirect, in the Proposed Acquisition:

(i) AmREIT Managers Sdn Bhd (Manager), the management company of AmFIRST REIT, is a wholly-owned subsidiary of AmREIT Holdings Sdn Bhd (AmREIT Holdings), which in turn is 70% owned by AmInvestment Group Berhad (AIGB) and 30% owned by Amcorp Properties Berhad ("Amcorp Properties"). AIGB is a wholly owned subsidiary of AMMB whereas Amcorp Properties is a wholly owned subsidiary of Amcorp Group Berhad ("Amcorp Group"), a major shareholder of AMMB.

(ii) Tan Sri Azman Hashim (TSAH) is the Chairman Emeritus / Honorary Adviser of AMMB and an indirect major shareholder of AMMB by virtue of his interest in Amcorp Group through Clear Goal Sdn Bhd (CGSB). He is also an indirect major shareholder of the Manager through his interest in Amcorp Group through CGSB and a trustee of Yayasan Azman Hashim, a major unitholder of AmFIRST REIT.

(iii) Soo Kim Wai (SKW) is a director of AMMB and Amcorp Group. He is also a person connected to TSAH, being a person who is accustomed or under obligation, whether formal or informal, to act in accordance with the directions or instructions of TSAH, a major shareholder of AMMB and Amcorp Group.

(iv) AmBank, a wholly-owned subsidiary of AMMB, owns 26.73% of the units in AmFIRST REIT as at 8 June 2026, and is therefore a major unitholder of AmFIRST REIT.

Amcorp Group, CGSB, TSAH, SKW and AmBank (collectively, Interested Parties) are deemed interested in the Proposed Acquisition. SKW has abstained and will continue to abstain from all deliberations and voting on the Proposed Acquisition at the relevant meetings of the Board.

2. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

During the financial year under review, the Group issued Senior Notes, Cagamas bonds, Commercial Papers, Negotiable Instrument of Deposit (NID) and debt capital in domestic currencies, in both conventional and Islamic structures, as part of its capital and fund-raising exercises. The proceeds raised were utilised for working capital, general funding requirements and other corporate purposes, where applicable.

FR *The details of the proceeds raised from corporate proposals during the financial year as disclosed in Notes 26 and 27 of the Financial Report.*

3. RELATED PARTY TRANSACTIONS (RPTs)

An internal compliance framework exists to ensure that the Group meets its obligations under the Main Market Listing Requirements of Bursa Malaysia and other applicable requirements in connection with related party transactions.

In this respect, the relevant processes and procedures are in place to ensure all transactions including the RPTs are monitored and conducted in a manner that is fair and at arms' length basis, on terms not more favourable to the related parties than to the public, not to the detriment of minority shareholders and in the best interest of the Group. A Director who has an interest in a transaction abstains himself/herself from deliberation and voting on the relevant resolution in respect of such transaction at Board Meetings and/or other meetings of the Company.

There were no material RPTs undertaken by the Group during the financial year under review. The Proposed Acquisition is a related party transaction but was entered into subsequent to the financial year under review.

4. RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE (RRPT)

The Group did not seek shareholders' mandate on any RRPTs during the last Annual General Meeting of AMMB as the amount of RRPTs were estimated to be below the threshold as prescribed under paragraph 10.09(1)(a) of the Main Market Listing Requirements of Bursa Malaysia.

The non-mandated RRPTs undertaken during the FY2026 is set out in the table below:

Related Party	Nature of Transaction	Actual Value (RM'000)
Harpers Travel (M) Sdn Bhd*	Provision of travelling arrangement related services consist of, but are not limited to, airline ticketing and accommodation booking	2,355

* *Harpers Travel (M) Sdn Bhd is a subsidiary of Amcorp Group Berhad, which is a major shareholder of AMMB Holdings Berhad.*

Additional Disclosures

5. AUDIT AND NON-AUDIT FEES

A breakdown of fees for statutory audit services and regulatory and assurance related services incurred by the Group for financial year ended 31 March 2026 is set out on page 216.

6. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements of Bursa Malaysia, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2026 RM'000	**2025 RM'000**
Interest income	**6,042,998**	6,149,269
Share of profit of associates and joint ventures	**108,984**	107,846
Net income from Islamic banking	**1,444,008**	1,350,637
Other operating income	**1,156,757**	1,112,415
Total Income	**8,752,747**	8,720,167
Total Assets	**207,708,726**	199,043,588

(b) Business Activities

		Group	
Shariah Non-Compliant Activities	**Remarks**	**2026 RM'000**	**2025 RM'000**
Interest income		**6,042,998**	6,149,269
Other operating income		**1,156,757**	1,112,415
Share of profit of associates and joint ventures	Excludes share of result of Takaful business	**107,376**	122,971
Total		**7,307,131**	7,384,655

(c) Component of Financial Position

(i) Cash Component – Financial Assets

		Group	
Islamic Account/Instruments	**Remarks**	**2026 RM'000**	**2025 RM'000**
Cash and bank balances		**825,403**	98,112
Short-term funds		**2,000,000**	2,340,000
Financial assets	Includes financial investments and financing and advances	**57,808,149**	52,822,636
Money market instruments		**4,675,927**	5,544,047
Total		**65,309,479**	60,804,795

(c) Component of Financial Position (Cont'd.)

(i) Cash Component – Financial Assets (Cont'd.)

Conventional Account/Instruments	Remarks	Group 2026 RM'000	Group 2025 RM'000
Cash and bank balances		**2,283,165**	3,098,299
Short-term funds		**1,710,047**	1,222,715
Financial assets	Includes financial investments and loans and advances	**117,169,535**	110,669,800
Money market instruments		**13,184,107**	13,401,096
Total		**134,346,854**	128,391,910

(ii) Debt Component

Islamic Financing	Group 2026 RM'000	Group 2025 RM'000
Current		
Islamic commercial papers	**–**	198,555
Recourse obligation on financing sold to Cagamas Berhad	**1,005,039**	605,013
Lease liabilities	**341**	242
Non-Current		
Subordinated Sukuk Murabahah	**1,300,000**	1,300,000
Senior Sukuk	**1,000,000**	1,000,000
Recourse obligation on financing sold to Cagamas Berhad	**1,000,003**	1,605,016
Lease liabilities	**575**	1,532
Total Financing	**4,305,958**	4,710,358

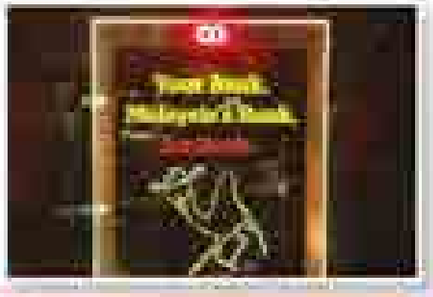
Conventional Borrowing	Group 2026 RM'000	Group 2025 RM'000
Current		
Repurchase agreements	**4,635,626**	5,951,549
Commercial papers	**1,711,655**	968,193
Recourse obligation on loans sold to Cagamas Berhad	**3,645,048**	1,900,021
Senior Notes	**500,000**	–
Lease liabilities	**65,883**	12,370
Non-Current		
EURO medium term notes	**1,210,030**	1,324,716
Recourse obligation on loans sold to Cagamas Berhad	**1,300,017**	2,445,021
Subordinated Notes	**3,095,000**	3,095,000
Senior Notes	**2,200,000**	2,100,000
Lease liabilities	**263,947**	119,014
Total Debt	**18,627,206**	17,915,884

Key Events and Highlights

2025

APRIL

AmBank Group unveils refreshed building façade at its corporate head quarters featuring Dato Lat's largest Camel illustration



AmBank Group extends RM408.20 million financing to MSR Green Energy to part-finance a landmark Battery Energy Storage System (BESS) project awarded by Sabah Electricity Sdn Bhd (SESB)

MAY

AmBank Group extends RM150 million to Gas Malaysia Green Ventures Sdn Bhd to part-finance its capital expenditure requirements to develop Biogas Upgrading Plants (BUP) in palm oil mills and identified landfills

AmBank Group extends RM248.5 million to renewable energy developer ibvogt APAC to finance two solar farms in Kedah under the Corporate Green Power Programme (CGPP)

JUNE

AmInvestment Bank Launches the All-New AmEquities Trading Platform, a major milestone in the AmBank Group's digital transformation journey

AmBank Group raises brand visibility as Official Banking Partner of Rainforest World Music Festival 2025 in conjunction with 50th Anniversary Celebration marking a significant collaboration that underscores the Group's long-standing commitment to the state of Sarawak and its vibrant cultural heritage.

