AmBank Group

Your Bank. Malaysia's Bank. AmBank.

Winning Together

SUSTAINABILITY 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 well-being and entrepreneurship to advancing renewable energy and nurturing future generations, each scene represents a shared achievement made possible through collaboration and trust. Together, these interconnected stories showcase the impact of working alongside customers, businesses and communities to create positive and enduring outcomes.

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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SUSTAINABILITY REPORT 2026

This Sustainability Report is available at

ambankgroup.com

CROSS REFERENCES

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

POINT OF CONTACT

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

sustainability@ambankgroup.com

KEY MARKET TRENDS

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

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

CROSS REFERENCES

You can find more information within the report

IAR You can find more information within the Integrated Annual Report 2026 (IAR)

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

About This Report

The AmBank Group Sustainability Report (SR) 2026 outlines how we integrate sustainability into the way we operate, manage risk and create long-term value as a responsible financial institution in Malaysia.

In FY2026, we placed greater emphasis on financially material sustainability-related information, in line with evolving expectations. This report is structured to clearly distinguish between sustainability matters that are financially material to the Group and other material matters that remain important from a broader stakeholder and impact perspective. It sets out our approach, priorities and performance across these areas and is complemented by the **Integrated Annual Report (IAR) 2026**, which provides a broader view of the Group's strategy, financial performance and value creation. This Sustainability Report is reviewed and approved by the Board.

REPORTING PERIOD, SCOPE AND BOUNDARIES

The Sustainability Report covers the period from 1 April 2025 to 31 March 2026 (FY2026), unless otherwise stated. Where possible, we provide comparative data from the past three years to demonstrate year-on-year progress.

The disclosure covers the following banking entities under AMMB Holdings Berhad. These entities are collectively referred to as "AmBank Group", "the Group" or "we." Joint ventures and associates are excluded 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

The Group has established defined time horizons to support the identification, assessment and management of sustainability-related risks and opportunities (SROs). These time horizons provide a common basis for evaluating potential impacts on strategy, financial performance and business resilience, while facilitating consistent disclosure in line with IFRS S1 and IFRS S2 requirements.

Time horizon

ST	MT	LT
Short Term 1-3 years	Medium Term 4-10 years	Long Term >10 years

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

PRINCIPLES OF REPORTING

We are committed to produce a credible and transparent Sustainability Report by applying the following GRI Standards Reporting Principles:

- **Accuracy**
- **Balance**
- **Clarity**
- **Comparability**
- **Completeness**
- **Sustainability Context**
- **Timeliness**
- **Verifiability**

MATERIALITY ASSESSMENT

This year, we conducted an impact materiality assessment, the outcomes of which have been integrated into our Sustainability Framework. We also identified the associated SROs through a financial materiality assessment, forming the basis of our disclosures aligned with IFRS S1 and IFRS S2. The resulting material matters and SROs are reviewed and approved by the Board and serve as key inputs in shaping the Group's sustainability strategy, priorities and reporting.

For details on the materiality assessment methodology and results, refer to pages 30 to 32 of this report.

STATEMENT OF 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 and 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

For the assurance report, refer to pages 242 to 245 of this report.

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements relating to the Group's sustainability strategy, priorities, targets, commitments, initiatives and expected performance. These statements may be identified by words such as "expects", "targets", "intends", "anticipates", "believes", "estimates", "may", "plans", "projects", "should", "would", and "will".

These forward-looking statements are based on current assumptions, expectations and information available at the date of reporting. They are not guarantees of future outcomes and are subject to risks, uncertainties and external factors that may influence the Group's ability to achieve its sustainability objectives. Actual results may differ materially due to changes in regulatory requirements, stakeholder expectations, market conditions, technological developments, environmental factors and other circumstances beyond the Group's control. Readers are therefore advised not to place undue reliance on these forward-looking statements.

Navigating Our Report

Our FY2026 reporting approach focuses on the disclosure of sustainability-related risks and opportunities (SROs) that are financially material to the Group. These SROs are linked to five sustainability material matters of the 11 matters identified through the materiality assessment conducted during the year. The remaining sustainability material matters continue to be reported through our broader impact disclosures in this report, providing a balanced view of our sustainability impact.

HOW TO USE THIS PAGE

SRO Sustainability-related Risks and Opportunities (SROs) disclosure — IFRS S1/S2 basis

Other Other sustainability material matters — Broader disclosure

1. Choose a sustainability theme below
2. Look for matters marked "SRO" to find financially material risks and opportunities disclosed under IFRS S1/S2
3. Refer to matters marked "Others" for broader sustainability impact disclosures

RESPONSIBLE BANKING

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

M1 Responsible Financing	SRO	*Pages 64 to 85*
O1 **Responsible Financing Opportunities**		
M2 Climate and Environmental Resilience	SRO	*Pages 86 to 99*
R1 **Physical Risk**		*Pages 100 to 132*
R2 **Transition Risk**		
M3 Customer Experience and Satisfaction	Other	*Pages 162 to 165*
M4 Digital Innovation	Other	*Pages 166 to 171*
M5 Cybersecurity and Data Privacy	SRO	*Pages 133 to 142*
R3 **Cybersecurity and Data Privacy Risk**		
M6 Financial Inclusion	Other	*Pages 172 to 176*

CONSCIOUS SELF-CONDUCT

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

M7 Integrity and Preventing Financial Crime	SRO	*Pages 143 to 152*
R4 **Anti-bribery & Corruption and Anti-money Laundering Risk**		
M8 Diversity, Equity and Inclusion	Other	*Pages 184 to 187*
M9 Employee Well-being and Development	SRO / Other	*Pages 153 to 160* / *Pages 177 to 183*
O2 **Strengthening Workforce Capabilities**		
M10 Responsible Consumption	Other	*Pages 188 to 193*

POSITIVE SOCIETAL IMPACT

We are committed towards the creation of positive impact on our communities.

M11 Supporting Communities	Other	*Pages 194 to 200*

Want to learn more about our materiality assessment?

For details on how we conducted the assessment for FY2026, refer to Materiality and SROs chapter on pages 30 to 32 of this report.

Sustainability Highlights

Responsible Banking

RM18 billion
of sustainable financing **mobilised**, **24% increase** from previous year

Initiated **AI and Cloud Centre of Excellence** for execution of Technology Roadmap

28,769 businesses registered on **AmAccess Biz**, with **RM104.8 billion** in value of transactions

2,111,158 users registered on AmOnline, with **128 million** monthly average number of online transactions

Recorded an improvement in our **Net Promoter Score (NPS) +39** from +24

Improved overall customer experience with **a Customer Satisfaction Score (CSAT) of 87%** from 81%

Strengthened **cyber resilience maturity** across critical vectors

1-hour credit card approval and **1 day auto finance acceptance** through the Mobile Application Terminal

Conscious Self-Conduct

FTSE4Good rating of 4.2 increased from 3.7 in 2025

33% female Board members

Achieved a participation rate of **96%** in our **Employee Engagement Index** (EEI) survey

Gold for Governance, Reporting & Transparency at The Star ESG Positive Impact Awards

Launched **Sustainability Academy**, with **17,823 training hours** completed

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

Upgraded by MSCI ESG RATINGS AAA in September 2025

Positive Societal Impact

Contributed **RM3.99 million to Zakat** and over **RM1.8 million in CSR** activities

31,993 people benefitted through **167** community-related **programmes** across Malaysia

Saved 205,070 meals and **prevented 179,450 kg tCO_2** through The Lost Food Project (TLFP)

12,584 hours recorded in **volunteering** efforts involving **47%** of our **employees**

Joint Leadership Statement

Chairman & Group CEO

Dear Stakeholders,

As we celebrate our 50 years in business, we have reflected on the kind of institution we must continue to be. The question before us is clear: how do we carry our legacy forward while building a bank that is more responsible and more relevant to Malaysia's future? Sustainability sits at the centre of that answer.

TAN SRI MD NOR BIN MD YUSOF
Chairman

JAMIE LING
Group Chief Executive Officer

For a bank, sustainability is reflected in the choices we make and the impact we leave behind. It helps us understand risk more clearly, support customers through change and direct capital towards progress that lasts. Just as importantly, it reminds us that every decision carries both economic and human consequences.

The sustainability of this financial institution is therefore a fundamental component to our long-term success and serves as a key enabler of economic development, reinforcing stability and growth across the broader financial system.

This is the spirit of Winning Together. Progress must create value for the Group while helping Malaysia move forward in a way that is credible and inclusive. Our responsibility is to keep that progress disciplined and practical — grounded in the realities of the country and the stakeholders we serve.

SUSTAINABILITY IS CENTRAL TO OUR STRATEGY FOR RESPONSIBLE GROWTH

Under AmBank Group's Winning Together 2029 (WT29) strategy, Sustainability is one of our three strategic pillars, alongside Digitalisation and Operational Excellence. This reflects how we define growth: a stronger bank must be resilient in its performance, trusted in its decisions and useful to the customers and communities adapting around it.

To make this direction more actionable, we built on the priorities we set out last year — strengthening our transition agenda, climate risk management, customer engagement, advocacy and our sustainability data and reporting foundations. Our focus was on bringing these priorities closer to how the Group is managed and decisions are made.

It assigns clearer ownership for the work ahead and turns broad priorities into management discipline by clarifying what must change, who needs to act and what information is required to move with confidence. This is how sustainability moves from aspiration into the daily discipline of the bank.

FINANCING TRANSITION MEANS STAYING CLOSE TO THE REAL ECONOMY

The transition to a low-carbon economy will not move in a straight line. Behind every sector pathway are real businesses facing different challenges. Some can move faster; others need more time because the solutions are costly, the technologies are still maturing or the value chains have not yet caught up.

For a bank, this requires judgement. We cannot support transition by stepping away from complexity. Our role is to understand where progress is possible, where risk is increasing and where financing can support customers responsibly. This is also how we continue to operationalise our Net Zero Transition Plan (NZTP) — through how we engage customers, understand sector realities and direct financing towards transition efforts that are credible enough to support.

We strengthened the tools that guide this work. We implemented the Sustainable, Transition and Green Financing Guideline, enhanced our credit policies through Prohibitions, Restrictions and Conditional Financing Criteria, and launched Sustainability-linked Financing solutions for Wholesale Banking and Business Banking customers.

These measures translate sustainability into the tools of banking. They guide what we finance, how we assess transition-related risk and how we support customers with solutions that remain commercially sound. Where customers have credible plans, we want to be a constructive partner. Where risks are not yet sufficiently managed, we must remain disciplined.

That is how we believe transition should be financed: with clarity on the risks, respect for the realities on the ground and a commitment to Malaysia's long-term resilience.

RISK DISCIPLINE IS HOW WE EARN TRUST

Trust is earned in the discipline behind everyday decisions. For AmBank Group, rising sustainability expectations are changing what stakeholders look for from a bank. They want confidence that climate and environmental risks are understood early enough to shape credit judgement, portfolio decisions and customer conversations.

We continued to strengthen that discipline this year. We further operationalised our Climate Risk Management and Scenario Analysis framework, completed our Climate Risk Stress Testing submissions to the regulator and strengthened our Climate Change and Environmental, Social and Governance Risk Assessment (CERA) processes.

> *"Progress must create value for the Group while helping Malaysia move forward in a way that is credible and inclusive. Our responsibility is to keep that progress disciplined and practical — grounded in the realities of the country and the stakeholders we serve."*

Joint Leadership Statement Chairman & Group CEO

> *"We cannot support transition by stepping away from complexity. Our role is to understand where progress is possible, where risk is increasing and where financing can support customers responsibly."*

These developments give our teams a clearer view of how climate risk may affect customers, sectors and portfolio resilience over time. They also strengthen the evidence base needed as Malaysia advances towards ISSB-aligned disclosures under the National Sustainability Reporting Framework, where expectations on data quality, governance and transparency will continue to rise. FY2026 is the first year that the Group is aligning to IFRS S1 and S2 with some transition reliefs being taken.

This work also extends into the wider financial system. During the year, we continued contributing to industry dialogue through platforms such as the Joint Committee on Climate Change, including the CCPT Industry Implementation Working Group and Editorial Sub-group. These engagements allow us to bring practical banking perspectives into conversations on sustainable and transition finance, helping to support guidance that is clearer and more workable for the market.

We also maintained strong external recognition, including an AAA rating from MSCI ESG and a 4-Star rating from FTSE4Good with an improved score. These are useful signals, but they are not a reason for complacency. The standard will keep moving, and our focus is to keep improving the discipline behind the trust placed in us.

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

COMMUNITY IMPACT CARRIES PROGRESS FURTHER

Progress travels through people. A student's confidence can change how a family thinks about the future. A woman who grows her business can bring greater stability home. Support given at the right moment can ease pressure and make the next step feel possible. For AmBank Group, this is the human side of Winning Together: community investments that carry value into households and communities over time.

Our Community Empowerment Framework gave this work a clearer focus. Through a strong volunteer movement, 3,635 employees dedicated 12,584 hours of service – directly benefiting 31,993 individuals across 167 programmes, supported by an investment of over RM1.8 million.

The impact can be seen in different forms of participation. In partnership with MySkills, we are empowering 30 at-risk youths through holistic transformation and pre-vocational skills training, aimed at building their confidence, resilience, and pathways to sustainable livelihoods. Additionally, more than 12,100 students nationwide gained exposure to financial literacy, English proficiency and future pathways through FINCO, while 50 women micro-entrepreneurs received working capital and business training through iTekad programme.

The work also reached communities where care and inclusion were most needed. Our RM350,000 contribution to the Malaysian Association for the Blind's Gurney Training Centre supported vocational and life skills for visually impaired trainees, while our partnership with The Lost Food Project helped rescue 71,776 kg of surplus food and provide 205,070 meals to vulnerable communities.

These are the ripple effects that make community impact matter. They begin with practical support, but they travel further through the choices, confidence and stability that people are able to build from it.

MOVING FORWARD WITH THOSE WE SERVE

The road ahead will continue to test financial institutions. Climate risk, technology and rising expectations will shape how banks create value, support customers and remain relevant to the communities around them. For AmBank Group, our task is to keep making sustainability practical: clearer in how we manage risk, more useful to customers navigating change and more visible in the progress we share.

We remain grateful to those who make this work possible. To our customers and clients, thank you for the trust you place in us as your needs evolve. To our people, thank you for the commitment you bring to the Group each day. To our regulators, shareholders, investors, industry partners and the communities we serve, thank you for continuing to challenge, support and work with us as we build for the long term.