JULY

AmBank Group presents 50 limited edition gold bars to 50 customers under the Retail Banking 50 (RB50) campaign to celebrate the Group's 50 years of trust and togetherness.

AUGUST

AmBank Group marks the pinnacle of its 50th anniversary celebrations with a dual-purpose initiative in Sabah; expedition to Mount Kinabalu and a sustainability outreach at Sekolah Kebangsaan Kundasang embracing the true spirit of Malaysia Kita

SEPTEMBER

AmBank Group reaches Grand Finale of 50th Anniversary Celebration wrapping up a full year of activities and campaigns nationwide to commemorate its golden jubilee

AmBank Marks Over RM20 billion Approved Financing in Johor – Backing Sustained Growth Including Inbound Foreign Direct Investment

2026

OCTOBER

Cooperation Agreement Signing Ceremony between Asian Infrastructure Investment Bank and four financial institutions (Maybank, CIMB, AmBank and Bank Pembangunan Malaysia Berhad)

NOVEMBER

AmBank and Woori Bank forge strategic partnership to strengthen Malaysia-Korea investment ties

Bursa Malaysia and AmInvest Launch Malaysia's First and Only SRI-Qualified ETF

DECEMBER

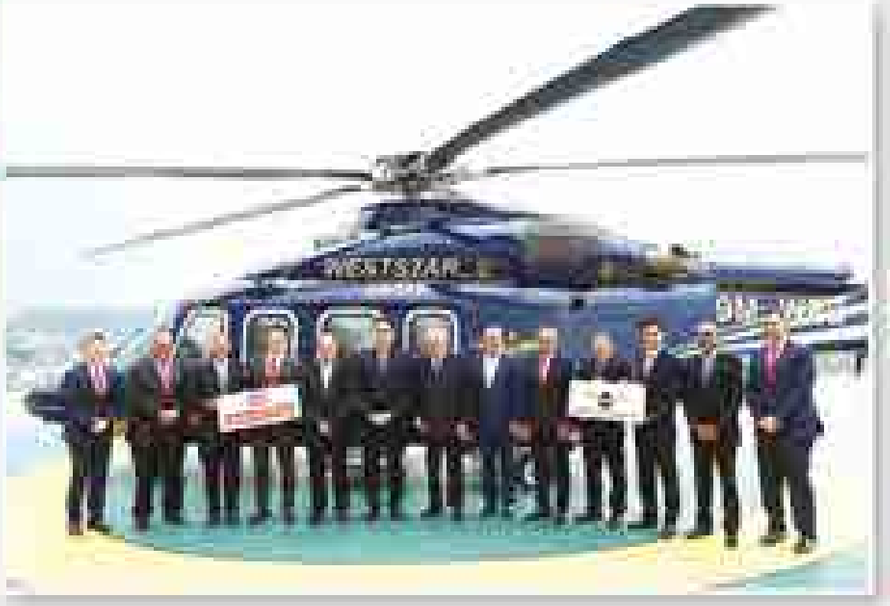
AmBank and Huawei Malaysia signs RM350 million supply chain financing deal to advance Malaysia's digital infrastructure

MARCH

AmInvestment Bank was Sunway Healthcare Holdings Berhad's (SHH) Joint Principal Adviser, Joint Global Coordinator, Joint Bookrunner, Joint Managing Underwriter for SHH's historic IPO, the largest in Malaysia in nine years.