The next phase will require the same discipline that has guided us through this year. We will continue to build a stronger AmBank Group — one that performs with responsibility, earns trust through its decisions and contributes to a Malaysia where more people and businesses can move forward.

That is how we will win together.

TAN SRI MD NOR BIN MD YUSOF
Chairman

JAMIE LING
Group Chief Executive Officer

> *"Support given at the right moment can ease pressure and make the next step feel possible. For AmBank Group, this is the human side of Winning Together: community investment that carries value into households and communities over time."*

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 achievements.	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

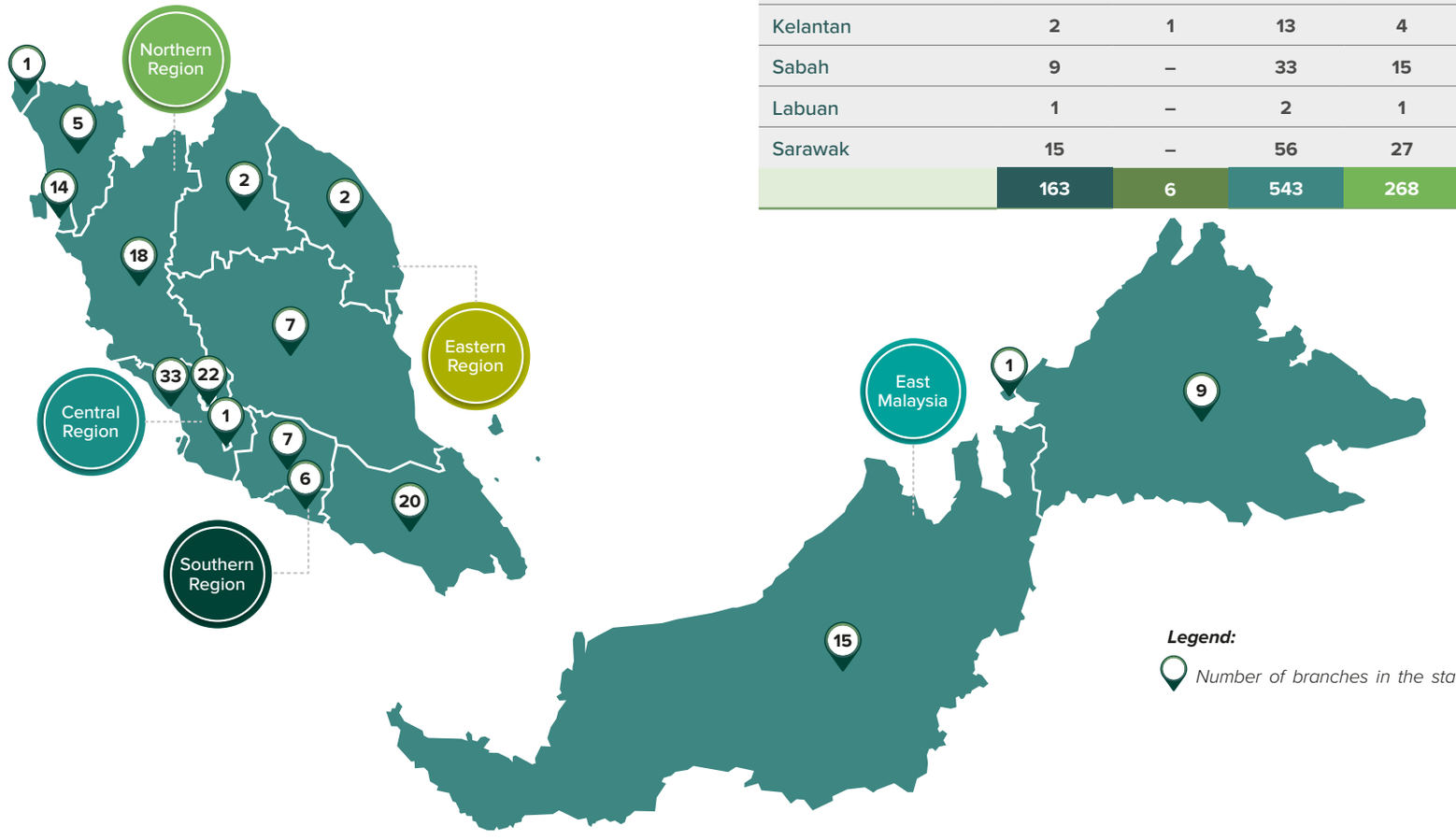
6 Sales Kiosks

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
	163	6	543	268	182



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 & 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. *IAR For a detailed business review, refer to pages 108 to 113 of our Integrated Annual Report 2026*	• 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. *IAR For a detailed business review, refer to pages 114 to 117 of our Integrated Annual Report 2026*	• 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. *IAR For a detailed business review, refer to pages 118 to 121 of our Integrated Annual Report 2026*	• 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. *IAR For a detailed business review, refer to pages 122 to 130 of our Integrated Annual Report 2026*	• 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 PAT: **RM1,040.5** million Gross Loans, Advances and Financing: **RM23.5** billion 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 PAT: **RM667.3** million Gross Loans, Advances and Financing: **RM53.9** billion 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 PAT: **RM244.1** million Gross Loans, Advances and Financing: **RM67.4** billion 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 PAT: **RM19.0** million Gross Loans, Advances and Financing: **RM1.4** billion	• 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 & 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. *IAR For a detailed business review, refer to pages 131 to 134 of our Integrated Annual Report 2026*	• 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. *IAR For a detailed business review, refer to pages 135 to 138 of our Integrated Annual Report 2026*	• 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. *IAR For a detailed business review, refer to pages 139 to 142 of our Integrated Annual Report 2026*	• 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. *IAR For a detailed business review, refer to pages 143 to 146 of our Integrated Annual Report 2026*	• 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 and 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.

Sustainability Framework

Our Sustainability Framework provides structure to our sustainability ambitions. It integrates sustainability principles and Value-Based Intermediation (VBI) across the Group — ensuring that we embed sustainability into operations, financing decisions, policies, and partnerships. It provides clear governance, strategic direction, and performance alignment across all our entities.

Our material matters are reflective of our three sustainability themes – Responsible Banking, Conscious Self-Conduct and Positive Societal Impact which form the core components of our Sustainability Framework.

AmBank Group's Sustainability Framework

Sustainability Statement

AmBank Group embeds sustainability considerations, including climate-related risks and anti-bribery/corrupt practices into our strategies, business and operations to contribute to the greater good of our stakeholders, and ensuring the longevity of our relevance and profitability.

Sustainability Themes

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

- M1 Responsible Financing
- M2 Climate and Environmental Resilience
- M3 Customer Experience and Satisfaction
- M4 Digital Innovation
- M5 Cybersecurity and Data Privacy
- M6 Financial Inclusion

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

- M7 Integrity and Preventing Financial Crime
- M8 Employee Well-being and Development
- M9 Diversity, Equity and Inclusion
- M10 Responsible Consumption

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

- M11 Supporting Communities

United Nations Sustainable Development Goals (UN SDGs)

Maqasid Shariah

- Protection of Faith (DIN)
- Protection of Life (NAFS)
- Protection of Intellect (AQL)
- Protection of Lineage (NASL)
- Protection of Property (MAL)

Core Values

- Principled
- Proactive
- Appreciative
- Collaborative
- Experimental

PRINCIPLED PROACTIVE APPRECIATIVE COLLABORATIVE EXPERIMENTAL p²ace

Code of Ethics and Conduct

- Compliant
- Responsible
- Ethical
- Accurate
- Trustworthy
- Equitable

Contributing to Global and National Agendas

We recognise the growing sustainability challenges facing communities, economies and the environment, as well as the important role we play as a financial institution in supporting meaningful progress. By aligning our strategies with the United Nations Sustainable Development Goals (UN SDGs), we extend our contribution beyond national priorities to support broader economic, environmental and social outcomes. To ensure our efforts remain focused and impactful, we have prioritised ten SDGs and 26 corresponding targets that are most relevant to our business activities and stakeholder expectations. This enables us to channel our efforts where we can create the greatest long-term value and positive impact.

Zero Hunger

Target 2.1: End hunger and ensure access to safe, nutritious and sufficient food

- **Improving Food Security Through Strong Partnerships:** Saved 205,070 meals through the partnership with The Lost Food Project (TLFP) for the 5th year.
- **Reducing Food Waste:** Over 71,000 kg of surplus food was rescued by over 428 AmBank volunteers across 40 TLFP sessions.

Good Health and Well-being

Target 3.4: Promote mental health and well-being

- **Fostering Unity Through Sports Engagement:** Engaged 2,300 employees and their family members through AmBank's Family Run 2025, supported by Kelab AmBank Group (KAG).

Target 3.6: Halve the number of global deaths and injuries from road traffic accidents

- **Improving Road Safety:** Guided by ISO 39001:2012 certification for Road Traffic Safety Management Systems, deepening road safety and compliance.

Target 3.8: Achieve universal health coverage (UHC), including financial risk protection, access to quality essential health-care services

- **Providing Health Screening Checks:** Around 1,100 AmBankers attended the Health and Wellness Day with various health checks that range from blood test, eye test, breast examination and physiotherapy.
- **Provided Influenza Vaccinations:** Around 1,500 AmBankers took up the vaccination.

Target 3.9: Reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

- **Improving Health and Sustainability in Welfare Homes:** Promoted healthier and sustainable living for over 450 residents across 15 welfare homes by donating eco-friendly detergents in partnership with Readycare (M) Sdn. Bhd.

SUSTAINABLE DEVELOPMENT GOALS

Quality Education

Target 4.4: Relevant skills for employment, decent jobs and entrepreneurship

- **Fostering Industry-Ready Talent Through Strategic Partnerships:** Provided experiential learning and mentorship opportunities via FINCO ACE Camp, job shadowing, as well as Industry Talks and the Newscaster Challenge, reaching 84 underprivileged students aged 18 years old.
- **Upskilling the Workforce:** Spent approximately RM15 million on employee training and development, including flagship initiatives such as the AmFutureSkills and Business Banking Centralised Training Programme amongst many other training and leadership programmes.
- **Inspiring Continuous Growth Through Digital Learning:** Launched an online leadership platform offering insights from cross-sector Malaysian leaders to spark ambition among AmBankers.
- **Launch of Sustainability Academy:** Offered curated learning pathway, expert insights, free external courses and practical reference materials within a central platform.

Target 4.4a: Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

- **Instilling a Supportive Environment for Working Parents:** Continued with the 'AmBank Little Explorers' (ALEX) Childcare Centre at Menara AmBank, supporting 23 children.

Target 4.7: Acquire knowledge and skills needed to promote sustainable development

- **Championing Inclusive Education for All:** Reached over 12,100 underserved students nationwide through AmBank Group and FINCO education initiatives.
- **Providing Skills Development Opportunities:** Supported 30 At-Risk Youths of MySkills Foundation by offering pre-vocational skills development with character-building programmes.

Contributing to Global and National Agendas

Gender Equality

Target 5.5: Women's full and effective participation and equal opportunities for leadership at all levels of decision-making

- **Accelerating Gender Diversity in Leadership:** Women represented 30.8% of Top Management, 39.7% of Senior Management and 33.0% of Board positions, reflecting our continued commitment to inclusive leadership.

Target 5a: Give women equal rights to economic resources and financial services

- **Uplifting Female Businesses:** Benefitted 50 women entrepreneurs through the iTekad programme, teaching them digital marketing, financial management and product development.
- **Creating Opportunities for Marginalised Women:** Collaborated with Kajang Women's Prison to enable skill-building and income generation through food and craft sale.

Decent Work and Economic Growth

Target 8.3: Encourage growth of micro-, small- and medium-sized enterprises, including through access to financial services

- **Scaling SME Impact Through BizCLUB:** Empowered over 14,800 SMEs through the AmBank BizCLUB initiatives.
- **Growing Grassroots Entrepreneurship:** Allocated RM0.5 million for the Group's first strategic collaboration with TEKUN Nasional to support asnaf entrepreneurs in business development via Qard Microfinancing.

Target 8.5: Full and productive employment and decent work for all, including persons with disabilities

- **Advancing Disability Inclusion in the Workplace:** Employed four male and three female employees with disabilities and offered comprehensive disability and invalidity coverage for all employees.

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers

- **Promoting Fair and Inclusive Workplaces:** Strengthened a workplace culture grounded in diversity, inclusion and respect for labour rights through our Code of Ethics and Conduct.
- **Upholding Human Rights and Dignity:** Continued to foster a respectful and inclusive workplace that upholds the rights, well-being and dignity of employees across our operations.

Target 8.10: Strengthen capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

- **Expanding Digital Banking Inclusion:** Recorded 2,111,158 AmOnline registered users, strengthening access to secure, seamless and convenient digital banking services.

Industry, Innovation and Infrastructure

Target 9.3: Access of small-scale industrial enterprises to financial services, including affordable credit

- **Catalysing SME Growth and Resilience:** Disbursed RM31 billion in SME loans and financing.
- **Personalising Business Growth:** Supported 4,930 SMEs with tailored solutions through the AmBank BizRACE programme since inception in 2017.

Target 9.4: Upgrade infrastructure and retrofit industries, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies

- **Improving Group-wide Energy Efficiency:** Provided targeted upgrades such as MEPS 5-star inverter air-conditioning systems, VRV technology and energy-efficient LED lighting conversions.

Sustainable Cities and Communities

Target 11.1: Access for all to adequate, safe and affordable housing and basic services

- **Enabling Greater Access to Housing:** Disbursed RM309.2 million under affordable housing schemes with 2,225 homes purchased. Provided RM108.4 million in financing to support the accommodation needs of the low-income segment.

Target 11.2: Access to safe, affordable, accessible and sustainable transport systems for all, with special attention to the needs of those in vulnerable situations

- **Expanding Mobility Access Through Auto-Financing:** Provided RM853.3 million in financing to support the transportation needs of the low-income segment.

Target 11a: Support positive economic, social and environmental links by strengthening national and regional development planning

- **Fostering Bilateral Economic Collaboration:** Spoke at the China-ASEAN Green Financing Pathway Conference to accelerate Southeast Asia's transition to a low-carbon, sustainable economy.
- **Strengthening International Partnerships:** Forged a strategic partnership with Woori Bank to strengthen Malaysia-Korea investment ties.

Responsible Consumption and Production

Target 12.5: Substantially reduce waste generation through prevention, reduction, recycling and reuse

- **Championing E-Waste Recycling:** Collected 3,374 kg of e-waste through a e-Waste recycling campaign for Employees in collaboration with Group IT, Admin Control Unit and Coldwell Banker Richard Ellis (CBRE) Malaysia.
- **Enhancing Operational Awareness:** Conducted three awareness sessions at Menara AmBank on construction and scheduled waste with 22 participants.

Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

- **Engaging High-Impact Sectors on Sustainability:** Conducted consultations with 22 customers in hard-to-abate sectors to-date to support and better understand their decarbonisation journeys.

Target 12.7: Promote public procurement practices that are sustainable, in accordance with national policies and priorities

- **Improving Supplier Engagement:** Engaged over 50 strategic vendors in a Sustainability Supplier Day to accelerate supply-chain sustainability and tighten Supplier Code of Conduct compliance.
- **Reducing Emissions through Green Procurement:** Adopted Green Energy Tariffs (GET) and Malaysian Renewable Energy Certificates (mREC) to cut non-renewable energy use.

SUSTAINABLE DEVELOPMENT GOALS

Peace, Justice and Strong Institutions

Target 16.6: Effective, accountable and transparent institutions at all levels

- **Strengthening Governance Through Ethics and Compliance:** Continued to reinforce a culture of integrity and accountability across the Group, supported by 100% completion of mandatory compliance training.
- **Advancing Ethical Business Practices:** Upheld a zero-tolerance approach towards bribery and corruption through the implementation of a programme that adapts the principles T.R.U.S.T., Anti-Bribery and Corrupt Practices Policy (ABCP) and No Gift Policy.
- **Protecting Whistleblowers and Encouraging Speak-Up Culture:** Maintained secure and trusted reporting channels under our Whistleblower Protection and Report Investigation Policy, enabling individuals to report concerns without fear of retaliation.

Climate Action

Target 13.2: Integrate climate change measures into national policies, strategies and planning

- **Anchoring Climate Ambition in Group Strategy:** Progressing our Net Zero Transition Plan to reach Net Zero by 2050 and carbon neutrality by 2030 (Scope 1 and Scope 2), alongside sectoral position statements.
- **Shaping Industry Action on Climate Risk:** Contributed to JC3 and industry dialogues, hosting sessions such as the SME Climate Conference recording over 300 SMEs in attendance.

Target 13.3: Education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction

- **Equipping Employees with ESG and Climate Knowledge:** Strengthened organisational resilience through training and capacity-building programmes on climate change, CCPT and sustainable financing. Issued our Green Lens newsletter to keep our employees abreast of the developments in sustainability and climate change.

Thought Leadership and Industry Engagements

As expectations around sustainable finance continue to evolve, industry dialogue plays an important role in shaping practical approaches for the financial sector. AmBank Group contributes to these discussions by sharing implementation experience and engaging with peers across the industry, regulators and academic institutions. Throughout FY2026, our leaders participated in forums covering topics such as transition planning and climate risk in the financial sector. These engagements allow us to exchange perspectives with industry participants while staying closely aligned with developments shaping Malaysia's financial landscape.

We participate in key industry platforms and initiatives that promote knowledge sharing, policy dialogue and the advancement of responsible banking practices.

AICB

Chairman Emeritus and Honorary Adviser of AMMB Holdings Berhad, Tan Sri Azman Hashim, currently serves as Chairman of the AICB Council. Strengthened governance and ethical standards across the banking industry through oversight of member conduct and professional development frameworks.

PERSATUAN BANK BANK DALAM MALAYSIA
THE ASSOCIATION OF BANKS IN MALAYSIA

Our Group Chief Executive Officer (Group CEO) serves as a Council Member. Our Chief Sustainability Officer (CSO) is also a member of the Association of Banks in Malaysia (ABM) ESG Committee which focuses on the implementation of the seven ESG principles to promote carbon net zero whilst ensuring a just transition.

AIBIM

CEO of AmBank Islamic Berhad is a Council Member. Supported the integration of ESG considerations into Islamic finance practices and strengthening the sustainability of Shariah-compliant offerings.

MALAYSIAN INSTITUTE OF ACCOUNTANTS

Our CSO is a member of the Integrated Reporting Committee. Contributed to thought leadership and research, promoting awareness and adoption, engagement, support, recognition and perspectives on integrated reporting in Malaysia, including ISSB reporting disclosure.

JC3 Joint Committee on Climate Change

Co-chaired SC1 Risk Management; member of SC2 Governance & Disclosures, member of the SME Focus Group, member and collaborator of Climate Finance Innovation Lab.

- Participated in the inaugural SME Focus Group Climate Conference for SMEs, contributing to industry wide efforts to strengthen climate awareness and capacity among small and medium enterprises.
- Participated in Climate Change and Principle-based Taxonomy (CCPT) Industry Implementation Working Group and co-led the Editorial sub-group.
- Participated and collaborated in the development of the Climate Finance Innovation Lab to ideate financial solutions for climate transition, adaptation and nature-related projects.

MIBA

Our representatives actively contribute to various MIBA committees by providing insights and shared technical expertise.

PRI Principles for Responsible Investment

PRI signatory since 2023. Embedded global sustainability standards into investment processes, promoting long-term value creation and ethical stewardship in our asset management business.

PCAF Partnership for Carbon Accounting Financials

The Group's participation as a PCAF signatory underscores our commitment to adopting standardised accounting and disclosure of greenhouse gas (GHG) emissions associated with financial activities.

In FY2026, our CSO, Amanah Aboobucker and senior leaders actively contributed as speakers and moderators in various strategic conferences and forums.

Participated in the session *"Identifying Sustainability Risks and Opportunities"*, where our CSO shared insights on the practical aspects of implementing IFRS aligned sustainability reporting for organisations, building on concepts of value creation, resources, relationships and references to industry-based guidance for sectors.

Moderated a session on *"ESG & Regulatory Shake-Up- Redefining Finance's Role"*, focused on how ESG developments and shifting regulations are redefining the finance function as well the strategic role finance leaders play in driving sustainable transformation.

Presented on *"How a Credible Transition Plan Drives Better Risk Outcomes"*, highlighting the importance of transition planning in building organisational resilience and sharing AmBank Group's experience in developing its own credible transition plan.

Moderated a panel discussion on *"Unlocking the Financial Return on Investment (ROI) for Sustainability"*, exploring how companies can measure real returns from sustainability.

Served as a panelist in the session *"Scaling Up Green Capital Markets"*, discussing the role of regulatory frameworks such as the Climate Change and Principle-based Taxonomy (CCPT) in enabling banks to strategically assess financing needs and opportunities, as well as the rapid growth of sustainability debt markets SRI Sukuk issuances and strategies to further scale sustainable finance within the capital markets.

AmBank Group was the strategic partner at the Eco-Business Conference 2025. We spoke at *Plenary 2: Intersecting Forces – AI, Data the Energy Transition*. The session explored how organisations can unlock the AI potential; to drive decarbonisation, while managing its growing energy footprint. AmBank Group also had a dedicated booth showcasing the latest achievements as part of our Sustainability Report, our inaugural Net Zero Transition Plan (NZTP), Sustainable Finance Product Framework, as well as our green financing solutions and product offerings that support the energy transition.

A panelist on *"Future-proofing climate risk strategies: Balancing economic growth and sustainability"* at a regional conference that brought together regional risk leaders to discuss emerging risks, resilience, governance and the evolving business landscape in Asia.

Participated in the fireside chat on *"Effective Leadership in a Net Zero Transition"*, sharing insights on AmBank Group's NZTP and the importance of sustainability capacity building as well as risk management and governance. The event was a GFANZ collaboration with JC3.

Represented the Malaysian financial industry in a presentation on *"Financing for Sustainable Palm Oil Production and Supply Chain Actors in Malaysia"*, highlighting the key role of financial institutions in enabling sustainable transition across the palm oil value chain. Audience were palm oil trade university researchers in China.

Served as a guest lecturer on *"Operationalising Sustainability Data for Financial Insights"*, sharing knowledge on how sustainability data can be integrated into decision making and business strategies. The session was organised by Universiti Sains Malaysia, Penang.

Participated in Executive Roundtable on *Adapting to Climate Change: Mitigating Risks and Building Resilience*, focused on practical approaches to making physical risks visible in financial terms including methodologies for quantifying the 'cost of inaction'.

Chief Sustainability Officer's Message

Shaping Tomorrow Together

AMANAH ABOOBUCKER
Chief Sustainability Officer

Dear Stakeholders and Partners in Sustainable Progress,

It is my privilege to present AmBank Group's Sustainability Report for the financial year ended 31 March 2026. We publish this report in a global environment of extraordinary complexity. The geopolitical landscape of 2025 and early 2026 has been defined by reverberations across energy markets, supply chains and food security, pulling the energy transition sharply into the present by the economics of energy security.

In Malaysia, the National Sustainability Reporting Framework (NSRF) and Bank Negara Malaysia's sustained engagement on climate risk supervision, collectively signal a regulatory and policy commitment to sustainable economic transformation that gives us confidence in the long-term commercial and strategic rationale, and it is against this backdrop that the dimensions of sustainability work discussed in this report must be understood.

For AmBank Group, FY2026 was the year the work shifted from architecture to construction — when frameworks, strategies and commitments gave way to the harder, slower, more consequential task of changing how an institution operates. It was the year we began executing our inaugural Net Zero Transition Plan; the year we embedded our position statements formally into our credit processes; the year we trained our people — at scale — to lead the sustainability conversations with our customers; the year we laid the technological foundations of a data system built not for reporting alone, but for future decision-making; the year we grew our sustainability deal flows into a respectable revenue contributor; and the first year we are reporting in line with the International Sustainability Standards Board's IFRS S1 and S2 and the NSRF.

None of these happened in isolation. Each is a strand in the same rope — the rope that connects our sustainability ambitions to our business outcomes, our people to our purpose, and our reporting to our reality.

FIRST YEAR OF THE NET ZERO TRANSITION PLAN — WHAT YEAR ONE TAUGHT US

AmBank Group's Net Zero Transition Plan (NZTP) is an operational commitment that has identified sectors where our portfolio carries the greatest concentration of climate transition risk and the areas where our financing decisions have the most material influence on emissions outcomes in the Malaysian economy.

FY2026, Year One of executing the NZTP and measuring progress, reflected the pragmatic reality of climate actions – the transition to a low-carbon economy is inherently non-linear. Of the seven sectors included in the NZTP, three are on track for near term 2030 targets, while oil and gas, commercial real estate, iron and steel and palm oil are trending above the projected pathways. These first-year deviations highlight the challenges faced by our customers – macroeconomic headwinds, delayed technology maturity and the friction between executing long-term decarbonisation levers and navigating feasibility and short-term realities. These sector variances are discussed in detail in the Transition Risk section of this report.

CAPACITY BUILDING — EQUIPPING RELATIONSHIP MANAGERS AND RISK MANAGERS TO LEAD THE TRANSITION

We launched our Sustainability Academy built on the recognition that the NZTP can only succeed if the people responsible for executing it are equipped, confident and motivated to do so. We trained over 600 relationship managers, risk managers and approvers. A structured programme designed to cover the foundations of both physical and transition climate risks; the sector decarbonisation pathways of the NZTP; transition levers; sustainable finance solutions; customer conversation playbooks and regulatory requirements was rolled out. This allows for direct value-adding service for the customers we serve.

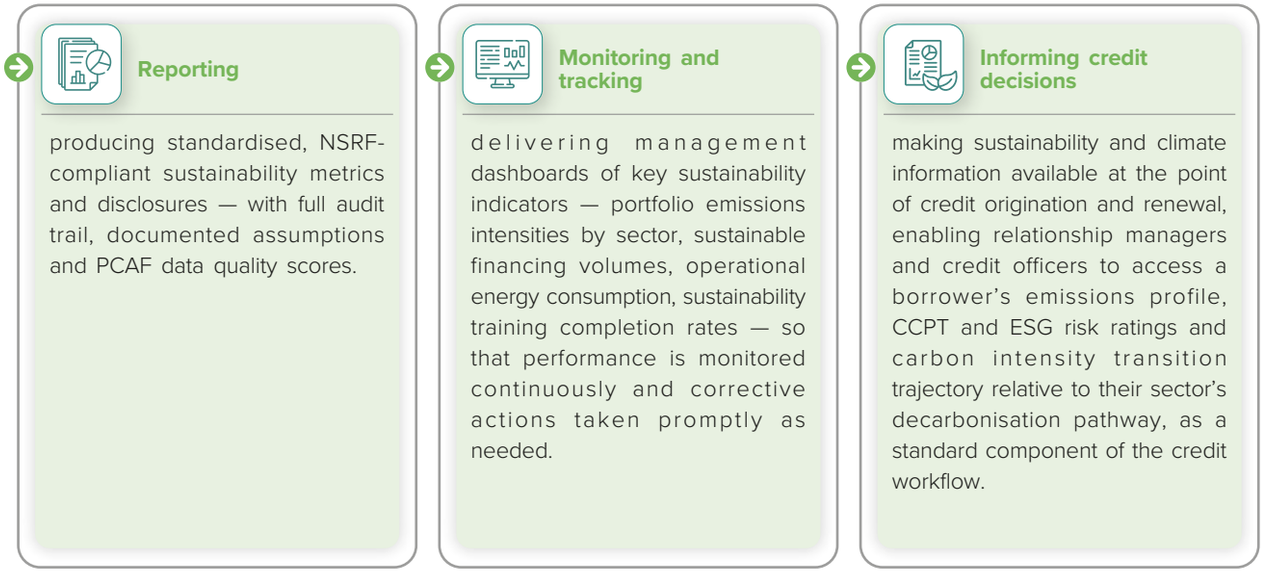
Beyond front-line and risk functions, the Group continued its broader sustainability literacy programmes for all employees, delivered through the Green Lens, our sustainability newsletter covering emerging trends and applications. The goal is a Group where sustainability is not the language of a specialist team but a shared fluency across all functions.

BUILDING A SUSTAINABILITY DATA SYSTEM — FROM REPORTING INFRASTRUCTURE TO A MANAGEMENT INSIGHTS PLATFORM

One of the most consequential long-term investments we are making in our sustainability journey is our Sustainability Data System. The ability to measure reliably, consistently and at the level of granularity that matters is the foundation on which everything else rests. At AmBank Group, we have made a deliberate strategic decision to treat sustainability data as a business intelligence asset: something to be governed, maintained and used continuously, not periodically.

> "Year One was as much about honest discovery as confident delivery. We learned where our data is strong and where it needs reinforcement. We learned which customer segments are furthest from transition pathways. And we learned that measurement is not just preparation but action."