APRIL

AmBank Group, through AmBank Islamic Berhad, has granted RM2 billion financing to Weststar Aviation Services Sdn Bhd. This marks a significant step in strengthening Malaysia's aviation transportation infrastructure while supporting industries that are vital to the country's economic development



Our Corporate Structure

As at 30 June 2026

AMMB (LISTED)

- **100%** AmBank
  - **100%** AmCSB
  - **100%** AmMortgage
  - **100%** AMIL
  - **100%** TOPSB
  - **100%** BDSB
  - **100%** APHSB
  - **33.33%** BLSB
  - **26.73%** AFR
  - **100%** MISSB
  - **81.51%** MPSB*
- **100%** AmBank Islamic
- **100%** AmInvestment Bank
  - **100%** AFM
  - **100%** AIFM
  - **100%** AAMNT
  - **100%** AAMNA
  - **100%** AMSNT
  - **100%** AMSNA
- **100%** AIGB
  - **70%** ARH
    - **100%** ARM
  - **100%** AMSH
  - **100%** MVMI*
  - **80%** AmPE*
- **100%** AMAB
  - **100%** AmGH
    - **30%** LGH
      - **100%** LGIB
  - **50% – 1 share** AmMetL
  - **50% + 1 share** AmMetT
- **100%** MBFC*

* *Subsidiaries under liquidation*

Operating Entities

Legend	Company	Principal Activities
AMMB	AMMB Holdings Berhad	Investment holding
AmBank	AmBank (M) Berhad	Commercial banking
AmCSB	AmCard Services Berhad	Outsourcing servicer for mortgage related services
AmMortgage	AmMortgage One Berhad	Securitisation of mortgage loans
AMIL	AmLabuan Holdings (L) Ltd	Investment holding
TOPSB	Teras Oak Pembangunan Sendirian Berhad	Dormant
BDSB	Bougainvillaea Development Sdn Bhd	Property investment
APHSB	AmProperty Holdings Sdn Bhd	Property investment
BLSB	Bonuskad Loyalty Sdn Bhd	Managing customer loyalty schemes
AFR	AmFirst Real Estate Investment Trust	Investment in real estate
MISSB	MBf Information Services Sdn Bhd	Property investment
AmBank Islamic	AmBank Islamic Berhad	Islamic banking
AmInvestment Bank	AmInvestment Bank Berhad	Investment banking
AFM	AmFunds Management Berhad	Funds management including management of unit trusts and private retirement schemes
AIFM	AmIslamic Funds Management Sdn Bhd	Islamic funds management services and distribution of Islamic wholesale funds
AAMNT	AM Nominees (Tempatan) Sdn Bhd	Nominee services
AAMNA	AM Nominees (Asing) Sdn Bhd	Nominee services
AMSNT	AMSEC Nominees (Tempatan) Sdn Bhd	Nominee services
AMSNA	AMSEC Nominees (Asing) Sdn Bhd	Nominee services
AIGB	AmInvestment Group Berhad	Investment holding
ARH	AmREIT Holdings Sdn Bhd	Investment holding
ARM	AmREIT Managers Sdn Bhd	Management of real estate investment trusts
AMSH	AmSecurities Holding Sdn Bhd	Investment holding
AMAB	AMAB Holdings Sdn Bhd	Investment holding
AmGH	AmGeneral Holdings Berhad	Investment holding
LGH	Liberty Global Holdings Sdn Bhd	Investment holding
LGIB	Liberty General Insurance Berhad	General insurance
AmMetL	AmMetLife Insurance Berhad	Life assurance
AmMetT	AmMetLife Takaful Berhad	Family takaful

Subsidiaries Under Liquidation

Legend	Company	Principal Activities
MBFC	MBF Cards (M'sia) Sdn Bhd	Dormant
MVMI	Malaysian Ventures Management Incorporated Sdn Bhd	Dormant
AmPE	AmPrivate Equity Sdn Bhd	Dormant
MPSB	Malco Properties Sdn Bhd	Dormant

Analysis of Shareholdings

As at 30 June 2026

Total Number of Issued Shares	:	3,314,184,844 Ordinary Shares (Include Treasury Shares)
Total Number of Shares Retained as Treasury Shares	:	8,031,900
Class of Shares	:	Ordinary Shares
Voting Rights	:	1 vote per ordinary share on a poll
Number of Shareholders	:	28,963

ANALYSIS BY SIZE OF SHAREHOLDINGS BASED ON RECORD OF DEPOSITORS

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares*	% of Shareholdings*
Less than 100	2,287	7.90	49,584	0.00
100 – 1,000	8,883	30.67	5,634,603	0.17
1,001 – 10,000	12,957	44.74	52,503,144	1.59
10,001 – 100,000	3,640	12.57	110,337,208	3.34
100,001 to less than 5% of issued shares	1,194	4.12	2,380,689,542	72.01
5% and above of issued shares	2	0.00	756,938,863	22.89
Total	**28,963**	**100.00**	**3,306,152,944**	**100.00**

Note:

** Exclude 8,031,900 ordinary shares retained as treasury shares*

SUBSTANTIAL SHAREHOLDERS BASED ON REGISTER OF SUBSTANTIAL SHAREHOLDERS

Substantial Shareholders	No. of Shares			
	Direct Interest	%*	Indirect Interest	%*
Employees Provident Fund Board	595,743,061	18.02	–	–
Amcorp Group Berhad	391,069,003	11.83	–	–
Clear Goal Sdn Bhd	–	–	391,069,003[1]	11.83
Tan Sri Azman Hashim	–	–	391,069,003[1]	11.83

Notes:

[1] Deemed interested by virtue of Section 8(4) of the Companies Act, 2016 held through Amcorp Group Berhad

** Exclude 8,031,900 ordinary shares retained as treasury shares*

DIRECTORS' AND CHIEF EXECUTIVE'S INTEREST IN THE COMPANY AND ITS SUBSIDIARIES BASED ON REGISTER OF DIRECTORS' SHAREHOLDINGS

Names	No. of Shares			
	Direct Interest	%*	Indirect Interest	%*
Directors				
Tan Sri Md Nor bin Md Yusof	–	–	–	–
Soo Kim Wai	–	–	–	–
Jeyaratnam A/L Tamotharam Pillai	–	–	–	–
Hong Kean Yong	–	–	–	–
Dato' Kong Sooi Lin	–	–	–	–
U Chen Hock	–	–	–	–
Sharifatu Laila binti Syed Ali	–	–	–	–
Chan Siew Mei	–	–	–	–
Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican	–	–	–	–
Group Chief Executive Officer[1]				
Ling Fou-Tsong @ Jamie Ling	1,375,000	0.04	–	–

Notes:

[1] *The Group Chief Executive Officer is not a director of the Company*

* *Exclude 8,031,900 ordinary shares retained as treasury shares*

List of 30 Largest Shareholders

30 LARGEST SHAREHOLDERS BASED ON RECORD OF DEPOSITORS

(Without aggregating the securities from different securities accounts belonging to the same Depositor)

No.	Names	No. of Shares	%*
1.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	557,451,561	16.86
2.	AMCORP GROUP BERHAD	199,487,302	6.03
3.	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MALAYAN BANKING BERHAD (MBB2 SWAP-M)	109,127,535	3.30
4.	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	103,145,000	3.12
5.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD	81,040,907	2.45
6.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM BUMIPUTERA	76,255,000	2.31
7.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 2 – WAWASAN	71,102,800	2.15
8.	HSBC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR AMCORP GROUP BERHAD	70,500,000	2.13
9.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD CIMB BANK BERHAD (EDP 2)	59,294,200	1.79
10.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA	44,486,400	1.35
11.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	41,267,720	1.25
12.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	39,748,145	1.20
13.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FUND	37,198,300	1.12
14.	AMANAHRAYA TRUSTEES BERHAD AMANAH SAHAM MALAYSIA 3	36,702,300	1.11
15.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	31,566,800	0.95
16.	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR ISHARES CORE MSCI EMERGING MARKETS ETF	27,754,900	0.84
17.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR AMCORP GROUP BERHAD (LSF-URC)	27,500,000	0.83

30 LARGEST SHAREHOLDERS BASED ON RECORD OF DEPOSITORS (CONT'D.)

(Without aggregating the securities from different securities accounts belonging to the same Depositor) (Cont'd.)