The Group made significant progress in the development of a group-wide Sustainability Data System (AmSDS) — a centralised, technology-enabled system consolidating sustainability and climate data from operations, loan portfolios and customer relationships into a single governed repository. The platform is designed to serve three distinct purposes simultaneously:



The platform has been designed for assurance readiness. Each sustainability metric carries a named data owner and as the NSRF moves toward reasonable assurance on key sustainability metrics for Group 1 companies — in FY2028 for us — we are committed to being prepared well in advance.

SUPPORTING THE BUSINESS ON SUSTAINABLE FINANCE DEALS — TURNING SUSTAINABILITY EXPERTISE INTO COMMERCIAL ADVANTAGE

Sustainability must be a revenue-generating discipline. The credibility of our NZTP, the depth of credit integration considering sustainability and climate related risks, the expertise of our trained bankers, and the quality of our sustainability data all create a competitive foundation – a foundation that delivers value to the Group when it translates into deals: green loans originated, sustainability-linked sukuk structured, SRI bonds advised, and ESG funds distributed. We worked to ensure that our sustainability capabilities are a genuine commercial differentiator, resulting in Sustainable Finance mobilised of RM18 billion, an increase of 24% from the previous year.

Chief Sustainability Officer's Message

IFRS S1 AND S2 REPORTING UNDER THE NSRF — IDENTIFYING OUR SIX SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

The NSRF creates a common, investor-grade language for sustainability reporting that enables meaningful comparison across institutions and markets. It institutes reputational meaning that has tangible commercial value in the licence-to-operate environment that we are in.

AmBank Group's first NSRF-aligned sustainability disclosures covering both IFRS S1 and S2 are presented in this report using the four-pillar structure — Governance, Strategy, Risk Management, and Metrics and Targets.

> "We are shaping tomorrow together, and we are doing so with the conviction to be a stronger, more trusted and more profitable institution."

Central to our NSRF disclosures is the identification of our material sustainability-related risks and opportunities. Through a structured materiality process involving management assessments, stakeholder input and scenario analysis, we identified six sustainability-related risks and opportunities (SROs) that could reasonably be expected to affect AmBank Group's prospects. These span environmental, social and governance dimensions — reflecting our view that sustainability risk is not reducible to climate alone. Each SRO is framed with reference to the time horizon over which the impact is expected to materialise and the nature of the financial effect. These are discussed in detail in our Sustainability Statement in the Integrated Annual Report and this report.

OUR SIX IDENTIFIED SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

SRO	Financial Effect	IFRS
R3 **Cybersecurity and Data Privacy Risk**	As the Group deepens its digital banking infrastructure the attack surface of cyber threats continues to grow. A material incident can disrupt banking operations, incur regulatory penalties, remediation costs and reputational damage resulting in customer attrition.	S1
R4 **ABC and AML Risk**	We operate within a demanding and evolving financial crime compliance environment and maintain a zero-tolerance policy on bribery and corruption.	S1
O2 **Strengthening Workforce Capabilities**	The successful execution of AmBank Group's WT29 strategy is dependent upon the skills and capabilities of our teams. Investments in future skills and deepening capabilities creates a durable and hard-to-replicate competitive advantage.	S1
R1 **Physical Risk**	Climate hazards e.g. flooding, extreme heat, etc. may affect borrower/investee assets and collateral provided for financing facilities and disrupt customer business models.	S2
R2 **Transition Risk**	Policy tightening (including carbon pricing mechanisms), technology disruptions and shifting customer demand may impair the creditworthiness of high-carbon borrowers/investments in the portfolios.	S2
O1 **Responsible Financing Opportunities**	Deepening sustainability structuring capabilities, trained bankers and a sustainable finance product suite, positions the Group to capture a share of the expanding sustainable finance market.	S2

Taken together the SROs reflect a clear and considered assessment — sustainability transition presents AmBank Group with risks that demand rigorous management, and opportunities that are significant and provide competitive advantage.

In closing, it has been a year of construction, not just aspiration. The strands of work discussed above are a coherent and mutually reinforcing transformation of how AmBank Group does business as a responsible financial institution.

Our financed emissions data will improve as customer-level information quality develops. The sustainability data platform will evolve and mature, allowing genuine management decision-making capabilities. Our assessments of climate risk and engagements with our customers to advocate and facilitate the transition will continue.

With confidence, our direction is clear, the leadership commitment is real, the capabilities are being built, and the accountability mechanisms are in place. We are shaping tomorrow together, and we are doing so with the conviction to be a stronger, more trusted and more profitable institution.

Amanah Aboobucker
Chief Sustainability Officer

Stakeholder Engagement and Value Creation

Frequency of Engagement:
D Daily | W Weekly | M Monthly | Q Quarterly | A Annually | P Periodically

At AmBank Group, stakeholder engagement helps us understand expectations that influence how we operate and where we focus our efforts. These insights inform our strategic priorities and guide how we respond to changes in the financial sector. In FY2026, our materiality assessment adopted a more targeted approach by prioritising five key stakeholder groups whose perspectives most directly shape the Group's operations and long-term value creation.

While this section highlights those five groups, we continue to engage with our broader stakeholder ecosystem through our ongoing business activities and engagement platforms. This more targeted approach allows us to deepen dialogue on issues most relevant to our operations while continuing to monitor wider stakeholder expectations.

For details on our materiality assessment, refer to Materiality and SROs Assessment chapter on pages 30 to 32 of this report.

S1 CUSTOMERS

Resources: FC IC SC NC MC **SDGs:** **Material Matters:** M1 M2 M3 M4 M5 M6 M7

Purpose of Engagement

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.

Engagement Platform & Frequency (D M)

- Customer Surveys
- Physical and Online Distribution Points
- Marketing and Promotional Campaigns
- Social Media Platforms

Value Creation Opportunities

For Customers

- Provide secure and seamless customer fulfilment journeys.
- Offer tailored financial products with competitive rates.
- Deliver efficient support and issues 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.

Key Expectations

- 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 engagements and advice.
- Access to financial literacy and empowerment.

Potential Risks

- 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.

Our Response/Business Initiatives

- 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 selected hard-to-abate customers to support their decarbonisation and transition plans.
- Offered Sustainable, Transition and Green (STG) Financing to customers.

Value Creation Indicators & Achievements

- 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 billion of sustainable financing mobilised.

Stakeholder Engagement and Value Creation

S2 EMPLOYEES

Resources: HC MC IC SC

SDGs:

Material Matters: M8 M9 M10 M11

Purpose of Engagement

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.

Engagement Platform & Frequency D W M Q

- Townhalls
- AmBank Group Connected Portals
- AmCampus learning portal
- HR E-mails
- Performance Reviews

Value Creation Opportunities

For Customers

- 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.

Key Expectations

- 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.

Potential Risks

- Skill gaps arising from automation, evolving business needs and rapid digitalisation.
- Difficulty attracting and retaining capable talent.

Our Response/Business Initiatives

- 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.

Value Creation Indicators & Achievements

- 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.

Frequency of Engagement:
D Daily | W Weekly | M Monthly | Q Quarterly | A Annually | P Periodically

S3 GOVERNMENT AND REGULATORS

Resources: FC IC SC

SDGs:

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

Purpose of Engagement

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.

Engagement Platform & Frequency

M Q A

- Engagements/Roundtables/Dialogues
- Seminars/Workshops
- Periodic Reports and Updates
- Feedback on Consultation Papers
- Regulatory Reviews

Value Creation Opportunities

For Customers

- 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.

Key Expectations

- 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.

Potential Risks

- 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.

Our Response/Business Initiatives

- 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.

Value Creation Indicators & Achievements

- Contributed to various committees and focus groups under the Joint Committee on Climate Change (JC3).
  - *Contributed to the inaugural JC3 SME Focus Group Climate Conference and co-led the Editorial CCPT Implementation Group.*
  - *Contributed to an ABM led Human Rights Guideline for Responsible Banking.*
- RM1,346 million disbursed to SMEs via various government schemes.

Stakeholder Engagement and Value Creation

S4 SHAREHOLDERS AND INVESTORS

Resources: FC IC SC NC MC

SDGs:

Material Matters: M1 M2 M3 M4 M7 M10 M11

Purpose of Engagement

We value the continued trust of our shareholders and investors. Through regular engagements and transparent disclosures, we keep them updated on our performance, governance and sustainability commitments.

Engagement Platform & Frequency

- Annual General Meeting
- Analyst Briefings
- Investor Roadshows
- Corporate Website

Key Expectations

- Stable earnings and dividends.
- Transparent disclosures and strong governance practices.
- Integration of sustainability considerations into lending and investment decisions.

Potential Risks

- Loss of investor confidence due to weak financial performance, risk management or governance.
- Adverse analyst or investor sentiment affecting share price and market valuation.

Value Creation Opportunities

For Customers

- 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.

Our Response/Business Initiatives

- 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 disclosures in alignment with IFRS requirements.

Value Creation Indicators & Achievements

- Delivered improved income of RM5.16 billion.
- Achieved the highest reported PATMI of RM2.10 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.

Frequency of Engagement:
D Daily | W Weekly | M Monthly | Q Quarterly | A Annually | P Periodically

S5 COMMUNITIES

Resources: MC HC SC NC FC IC

SDGs:

Material Matters: M1 M2 M3 M4 M5 M6 M7 M11

Purpose of Engagement

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.

Engagement Platform & Frequency (P)

- FINCO
- Focus Groups/Workshops
- Outreach and Corporate Social Responsibility (CSR) Programmes Engagements

Value Creation Opportunities

For Customers

- 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.

Key Expectations

- 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.

Potential Risks

- 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.

Our Response/Business Initiatives

- Led 167 CSR programmes in FY2026.
- Continue financing the underserved communities such as Qard microfinancing for asnaf micro entreperneurs 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.

Value Creation Indicators & Achievements

- Invested over RM1.8 million in CSR initiatives, supporting 31,993 beneficiaries.
- Disbursed RM1,270.9 million in affordable and low-income financing.
- Contributed RM3.99 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.

Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment

Materiality helps us prioritise the most important sustainability matters: those that shape our ability to create long-term value, and those where our activities, products, services and business relationships may create significant impact on people, the economy and the environment.

In FY2026, we undertook a materiality assessment to strengthen how we identify, assess and prioritise sustainability-related matters across the Group. We assessed materiality from two interconnected perspectives:

- Impact/inside-out: how our activities, products, services and business relationships may create positive or negative impact on stakeholders, society, the environment and the broader economy.
- Outside-in: what are the sustainability-related risks and opportunities which may materially influence our financial performance, strategy, operations, resilience and enterprise value over the short, medium and long term.

We developed the assessment with reference to recognised national and international sustainability-related frameworks, standards and guidance, alongside sector-specific references, regulatory and supervisory expectations, industry benchmarking, as well as our own business context and strategic priorities. The process strengthens our ability to better understand sustainability-related impact, risks and opportunities most relevant to the Group and integrate sustainability considerations into decision-making, operational activities and our business practices.

Materiality Assessment Methodology

Our materiality assessment follows two interlinked phases. We first performed an assessment to identify the Sustainability Material Matters most relevant to our stakeholders, value chain and operating context. We then conducted an assessment to determine which of these matters and its associated sustainability-related risks and opportunities are material under IFRS S1 and IFRS S2.

In the context of IFRS S1 and IFRS S2 requirements, we established the reporting boundary using qualitative and quantitative considerations. This covered two key aspects:

- Qualitative Lens: Operational Control
- Quantitative Lens: Thresholds based on Profit After Tax contribution and percentage relative to the Group's Total Assets.

This resulted in five entities being identified within the reporting boundary: AmBank, AmBank Islamic, AmInvestment Bank, AmFunds Management and AmIslamic Funds Management.

Step 1: Impact/Inside-Out Assessment

	What We Did	Key Outputs
1 **Identify sustainability matters and impact**	Identified sustainability topics using existing material matters, regulatory expectations, peer benchmarking, strategic priorities and recognised frameworks including SASB, GRI and MSCI, alongside relevant financial industry guidance. We also assessed the actual and potential impact of each topic across the Group's value chain and business relationships.	List of sustainability matters and impact register capturing impact pathways across the value chain.
2 **Assess severity and likelihood**	Assessed impact using stakeholder inputs, internal evidence and a structured scoring methodology. Key stakeholder groups included customers, employees, investors and shareholders, regulators, and communities, with engagements supported through surveys, NPS results, employee engagement results and other stakeholder feedback mechanisms.	Impact-level severity and likelihood scores, and aggregated topic-level scores.
3 **Prioritise and validate material matters**	Reviewed and prioritised assessed topics through the impact materiality matrix using defined thresholds and qualitative review criteria.	Final list of Sustainability Material Matters and impact materiality matrix.

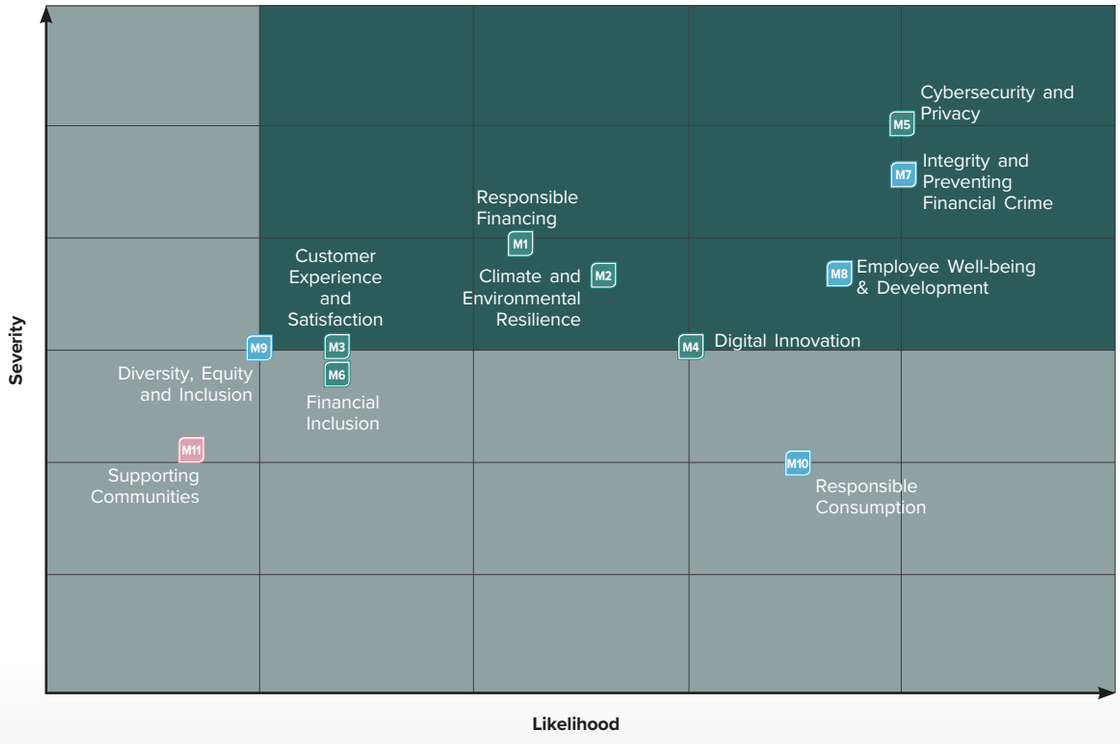
Materiality Assessment Results

The impact materiality assessment identified 11 Sustainability Material Matters, that reflect the areas where our activities, products, services and business relationships create the most significant actual or potential impact on stakeholders, the economy, the environment and society. The Group's impact materiality matrix presents the relative significance of each matter based on the assessment of severity and likelihood across the Group's value chain and stakeholder ecosystem.

Key observations from the assessment include:

- **Higher Severity and Likelihood Matters:** Responsible Financing, Climate and Environmental Resilience, Cybersecurity and Data Privacy, Customer Experience and Satisfaction, Integrity and Preventing Financial Crime and Employee Well-being and Development were assessed with relatively higher severity and likelihood due to their strong linkage to stakeholder trust, operational resilience, financing activities and long-term business sustainability.
- **Societal and Stakeholder-Oriented Matters:** Financial Inclusion, Supporting Communities and Diversity, Equity and Inclusion remain important from a societal and stakeholder perspective, although they were assessed with relatively lower severity or likelihood thresholds within the overall assessment context.
- **Broad Sustainability Coverage:** The matrix reflects a broad range of sustainability material matters relevant to the Group, spanning customer relationships, workforce considerations, governance and ethics, environmental resilience, operational impact and community outcomes.

Impact Materiality Matrix



Step 2: Outside-in Assessment

	What We Did	Key Outputs
1 **Assess sustainability matters and relevance** 2	Mapped the Material Matters identified in Step 1 against the SASB Standards for the Financial Sector to determine which sustainability matters may influence financial performance, strategy, operations, resilience and enterprise value over the short, medium and long term.	Common material matters identified.
Identify Sustainability-related Risks and Opportunities	Assessed which Sustainability Material Matters may create financially material sustainability-related risks or opportunities (SROs) based on the likelihood of occurrence and the magnitude of financial impact. Matters were considered material where both likelihood and magnitude were assessed as moderate to significant.	Six SROs and five corresponding material matters were identified.

Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment

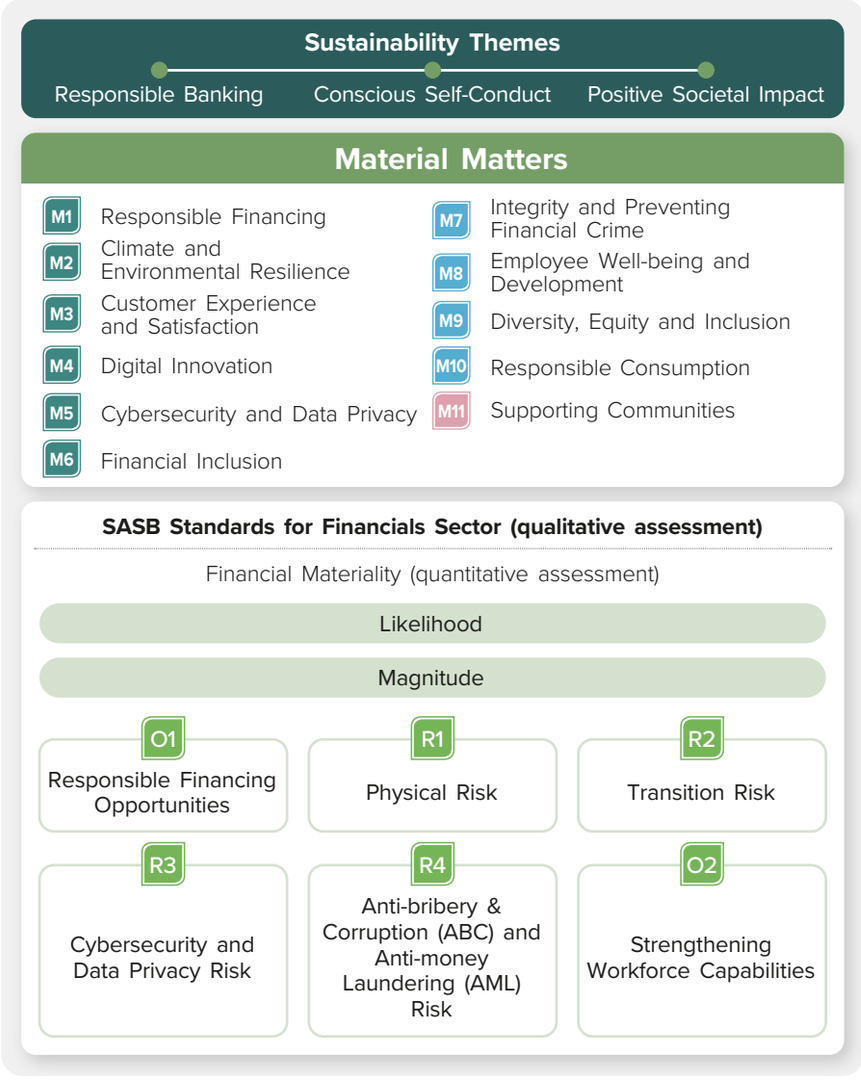
Applying a Financial Materiality Lens

Following the impact materiality assessment, the 11 Sustainability Material Matters were further evaluated to determine whether they could reasonably influence AmBank Group's prospects. This assessment focused on identifying SROs that may affect the Group's ability to create value over the short, medium and long term.

The assessment was guided by IFRS S1, IFRS S2 and relevant sector-specific guidance, including the SASB Standards for Financials Sector. Each matter was evaluated based on its potential implications on 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.



O: Opportunity, R: Risk

SROs	Related Material Matters	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 **ABC and AML 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.

Sustainability Material Matters

RESPONSIBLE BANKING

To learn more, see pages 64 to 85

M1 RESPONSIBLE FINANCING

SRO: O1

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

WHY IS IT IMPORTANT

Responsible financing through sustainable products and investments supports long-term portfolio quality amid rising climate risks.

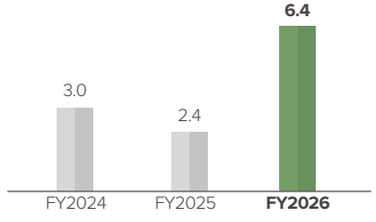
OUR APPROACH

Embed sustainability considerations into financing and investment activities, strengthen responsible financing governance and expand sustainable finance solutions.

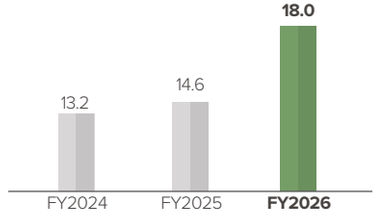
FY2026 PERFORMANCE

- Net Zero Transition Plan Operationalisation: Embedded sustainability into financing decisions through updated STG Financing Guidelines, credit policies, CERA guidance and sustainability-related policies.
- Sustainability-Linked Financing (SLF): Launched SLF for Wholesale and Business Banking to support customers in advancing their sustainability objectives.
- Sustainable Finance Solutions: Structured financing solutions for renewable energy, battery storage, green industrial parks, green real estate and biogas projects.

Total Green Financing Mobilised (RM billion)



Total Sustainable Financing Mobilised (RM billion)



OUTLOOK

The expansion of responsible financing opportunities is expected to strengthen portfolio resilience, diversify sustainable financing revenue streams and enhance long-term asset quality as sectors transition.

Resources FC IC SC NC

Strategy D OE S

Stakeholders S1 S3 S4 S5

Risks R1 R2 R5 R7 R9 R10

UN SDGs

Sustainability Material Matters

RESPONSIBLE BANKING

To learn more, see pages 86 to 132

M2 CLIMATE AND ENVIRONMENTAL RESILIENCE

SRO: R1 R2

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

WHY IS IT IMPORTANT

Building climate resilience helps manage transition and physical risks that may affect portfolio quality and long-term financial performance.

OUR APPROACH

- Climate Risk Management and Scenario Analysis (CRMSA): Operationalised CRMSA through portfolio monitoring and climate metrics tracking.
- Scenario Analysis Integration: Embedded climate scenario analysis into risk governance and capital planning to support more informed decision-making.
- Climate Risk Stress Testing (CRST): Performed CRST in line with regulatory direction to strengthen climate risk assessment and preparedness.

FY2026 PERFORMANCE

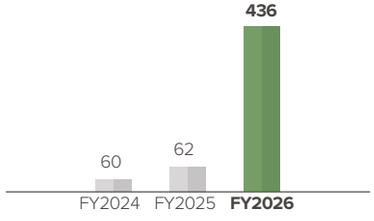
Integrate climate and environmental considerations into governance, risk management, financing and decision-making processes.

- For operations and assets in high flood risk* locations, mitigation measures are in place to ensure operational resilience and continuity of critical services in the event of flood-related disruptions.
- For mortgages in high flood risk* areas, 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.

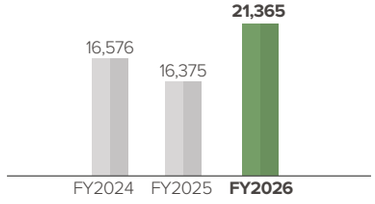
* *High flood risk refers to properties which indicate moderate to high susceptibility to flooding and exposure to high-frequency and/or severe inundation. The reported metric is based on residential mortgage exposures identified as having heightened credit risk concerns to support enhanced monitoring.*

Enterprise Emissions (Scope 1 and Scope 2) (tCO_2e)

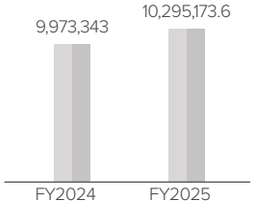
Scope 1



Scope 2



Financed Emissions (Scope 3 Category 15) (tCO_2e)



OUTLOOK

Continuous enhancement to climate risk management and refinement of sustainability risk through a preliminary nature and biodiversity risk assessment for key nature-related sectors.

Resources FC IC SC NC

Strategy S

Stakeholders S1 S3 S4

Risks R1 R2 R5 R8

UN SDGs

RESPONSIBLE BANKING

To learn more, see pages 162 to 165

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.

WHY IS IT IMPORTANT

As digital banking and fintech innovation reshape customer expectations, delivering seamless and responsive experiences strengthens trust, long-term relationships and sustainable business performance.

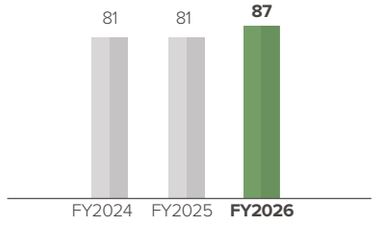
OUR APPROACH

Serve diverse customer segments through tailored banking experiences that strengthen customer relationships and respond to evolving service expectations across retail, SME and institutional banking.

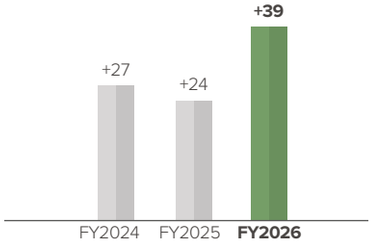
FY2026 PERFORMANCE

- Digital Onboarding and Straight-Through Processing: Enabled over 158,000 digital application journeys by streamlining onboarding processes and improving turnaround times across retail banking products.
- SME Relationship Engagement and Partnerships: Strengthened engagement with SME and commercial customers through over 60 customer initiatives, contributing to more than RM1.74 billion in revenue while supporting collaboration and business growth.
- BizRACE Innovation Exposure Programme: Enabled BizRACE finalists to gain firsthand exposure to IR4.0 technologies and ESG practices through innovation visits to Shanghai and Hangzhou.
- Investor Engagement and Market Education: Engaged more than 5,000 investors through market outlook sessions, IPO roadshows and investor education programmes that enhance access to market insights and industry expertise.

Customer Satisfaction Score (CSAT) (%)



Net Promoter Score (NPS)



OUTLOOK

Enhancing customer experience through more seamless, personalised and digitally enabled banking services that strengthen engagement, service reliability and long-term customer trust.

Resources FC MC HC IC SC

Strategy D OE

Stakeholders S1 S2 S3

Risks R3 R5

UN SDGs

Sustainability Material Matters

RESPONSIBLE BANKING

To learn more, see pages 166 to 171

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.

WHY IS IT IMPORTANT

As the financial industry becomes increasingly digital, strong technological and digital capabilities are essential for delivering secure, reliable and efficient banking services while maintaining operational resilience and competitiveness.

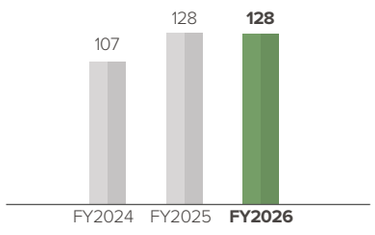
OUR APPROACH

Drive digital innovation through a Group-wide Digital Strategy aligned with WT29, focused on strengthening customer engagements, modernising technology and building future-ready capabilities.

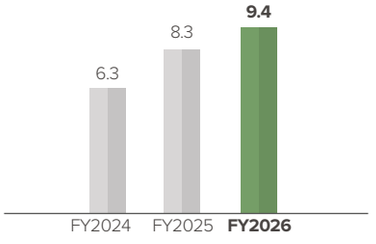
FY2026 PERFORMANCE

- Cloud Centre of Excellence (Cloud CoE): Established an enterprise-wide Cloud CoE to strengthen governance and accelerate secure, compliant and cost-effective cloud adoption across the Group.
- AmOnline and AmAccess Biz Enhancements: Enhanced digital banking services platforms and onboarding capabilities to improve accessibility, streamline approvals and deliver more consistent customer experiences across channels.
- Direct Credit System (DCS) Virtualisation Initiative: Improved system availability and payment processing efficiency while delivering an estimated annual cost avoidance of RM0.82 million.
- Innovation and Digital Engineering Collaboration: Continued our partnership with 42 Malaysia to support innovation, rapid prototyping and capability building in digital engineering and emerging technologies.
- API-First Integration and Architecture Simplification: Expanded API-first integration capabilities and simplified legacy architecture to improve interoperability and support scalable digital service delivery across the Group.