No.	Names	No. of Shares	%*
18.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	26,976,800	0.82
19.	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD MALAYAN BANKING BERHAD FOR AMCORP GROUP BERHAD	25,700,000	0.78
20.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	21,150,100	0.64
21.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	21,000,000	0.64
22.	IFAST NOMINEES (TEMPATAN) SDN BHD GLOBAL SUCCESS NETWORK SDN BHD	20,746,200	0.63
23.	HSBC NOMINEES (ASING) SDN BHD HSBC-FS G FOR PEOPLE'S BANK OF CHINA (SICL ASIA EM)	20,742,200	0.63
24.	CIMB GROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR AMCORP GROUP BERHAD (AGB CBC2)	20,500,000	0.62
25.	HSBC NOMINEES (ASING) SDN BHD JPMSE LUX FOR ROBECO CAPITAL GROWTH FUNDS	19,819,200	0.60
26.	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	19,351,090	0.59
27.	CARTABAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR BARCLAYS CAPITAL SECURITIES LTD (SBL/PB)	19,351,000	0.59
28.	RHB CAPITAL NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR AMCORP GROUP BERHAD (AMCORPPROPMGT)	17,000,000	0.51
29.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR BLACKROCK INSTITUTIONAL TRUST COMPANY, N.A. INVESTMENT FUNDS FOR EMPLOYEE BENEFIT TRUSTS	16,362,000	0.49
30.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LEEF)	15,361,500	0.46

Note:

* *Exclude 8,031,900 ordinary shares retained as treasury shares*

Executives' Share Scheme by Category of Participants

Category of Participants	Opening Balance as at 1 April 2025	No. of Shares Granted on 1 July 2025 (Grant 8)	%*	No. of Additional Shares Granted on 1 July 2025 (Grant 5)	%*	No. of Eligible Employees	No. of Shares Vested on 1 July 2025 (Grant 5)	%*	No. of Employees Receiving the Vesting from Grant 5	No. of Shares Forfeited	%*	Closing Balance as at 31 March 2026
Directors	–	–	–	–	–	–	–	–	–	–	–	–
Top Management	4,893,400	2,041,100	0.06	641,900	0.02	16	(2,373,100)[1]	0.07	12	(191,500)	0.01	5,011,800
Total	**4,893,400**	**2,041,100**	**0.06**	**641,900**	**0.02**	**16**	**(2,373,100)[1]**	**0.07**	**12**	**(191,500)**	**0.01**	**5,011,800**

Notes:

[1] *At the exercise price of RM5.08 per share*

* *Calculated based on total issued shares of 3,314,184,844*

List of Landed Properties

As at 31 March 2026

Properties owned by the Group are as follows:

Location	Description	Age of Property	Tenure	Net Book Value (RM' 000)	Built-Up Area (sq. ft)	Date of Acquisition
Damansara Fairway 3 6C, Persiaran Tropicana Tropicana Golf & Country Resort 47410 Petaling Jaya	One unit of thirteen-storey office building for operations	35 years	Leasehold Term: 99 years Expiry: 25 October 2090	10,277.47	76,120	13 October 2000
257, Jalan Haji Taha 93400 Kuching	Seven-storey office building for branch premises and rental	27 years	Leasehold Term: 855 years Expiry: July 2792	6,392.36	51,906	31 December 1994
2 & 4, Jalan 23/70A Desa Sri Hartamas 55048 Kuala Lumpur	Two units of four-storey shoplots for rental purposes	27 years	Freehold	2,369.09	13,504	23 April 1998
85, 87, 89, 107, 109 Jalan 3/93, Taman Miharja 55200 Kuala Lumpur	Six units of three-storey shoplots for rental purposes	36 years	Leasehold Term: 99 years Expiry: 11 August 2086	1,679.11	30,528	9 March 1992
7 & 9, Jalan Perusahaan 2 Off Jalan Kolej 43300 Seri Kembangan	Two units of two-storey commercial complexes for branch premises	40 years	Leasehold Term: 99 years Expiry: September 2124	895.08	8,000	25 November 1995
35 & 36 – Phase 1 Prai Business Point 322 Prai Perdana 12000 Seberang Prai	Two units of vacant three-storey shopoffices	26 years	Freehold	889.08	10,307	28 November 1998
22 & 23, Jalan Dato' Lee Fong Yee 70000 Seremban	Two units of four-storey shoplots for branch premises	41 years	Freehold	760.50	22,000	15 March 1990
1 & 3, Lorong Murni 6 Taman Desa Murni Sungai Dua 13800 Butterworth	Two units of double-storey shoplots for branch premises	34 years	Freehold	321.21	7,200	28 November 1996
14 & 15, Jalan Abdullah 85000 Segamat	Two units of four-storey shoplots for branch premises	86 years	Freehold	261.51	5,832	12 June 1985
Alpha Park Tower Condo Labuan, 10th Floor Financial Park Complex 87000 Labuan	Condominium for residential purposes	30 years	Leasehold Term: 99 years Expiry: 31 December 2090	227.07	1,679	1 July 1996

Corporate Information

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

JEYARATNAM A/L TAMOTHARAM PILLAI
ombudsperson@ambankgroup.com

GROUP COMPANY SECRETARY

KOID PHAIK GUNN
(MAICSA 7007433)
(SSM Practising Certificate No. 202008003140)
Chartered Secretary

REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel.: +603-7890 4700
Fax: +603-7890 4670
Email: bsr.helpdesk@boardroomlimited.com

AUDITORS

Messrs Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants
Level 23A, Menara Millenium
Jalan Damanlela
Pusat Bandar Damansara
50490 Kuala Lumpur
Malaysia

INVESTOR RELATIONS

Yeoh Ru Hann
Head, Investor Relations
ir@ambankgroup.com

STOCK EXCHANGE LISTING

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

WEBSITE

ambankgroup.com

PRINCIPAL BANKER

AmBank (M) Berhad

REGISTERED OFFICE

22nd Floor, Bangunan AmBank Group, No. 55, Jalan Raja Chulan,
50200 Kuala Lumpur, Malaysia

Tel.: +603-2036 2633
Fax: +603-2032 1914

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	**Ordinary Resolution 3**
ii. Jeyaratnam A/L Tamotharam Pillai	**Ordinary Resolution 4**
iii. U Chen Hock	**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**

Notice of 35th Annual General Meeting

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.

Notice of 35th Annual General Meeting

(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.

Notice of 35th Annual General Meeting

(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.

Statement Accompanying Notice of 35th Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. Details of persons who are standing for election as Directors (excluding Directors standing for re-election).

   No individual is seeking election as a Director at the 35th AGM.

2. A statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

   The proposed Ordinary Resolution 9 for the general mandate for the issue of securities is a renewal mandate. As at the date of this Notice, no new ordinary shares were allotted and issued pursuant to the general mandate granted to the Directors at the last AGM held on 20 August 2025, which will lapse upon the conclusion of the 35th AGM.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the AGM and/or any adjournment thereof, a member of the Company:

(i) hereby consents to the collection, use, storage, processing and disclosure of the member's personal data by the Company (or its agents) for the purpose of:
- processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof);
- preparing and compiling attendance lists, minutes, and other documents relating to the AGM (including any adjournment thereof) and
- complying with any applicable laws, regulations/guidelines and listing requirements (collectively, the "Purposes");

(ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes.

(iii) the personal data provided may be retained for as long as necessary to fulfil the Purposes and may be disclosed to regulatory authorities where required.

(iv) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

This proxy form shall be governed by and construed in accordance with the applicable laws, as well as relevant regulatory and compliance requirements.

Form of Proxy

AMMB HOLDINGS BERHAD
Registration No. 199101012723 (223035-V)
(Incorporated in Malaysia)

No. of Shares Held	CDS Account No.