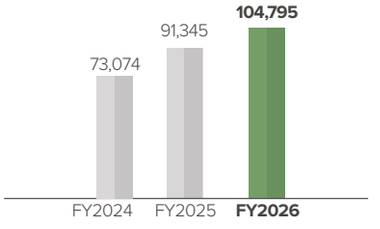
Average Number of Monthly Online Transactions in AmOnline (million)



Volume of AmAccess Biz Transactions (full year) (million)



Value of AmAccess Biz Transactions (RM million)



OUTLOOK

Continue scaling digital capabilities, AI and automation to enhance customer experience operational efficiency and data-driven decision-making, while maintaining strong governance, cybersecurity and regulatory alignment.

Resources FC MC HC IC

Strategy D OE

Stakeholders FC IC SC NC SC

Risks R2 R3 R5 R8 R9

UN SDGs

RESPONSIBLE BANKING

To learn more, see pages 133 to 142

M5 CYBERSECURITY AND DATA PRIVACY

SRO: R3

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

WHY IS IT IMPORTANT

Cybersecurity and data privacy are critical to safeguarding customer trust, maintaining operational resilience and managing financial, regulatory and reputational risks in an increasingly digital banking environment.

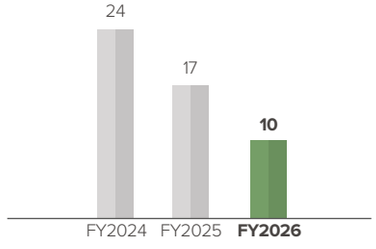
OUR APPROACH

Strengthen cybersecurity governance, data protection measures, monitoring capabilities and incident response processes.

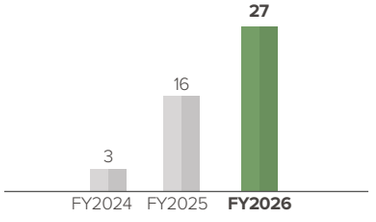
FY2026 PERFORMANCE

- Phishing Simulations and Awareness: Conducted phishing exercises to improve employee detection of social engineering threats.
- Cybersecurity Monitoring and Threat Detection: Enhanced SOC monitoring, threat intelligence and behavioural analytics to strengthen detection and response capabilities.
- Cybersecurity Training and Communications: Delivered ongoing training and campaigns to reinforce secure behaviours across employees, customers and Board members.
- AI Capability and Governance Uplift: Introduced targeted AI governance training to support responsible and secure use of AI and advanced analytics.

Complaints Received on Breaches of Customer Privacy



Number of Data Leak/Loss Incidents



OUTLOOK

Improve integrated data governance by instilling responsible AI oversight and intelligence-driven security capabilities that protect trust as digital adoption grows.

Resources FC MC HC IC

Strategy D OE

Stakeholders S1 S2 S3

Risks R2 R3 R4 R5 R6

UN SDGs

Sustainability Material Matters

RESPONSIBLE BANKING

To learn more, see pages 172 to 176

M6 FINANCIAL INCLUSION

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

WHY IS IT IMPORTANT

By improving access to affordable and suitable financial services, financial institutions can strengthen financial resilience and support business growth and economic participation.

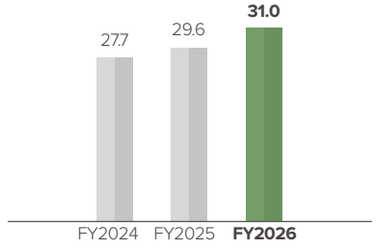
OUR APPROACH

Expand inclusive financial solutions and strengthen outreach to underserved communities and segments.

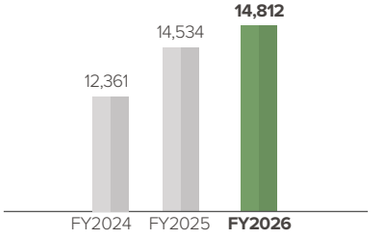
FY2026 PERFORMANCE

- Supporting SME Resilience: Work with SME customers who are experiencing financial difficulties through arrears engagement and resolution as well as restructuring and repayment adjustment.
- BizDIALOGUE Knowledge Sessions: Delivered practical insights on financing, government support, AI adoption and sustainability transitions to over 200 businesses seeking to strengthen digital and operational capabilities.
- iTekad Initiative: Supported micro-entrepreneurs through working capital, business training and income-generating opportunities, benefiting 235 recipients through RM1.5 million in programme allocations.
- Qard Microfinancing: Provided Shariah-compliant microfinancing to 20 underserved and low-income entrepreneurs with limited access to conventional banking, supporting business start-ups and expansion opportunities.

Total Loans/Financing to the SME sector (RM billion)



Total Number of Businesses Upskilled via AmBank BizCLUB



OUTLOOK

Expand access to responsible and accessible financial solutions, enhancing SME capabilities and leveraging digital innovation to better support underserved segments and long-term business growth.

Resources FC MC SC | **Strategy** D OE S | **Stakeholders** S1 S3 S5 | **Risks** R1 R2 R3 R5 R10 | **UN SDGs**

CONSCIOUS SELF-CONDUCT

To learn more, see pages 143 to 152

M7 INTEGRITY AND PREVENTING FINANCIAL CRIME

SRO: R4

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.

WHY IS IT IMPORTANT

Maintaining integrity and preventing financial crime are critical to preserving trust and managing regulatory risk as a financial institution.

OUR APPROACH

Follow a risk-based and governance-driven approach that strengthens ethical conduct, regulatory compliance and protection of the wider financial ecosystem..

FY2026 PERFORMANCE

- Speak-Up and Reporting Channels: Provided multiple reporting and advisory channels to help employees and stakeholders raise concerns safely and transparently.
- Board and Management Awareness Programmes: Engaged Board members and senior leaders through targeted anti-corruption sessions with external subject matter experts.
- Non-Compliance Management: Addressed non-compliance cases through root cause reviews and corrective actions to strengthen controls.
- Whistleblowing and Investigation Process: Strengthened mechanisms to ensure misconduct is reviewed, investigated and addressed through a structured response process.

Whistleblower and Corruption Cases

	FY2024	FY2025	FY2026
Complaints and grievances reported through the whistleblower channel	16	22	17
Cases classified as corruption-related post investigation	0	0	0
Cases that are non-corruption-related post investigation	16	22	17

Zero Corruption Cases Identified from Internal Reviews from FY2025 to FY2026

OUTLOOK

Maintain a strong culture of integrity by strengthening the integrity framework and enhancing resilience against increasingly sophisticated financial crime risks through continued investment in advanced monitoring technologies, improved risk assessment capabilities and more rigorous customer due diligence to ensure early identification and mitigation of emerging threats.

Resources FC MC HC IC SC

Strategy D OE S

Stakeholders S1 S3 S4 S5

Risks R2 R3 R4 R5 R6

UN SDGs

Sustainability Material Matters

CONSCIOUS SELF-CONDUCT

To learn more, see pages 153 to 160 and 177 to 183

M8 EMPLOYEE WELL-BEING AND DEVELOPMENT

SRO: O2

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

WHY IS IT IMPORTANT

Developing our people strengthens our ability to execute strategy, adapt to evolving business needs and sustain long-term performance by building capabilities across key areas, including digitalisation, leadership and sustainability.

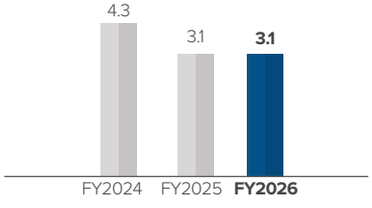
OUR APPROACH

Foster a future-ready workforce through structured learning and development that aligns with business strategy, strengthens critical capabilities and fosters a culture of continuous growth and ownership.

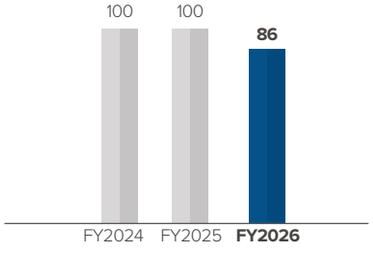
FY2026 PERFORMANCE

- Business Banking Centralised Training Programme: Trained 179 employees in credit and relationship management to improve consistency, risk management and service delivery.
- AmFutureSkills Pilot Programme: Introduced a personalised, outcome-driven learning approach for 500 employees across future-critical skills such as AI, data, cybersecurity and customer experience.
- AICB Professional Certifications: Supported professional certification pathways in banking, AML and CFT to strengthen technical expertise and regulatory alignment.
- Fireside Chats, Speaker Series and Coffee Chats: Promoted knowledge sharing and leadership engagement through ongoing platforms that encourage collaboration, perspective and learning culture.

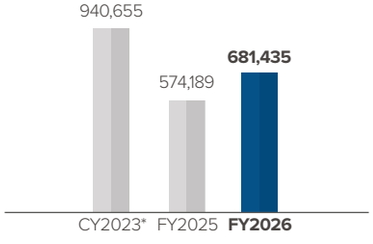
Mission Critical Positions (MCP): Successor Ratio



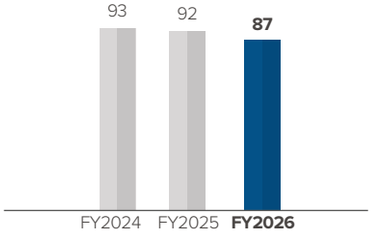
Key Positions with Successors (%)



Total Learning Hours



Talent Retention Rate (%)



**For the purposes of continuous improvement of our disclosure practices, from FY2025, data for Total Learning Hours is reported in financial year (FY) format starting from FY2025.*

OUTLOOK

Build a more dynamic and personalised learning ecosystem that strengthens future-ready capabilities, workforce adaptability and long-term performance.

Resources FC HC SC

Strategy D OE S

Stakeholders S2 S3

Risks R1 R4 R5

UN SDGs

CONSCIOUS SELF-CONDUCT

To learn more, see pages 184 to 187

M9 DIVERSITY, EQUITY AND INCLUSION

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

WHY IS IT IMPORTANT

By embracing diverse perspectives and fostering an inclusive culture where people feel valued and empowered, we strengthen collaboration, innovation and our connection with the communities we serve.

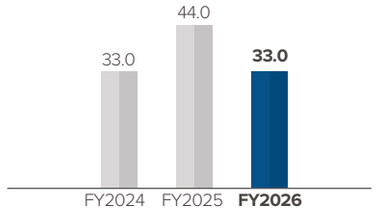
OUR APPROACH

Foster an inclusive and equitable workplace by embedding DEI principles across talent management, employee development and workplace practices to support equal opportunities, diverse perspectives and long-term employee growth.

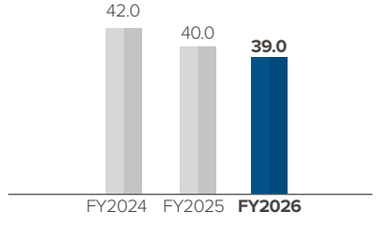
FY2026 PERFORMANCE

- Women's Health and Wellness Webinar: Engaged 610 employees in expert-led discussions on women's health and hormonal wellness to strengthen health awareness and employee well-being.
- Employee Recognition through International Women's Day (IWD) Activities: Recognised and celebrated employee contributions through engagement initiatives and the P²ACE Champion recognition programme.
- Fair Compensation and Pay Equity Practices: Strengthened equitable pay practices through regular compensation reviews, merit-based rewards and living wage principles to support employee well-being and workforce fairness.
- Gender Diversity and Internal Mobility: Promoted equitable career progression through internal promotion opportunities and ongoing efforts to strengthen diversity across management and workforce levels.

Female Representation on the Board (AMMB Holdings) (%)



Women in Top and Senior Management (%)



OUTLOOK

Strengthen our inclusive talent practices, enhance learning and career development opportunities, regularly review policies and programmes and improve community engagement to create a more diverse, equitable and inclusive organisation.

Resources FC HC SC | **Strategy** S | **Stakeholders** S2 S3 | **Risks** R2 R5 | **UN SDGs**

Sustainability Material Matters

CONSCIOUS SELF-CONDUCT

To learn more, see pages 188 to 193

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.

WHY IS IT IMPORTANT

Responsible consumption focuses on managing resources efficiently to reduce environmental impact, support operational resilience and meet growing sustainability expectations.

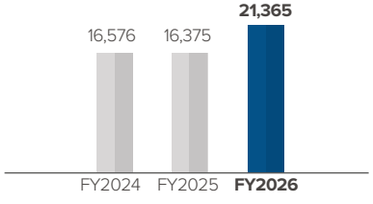
OUR APPROACH

Reduce our operational footprint through emissions management, energy efficiency, renewable energy adoption and responsible resource management in support of our Net Zero ambitions.

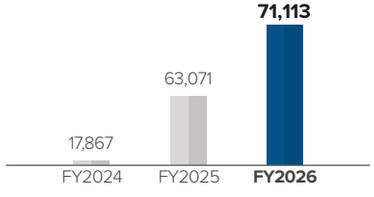
FY2026 PERFORMANCE

- Fuel Efficiency Monitoring: Strengthened fuel and refrigerant usage tracking across offices and branches to improve emissions monitoring and data accuracy for Scope 1 emissions management.
- Air Conditioning Efficiency Upgrades: Replaced ageing air-conditioning systems with MEPS 5-star inverter units to improve energy efficiency across operations.
- LED Lighting Conversion Initiative: Converted conventional signages to energy-efficient LED systems at Bangunan AmBank Group,, delivering annual energy savings and supporting lower operational emissions.
- Designated Environmental Facilities: Introduced dedicated recycling centres and scheduled waste storage facilities across key offices to strengthen waste collection and environmental compliance practices.
- e-Waste Management Programme: Strengthened responsible e-waste disposal practices through collaboration with internal teams and service providers to ensure compliance with Department of Environment (DOE) requirements.

Total Scope 2 GHG Emissions (tCO_2e)



Total GHG Emissions (tCO_2e)



Note:

- *Scope 1 – 436 tCO_2e, an increase 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.*
- *Scope 2 – 21,365 tCO_2e, an increase 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).*
- *For FY2026, Scope 3 has been expanded to include Category 1 (Purchased Goods and Services), Category 2 (Capital Goods) and Category 13 (Downstream Leased Assets).*

OUTLOOK

Focus on reducing our operational footprint through energy efficiency, renewable energy adoption and stronger waste and water management practices in support of our Net Zero ambitions.