I/We _____
(Full Name of Shareholder)

NRIC/Passport/Company No. _____

of _____
(Current Address)

Contact No. _____ being a member/members of AMMB Holdings Berhad (the Company), hereby appoint:

Proxy 1	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC/Passport No.		
Current Address		
Email Address		
Contact No.		

And/or failing him/her;

Proxy 2	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC/Passport No.		
Current Address		
Email Address		
Contact No.		

or failing him/her, THE CHAIRMAN OF THE MEETING, as my/our proxy to vote for me/us and on my/our behalf at the 35th Annual General Meeting (AGM) of the Company to 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. or at any adjournment thereof.

Please indicate with a "X" or "✓" in the boxes below how you wish your vote to be cast. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit. My/our proxy is to vote as indicated below:

Resolutions		For	Against
Ordinary Resolution 1	To approve the payment of Directors' fees of RM1,783,699 in respect of financial year ended 31 March 2026.		
Ordinary Resolution 2	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 3	To re-elect Soo Kim Wai as Director.		
Ordinary Resolution 4	To re-elect Jeyaratnam A/L Tamotharam Pillai as Director.		
Ordinary Resolution 5	To re-elect U Chen Hock as Director.		
Ordinary Resolution 6	To re-elect Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican as Director.		
Ordinary Resolution 7	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 8	To authorise the Directors to allot and issue new ordinary shares for the purpose of the Company's Dividend Reinvestment Plan.		
Ordinary Resolution 9	To authorise the Directors to allot and issue new ordinary shares pursuant to Sections 75 and 76 of the Companies Act 2016.		
Ordinary Resolution 10	To approve the Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares.		

Dated this _____ day of _____ 2026.

_____
Signature of Shareholder
(If the shareholder is a corporation, this part should be executed under seal or under the hand of an officer or attorney of the corporation duly authorised)

NOTES:

(1) A member of the Company entitled to participate and vote at the AGM is entitled to appoint more than one proxy to participate and vote on his/her behalf, provided he/she specifies the proportion of his/her shareholdings to be represented by each proxy.

(2) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to participate and vote at the AGM shall have the same rights as the member to pose questions at the AGM.

(3) Where a member of the Company is an authorised nominee, as defined in the Securities Industry (Central Depositories) Act 1991 (SICDA), it may appoint more than one proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.

(4) Where a member of the Company is an exempt authorised nominee, which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. Where such member appoints two or more proxies, the appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.

(5) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or if the appointor is a corporation, either under seal or under the hand of an officer or attorney of the corporation duly authorised.

(6) If the instrument appointing a proxy is returned without indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.

(7) The duly completed instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd (Boardroom) at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The instrument appointing a proxy may also be submitted to Boardroom electronically via Boardroom Smart Investor portal at https://investor.boardroomlimited.com. Please follow the procedures provided in the Administrative Guide for the AGM if members wish to submit the instrument appointing a proxy electronically.

All completed instrument appointing a proxy must be received by the Company not less than 48 hours before the time fixed for holding the 35th AGM, i.e. latest by Tuesday, 18 August 2026 at 10.00 a.m.

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AFFIX
STAMP

The Share Registrar of AMMB Holdings Berhad
Boardroom Share Registrars Sdn Bhd

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Please fold here to seal

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the AGM and/or any adjournment thereof, a member of the Company:

(i) hereby consents to the collection, use, storage, processing and disclosure of the member's personal data by the Company (or its agents) for the purpose of:
- processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof);
- preparing and compiling attendance lists, minutes, and other documents relating to the AGM (including any adjournment thereof) and
- complying with any applicable laws, regulations/guidelines and listing requirements (collectively, the "Purposes");

(ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes.

(iii) the personal data provided may be retained for as long as necessary to fulfil the Purposes and may be disclosed to regulatory authorities where required.

(iv) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

This proxy form shall be governed by and construed in accordance with the applicable laws, as well as relevant regulatory and compliance requirements.

AMMB Holdings Berhad
Registration No. 199101012723 (223035-V)
(Incorporated in Malaysia)

22nd Floor, Bangunan AmBank Group
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