Resources FC MC NC | **Strategy** S | **Stakeholders** S2 S3 S5 | **Risks** R2 R5 | **UN SDGs**

POSITIVE SOCIETAL IMPACT

To learn more, see pages 194 to 200

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.

WHY IS IT IMPORTANT

We recognise that thriving communities contribute to broader economic and social resilience, and we seek to create meaningful impact by expanding opportunities and supporting underserved groups through our resources, partnerships and people.

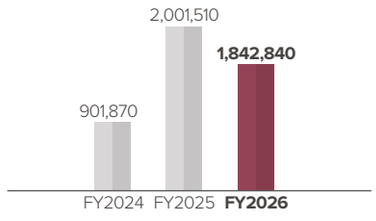
OUR APPROACH

Deliver community programmes through their AmBank Group Community Empowerment Framework that leverages strategic partnerships, targeted initiatives and inclusive programmes to create meaningful and lasting social impact.

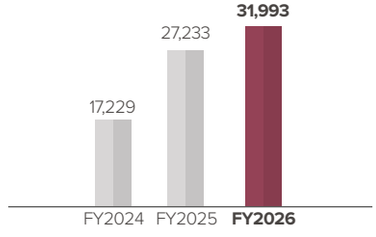
FY2026 PERFORMANCE

- Zakat Contributions for Community Empowerment: Channelled RM3.99 million in Zakat contributions towards education, medical aid, poverty alleviation and entrepreneurship support for underserved and asnaf communities.
- FINCO Education and Employability Outreach: Supported over 17,000 students nationwide through programmes focused on English proficiency, financial literacy, disaster relief and career exposure, with participation from more than 25 schools.
- MySkills Foundation: Supported 30 at-risk youths through vocational skills development, mentorship and daily living support under a multi-year partnership initiative.
- The Lost Food Project (TLFP) Partnership: Rescued over 71,000 kg of surplus food and provided more than 205,000 meals to vulnerable communities while avoiding significant greenhouse gas emissions through food waste reduction.

Total Amount Invested in the Community where the Target Beneficiaries are External to the Listed Issuer (RM)



Total Number of Beneficiaries of the Investment in Communities



OUTLOOK

Strengthen community resilience and social inclusion by expanding the reach of our programmes across underserved communities, deepening long-term partnerships and scaling volunteerism and sustainable livelihood initiatives.

Resources FC HC SC

Strategy S

Stakeholders S2 S3 S5

Risks R1 R2 R5

UN SDGs:

Alignment to IFRS Sustainability Disclosure Standards

APPROACH TO THE IFRS SUSTAINABILITY DISCLOSURE STANDARDS *IFRS S1: 55(a), 72*

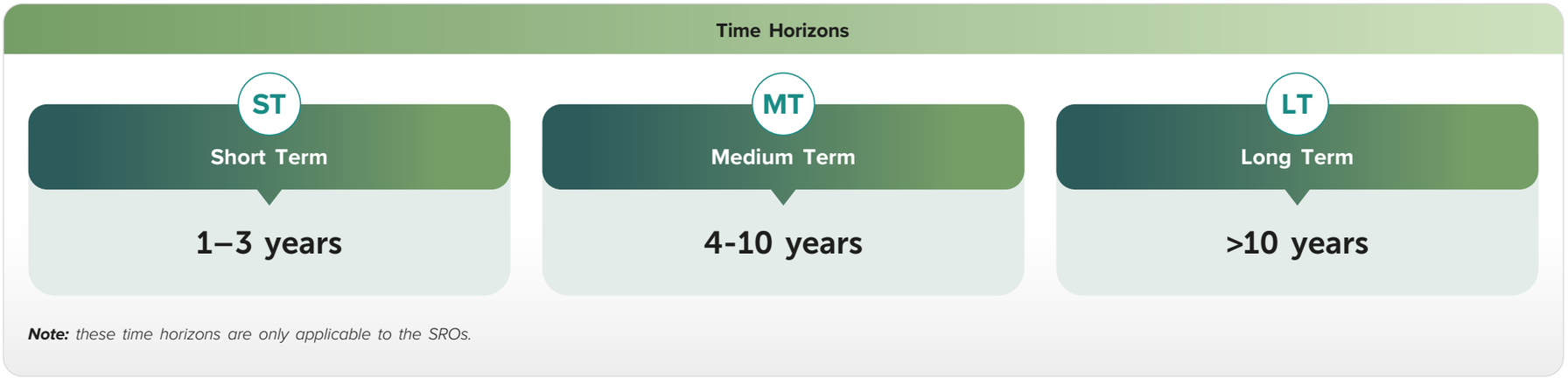
AmBank Group's sustainability-related disclosures have been prepared in accordance with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB), in line with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and the NSRF issued 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 Main Market Listing Requirements.

CONNECTIVITY WITH FINANCIAL STATEMENTS *IFRS S1: 22, 24, 30(b), 31, 64, B39 | IFRS S2: 10(d)*

This Sustainability Report 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 report should be read together with the Financial Report 2026 and the Integrated Annual 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.



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

ADOPTION OF IFRS SUSTAINABILITY DISCLOSURE STANDARDS AND TRANSITION RELIEFS *IFRS S1: E3 | IFRS S2: C3*

In adopting the IFRS Sustainability Disclosure Standards, the Group has applied the transition reliefs available under the Standards and the Main Market Listing Requirements. 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.

REPORTING SCOPE AND BOUNDARY *IFRS S1: 6, 17, 18, 20, 74, 75, B38*

The reporting entities within the Sustainability Report are consistent with AmBank Group's reporting entities within 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:**
  Thresholds based on Profit After Tax contribution and percentage relative to the Group's Total Assets.

AmBank

AmBank (M) Berhad

AmBank Islamic

AmBank Islamic Berhad

AmInvestment Bank

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 Platforms

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 stakeholder segments may give rise to sustainability-related impact, risks and opportunities.

For details on the reporting boundaries for GHG Emissions, refer to the Methodologies chapter on pages 204 to 212 of this report.

Alignment to IFRS Sustainability Disclosure Standards

SIGNIFICANT JUDGEMENTS AND MEASUREMENT UNCERTAINTIES *IFRS S1: 75, 78, 79, 81*

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

Estimations are 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 quality limitations.

Significant Judgements

1. **Materiality assessment and selection of material information:** Management applied judgements in identifying the reporting boundaries and the associated sustainability-related risks and opportunities 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:** Judgements were 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 Types	Scenarios Applied
Orderly Transition	Net Zero 2050
Disorderly Transition	Divergent Net Zero
Hot House World	Nationally Determined Contributions

3. **Calculation methods for GHG emissions:** Judgements were 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

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

2. **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.

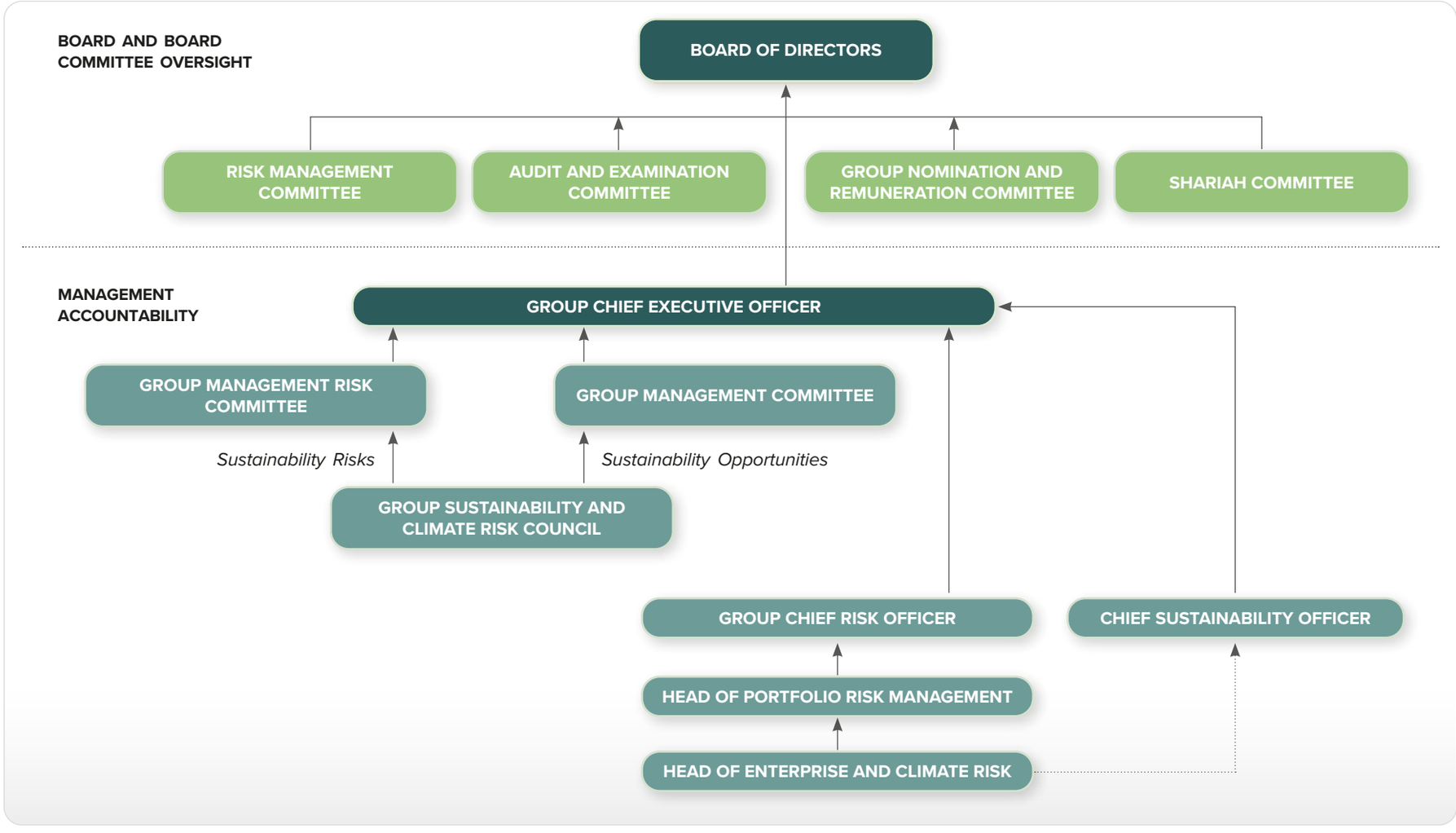
Governance

Sustainability governance defines how we oversee and manage sustainability-related risks and opportunities, including climate-related matters. It establishes clear accountability from the Board through to management and within all levels of the organisation, ensuring that sustainability considerations are integrated into strategy, risk management and decision-making across the Group.

Overview of AmBank Group's Governance Framework *IFRS S1: 27(a)*

The Board of Directors retains ultimate accountability for overseeing sustainability-related risks and opportunities, including climate-related matters. This includes ensuring integration into strategy, risk management and business operations, as defined in the Board Charter, Terms of Reference and Group Sustainability Framework.

The Board is supported by its Board committees, while management-level governance bodies are responsible for developing and implementing sustainability-related policies and initiatives. At the entity level, respective Boards provide oversight, ensuring consistency across the Group.



Governance

ROLES, RESPONSIBILITIES AND ACCOUNTABILITY

IFRS S1: 27(a)(i), 27(b)(i) | IFRS S2: 6(a)(i), 6(b)(i) | FN-CB-410a.2.5, FN-CB-410a.2.5.1.2, FN-CB-410a.2.6, FN-CB-410a.2.6.1.1, FN-CB-410a.2.6.1.2, FN-IB-410a.3.2, FN-IB-410a.3.2.1.1, FN-IB-410a.3.2.1.2, FN-IB-410a.3.3, FN-IB-410a.3.3.1.1, FN-IB-410a.3.3.1.2

We have established governance structures to oversee sustainability (including climate-related) risks and opportunities across the Group. Committees/Council at various levels guide regulatory compliance, strategic initiatives and policy approvals to support effective decision-making.

Board and Board-level Committees	
Position	**Roles and Responsibilities**
Board of Directors	• Accountable and responsible for the Group's sustainability, including climate-related, agenda. • Embeds sustainability in the formulation of group-wide strategy considering risks and opportunities, including oversight and decision-making. • Considers the strategy to build capacity in relation to sustainability. • Reviews and monitors the effectiveness of the sustainability governance structure, principles, priorities, targets and overall integration of sustainability considerations across the Group. • Reviews and approves sustainability and climate-related disclosures to ensure credibility and regulatory compliance.
Risk Management Committee (RMC)	• Oversees the governance of and infrastructure to manage group-wide sustainability risks which include overseeing the formulation and management of these risks within the Group Risk Appetite Framework. • Provides oversight of climate-related risks and opportunities periodically.
Audit and Examination Committee (AEC)	• Reviews sustainability and climate-related risk matters arising from independent audits and assurance reports. • Assesses the adequacy and effectiveness of governance structures, internal controls and risk management systems for sustainability and climate risk by considering the assessment results of the Internal Audit function and other independent reviewers.
Group Nomination and Remuneration Committee (GNRC)	• Reviews the achievement of sustainability and climate-related KPIs and assesses the remuneration outcomes for Senior Management.
Shariah Committee (applicable for AmBank Islamic matters)	• Oversees accountability on Shariah-related matters in relation to sustainability including climate change, as well as advises the CEO and Board on these matters.

Management-level Committees and Councils	
Position	**Roles and Responsibilities**
Group Management Committee (GMC)	• Reviews and approves sustainability and climate-related opportunities and related matters such as frameworks, policies, guidelines, strategies and proposals. • Evaluates and approves potential new business opportunities that may arise during the transition of borrowers with material portfolios.
Group Management Risk Committee (GMRC)	• Recommends and approves sustainability and climate-related risk measures and associated matters such as frameworks, policies, guidelines and proposals. • Evaluates and understands the potential impact of material sustainability-related risks within key portfolios, exercising effective oversight to manage these risks and their impact.
Group Sustainability and Climate Risk Council (GSCRC)	• Oversees the development and implementation of sustainability-related strategies and initiatives within the Group. • Reviews and makes necessary recommendations to the GMC and GMRC on any risks, opportunities, strategies or proposals related to sustainability. • Responsible to monitor sustainability-related KPIs of senior management scorecards.
Group Management Governance and Compliance Committee (GMGCC)	• Reviews effectiveness of regulatory compliance, governance and compliance culture of the Group.
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.
Group Chief Executive Officer (Group CEO)	• Sets and executes the Group's sustainability agenda, with support from the Senior Management team.
Group Chief Risk Officer (GCRO)	• Ensures identification, assessments, management and monitoring of all Group-wide sustainability and climate-related risks, including the formulation and management of these risks within the Group Risk Appetite Framework. • Responsible for the Group risk-related sustainability disclosures.
Chief Sustainability Officer (CSO)	• Oversees the execution of the Group's sustainability and climate-related strategies and goals in support of the sustainability material matters, as well as align sustainability initiatives across relevant policies of the Group. • Leads the development and implementation of broad-based agendas and group-wide strategic sustainability initiatives. • Spearheads the integration of sustainability including climate across the Group. • Responsible for the overall Group's sustainability-related disclosures.
Head of Portfolio Risk Management, Head of Enterprise and Climate Risk	• Manages climate-related financial and non-financial risks including measurement, monitoring, limit setting, reporting and governance. • Develops climate risk governance and owns the climate risk management and scenario analysis framework. • Develops a comprehensive understanding on climate change to enable the mapping of transmission channels and impact of climate-related risks to existing risk types (credit, market, liquidity, operational, strategic, reputational and regulatory compliance risks). • Leads the development of climate risk methodologies and AmBank Group's approach to climate risk modelling. • Ensures that Climate Risk is integrated into the estimation of losses and capital provision under the different climate scenarios. • Integrates climate risk in the bank's risk models including MFRS9, stress test and ICAAP.

Governance

Sustainability and Climate Risk Governance *IFRS S1: 27(a)(i), 27(b)(i)(ii) | IFRS S2: 6(a)(i), 6(b)(i)(ii) | FN-CB-410a.2.6.1.1, FN-CB-410a.2.6.1.2*

Guided by the AmBank Group Sustainability Framework, Enterprise Risk Management Framework and supporting credit and investment policies, the Group adopts a three lines of defence model to monitor and mitigate sustainability and climate-related risks. Each line plays a distinct role in embedding sustainability considerations into the Group's existing day-to-day operations, key internal functions and risk management structures.

1 First Line of Defence

Business Units and Support Functions

- Ensures sustainability requirements are embedded and integrated through operations and relevant interventions.
- Implements relevant sustainability frameworks, policies, guidelines and procedures, and tracking performance against set metrics and targets.

2 Second Line of Defence

Group Sustainability

- Develops sustainability infrastructure for the organisation in accordance with relevant standards and coordinates the integration of required frameworks and policies across the organisation.
- Ensures disclosures comply with regulatory requirements and the governance process, which include external assurance where needed.

Group Risk Management

- Ensures credit policies and guidelines are aligned with sustainability policies and guidelines.
- Integrates sustainability risk considerations into the existing risk management cycles across relevant functions.
- Communicates risk strategies and foster risk culture within the organisation.
- Validates the Climate Change and ESG Risk Assessment (CERA) to ensure it is representative of the deal or transaction.
- Monitors and incorporates climate-related considerations into stress testing and scenario analysis.

Group Compliance

- Ensures compliance with applicable laws, regulatory requirements and internal policies through periodic reviews.

Shariah Risk Management*

- Assesses the Shariah risks in relation to the implementation of sustainability matters where applicable.

Shariah Review*

- Assesses and reviews compliance with sustainability regulatory requirements from a Shariah perspective.

3 Third Line of Defence

Group Internal Audit

- Conducts periodic audits on the implementation of sustainability-related policies and procedures to assess adequacy of the overall internal control framework and systems.

Shariah Audit*

- Performs periodic audits to assess the implementation of sustainability policies and procedures from a Shariah perspective.

** Additional lines of defence for matters related to AmBank Islamic.*

To strengthen the management of climate-related risks, the Group has dedicated teams overseeing climate risk at both enterprise and portfolio levels. These teams support business lines, enhance internal capabilities and embed sustainability considerations into decision-making to enable strategic responses to climate-related impact.

Risk Management Functions	Roles and Responsibilities
Portfolio Risk Management	• Operates under Group Risk Management. • Specialises in managing both enterprise-wide and portfolio-specific climate-related risks.
Climate Risk	• Assesses the broader implications of climate risks across AmBank Group. • Monitors portfolio emissions and other crucial climate-related impact indicators.
Group Operational Risk	• Conducts detailed climate risk assessments to strengthen management of operational climate-related risks across branches, main buildings, data centres and Third-Party Service Providers (TPSPs).

For details on how we manage climate-related risks, refer to the Physical Risk and Transition Risk chapters on pages 86 to 132 of this report.

Deliberation of Key Topics *IFRS S1: 27(a)(iii)(iv) | IFRS S2: 6(a)(iii)(iv)*

Sustainability and climate-related matters are regularly tabled at Board meetings, prepared by the CSO following deliberation and discussion at the GSCRC. Sustainability and climate-related matters are standing items on the Board agenda. The RMC receives structured updates quarterly by Group Risk. Regular updates are first reviewed by the GSCRC before escalation to the GMC for sustainability-related opportunities or the GMRC for sustainability-related risks. Thereafter, these matters are presented to the Board for periodic updates or approvals.

	GSCRC	GMC	GMRC	RMC	BOARD
Chairperson	Group CEO	Group CEO	Group CEO	Independent Non-Executive Director	Chairman of the Board of Directors
Frequency of Meetings	4	13	13	8	12
Description					
Sustainability Frameworks, Policies, Guidelines and Disclosures					
Sustainability Statement and Sustainability Report Alignment of Sustainability Statement and Report with the Group's core sustainability themes and disclosure requirements.	Endorsement	Recommendation		Recommendation	Approval
Sustainability Assurance Review of sustainability assurance for sustainable financing mobilised, Scope 1, Scope 2 and Net Scope 2 emissions by external independent assurance provider.		Information		Information (also presented to AEC)	Information
Group Environmental Policy Enhancement of the Group Environmental Policy to align with the Net Zero Transition Plan (NZTP) across financing, operations and stakeholder engagement.	Endorsement	Recommendation		Recommendation	Approval

Names of Committees: Group Sustainability and Climate Risk Council (GSCRC), Group Management Committee (GMC), Group Management Risk Committee (GMRC), Risk Management Committee (RMC) and Board of Directors (Board).

Governance

	GSCRC	GMC	GMRC	RMC	BOARD
Description					
Group Energy Policy Augment the Group Energy Policy to reflect the latest environmental legislation.	Endorsement	Recommendation		Recommendation	Approval
Credit Policies Augment relevant credit policies and guidelines in alignment with the AmBank Group NZTP and position statements.	Endorsement		Approval	Information	Information
Loan Documentation Incorporation of sustainability-linked financing within loan documentations.			Information		
Sustainability-related Disclosures Policy Augment the Policy to reflect ISSB expectations to enhance transparency of sustainability-related disclosure.	Endorsement	Approval		Information	Information
Strategic Sustainability Initiatives					
Sustainability Data System Establish a Sustainability Data System for effective data collection and auditability of sustainability-related data, and a management information tool.	Endorsement	Approval		Information	Information
Progress and Achievements • Sustainability ESG external ratings • Sustainability-related financing deals • Tailored sustainability capacity building programmes • Industry developments and investor engagements • Strategic industry advocacy and thought leadership initiatives • Investor alignment	Information			Information	Information
Climate-related Opportunities and Risk Management					
Climate Risk Stress Testing Outcome of the 2024 CSRT exercise and the impact on AmBank Group's portfolio.			Recommendation	Recommendation	Approval
Climate Risk Assessment Review the incorporation of Pillar 2 Climate Risk Assessment as part of ICAAP.			Approval		
Decarbonisation Pathways Progress Financed emissions and progress on the decarbonisation pathways, including Carbon Neutrality and Net Zero targets.	Information		Information	Information	Information
Financed Emissions for Asset Management Financed emissions expanded to cover asset management business.	Information				
Climate Change and Principle-based Taxonomy (CCPT) Reporting and Reviews CCPT reporting and reviews for the portfolio conducted by Group Sustainability for targeted sectors.	Information			Information	Information

Names of Committees: Group Sustainability and Climate Risk Council (GSCRC), Group Management Committee (GMC), Group Management Risk Committee (GMRC), Risk Management Committee (RMC) and Board of Directors (Board).

Description	GSCRC	GMC	GMRC	RMC	BOARD
Climate Opportunities Landscape Current landscape of projects, NZTP opportunities and potential solutions within the energy transition space.	Discussion	Approval		Information	Information
Sector Engagement and NZBA Alignment Customer engagement plan for the seven hard-to-abate sectors and updates on NZBA's revised Framework and impact on the Group's NZTP.	Information				
Updates on Climate Risk Exposures • Portfolio impact • Associated market and liquidity risks for flood-related operational risks • Metrics, targets and physical and transition risk associated with the NGFS scenarios	Information		Information	Information	Information
Enhancing Governance Structures					
GSCRC Membership Expansion of members of the GSCRC to include key enablers within the Group.	Information	Approval			
Sustainability Data Governance Establish an additional governance structure through the establishment of a Project Steering Committee for the effective implementation of the Sustainability Data System and IFRS requirements.	Endorsement				
Sustainability Capability Building					
Sustainability Training Annual sustainability training plan covering key focus areas, target audience and delivery methods.	Endorsement			Information	Information
Evolving Roles and Expectations of Sustainability Professionals Industry-related focus on the role of CSOs and sustainability professionals within the wider industry.	Information			Information	Information
Sustainability Performance					
Sustainability KPIs Quarterly updates on established Sustainability KPIs.	Information				

Names of Committees: Group Sustainability and Climate Risk Council (GSCRC), Group Management Committee (GMC), Group Management Risk Committee (GMRC), Risk Management Committee (RMC) and Board of Directors (Board).

Governance

Additional Working Groups and Committees *IFRS S1: 27(a)(i), 27(b)(i)(ii) | IFRS S2: 6(a)(i), 6(b)(i)(ii)*

Key sustainability and climate-related projects are supported by dedicated Project Steering Committees (PSCs) and Projects Working Groups (PWGs). These groups facilitate cross-functional coordination and monitor progress to ensure effective execution of sustainability initiatives across the organisation.

Committee		Objective	Members
Sustainability Data System and IFRS requirements			
PSC	**Chairperson:** CEO AmBank Islamic Berhad **Frequency:** Once every two months	To ensure the effective development and implementation of the Sustainability Data System and IFRS Sustainability Disclosure Standards.	• GCFTO (Alternate Chair) • CSO • GCRO • GCFO • CEO AmFunds Management Berhad
PWG A **Sustainability Data System**	**Project Sponsor:** CSO **Frequency:** Weekly	To deliberate on technical matters and track the progress of the development of the Sustainability Data System.	Dedicated representatives from the following functions: • Group Risk Management • Group Sustainability • Group Human Resources • Group Fintech and IT • Group Procurement • Group Administration • Group Finance • Business Representatives
PWG B **IFRS Requirements**	**Project Sponsor:** GCFO and CSO **Frequency:** Weekly	To deliberate on technical matters and track the progress of the implementation of the IFRS Sustainability Disclosure Standards.	Dedicated representatives from the following functions: • Group Risk Management • Group Sustainability • Group Finance • Group Administration • Group Fintech and IT • Business Representatives

Names of Positions: Group Chief Fintech & Technology Officer (GCFTO), Chief Sustainability Officer (CSO), Group Chief Risk Officer (GCRO) and Group Chief Financial Officer (GCFO).

LEADERSHIP EXPERTISE AND CAPABILITY DEVELOPMENT *IFRS S1: 27(a)(ii) 27(b)(i) | IFRS S2: 6(a)(ii)*

Board Composition and Skills

We integrate sustainability-related competencies, including climate-related expertise, into AmBank Group's Board Skills Matrix, which is reviewed annually as part of the Board effectiveness assessment. This ensures that the Board maintains the collective expertise required to oversee sustainability-related risks and opportunities.

Board composition is assessed by the GNRC, which evaluates the adequacy of skills, knowledge and experience, including sustainability and climate-related competencies, as part of the annual review process.

The Group is committed to diversity, recognising that varied perspectives strengthen oversight and decision-making. Board appointments remain merit-based, guided by the Board Charter and the Non-Executive Director Nomination and Remuneration Policy.

IAR *For details on the Board's skills, knowledge, and experience, refer to pages 148 to 158 of the Integrated Annual Report 2026.*

Leadership Training and Development

The Board and Senior Management undergoes continuous internal and externally accredited training to strengthen its oversight of sustainability-related risks, including climate, technology and regulatory developments. Capability development programmes are extended to the Board, Shariah Committee and Senior Management to promote a consistent and informed understanding of sustainability-related matters.

In FY2026, the Group collaborated with external partners, including EcoBusiness, to deliver targeted training covering sustainability trends, compliance developments and emerging opportunities. This included insights into Asia's leadership trajectory in sustainable developments, financing opportunities linked to the ASEAN Power Grid, developments in carbon markets for climate mitigation and adaptation, nature financing and the regional sustainable product landscape. These sessions supported the leadership team in assessing both sustainability risks and strategic opportunities. Additionally, targeted training was delivered by external experts, legal advisers and regulators, covering Anti-money Laundering/ Counter Financing of Terrorism requirements, anti-corruption risks, legal landscape, potential liabilities and expectations in maintaining effective "adequate procedures" to prevent bribery and corruption. To further strengthen oversight on emerging technology and cyber risks, training focused on enhancing awareness of AI's role in banking and strengthening resilience against evolving cybersecurity, cybercrime and digital scam risks.

Category	Programme	Frequency	Target Audience	Attendance
Sustainability and Climate	Sustainability Training and Launch of Sustainability Academy *(covering regulatory developments, sustainability trends, and strategic opportunities)*	Annually	Board & Senior Management	37 participants
	Bursa-mandated Mandatory Accreditation Programme: Leading for Impact (LIP) *(focused on oversight of material sustainability matters)*		Board	4 participants
	4th Asian Economy Impact: Climate Change Risk *(covering economic outlook and climate-related risks)*		Board	12 participants
	The Hasanah Forum	Ad Hoc	Board	1 participant
	Sustainability Reporting and Assurance		Board	1 participant
	Sectoral Series 2025: Navigating Trade Shocks and Sustainability Transitions		Board	1 participant
	Evolving Financial Reporting Landscape: Insights into MFRS and Sustainability		Board	1 participant
	Corporate Social Responsibilities Programme		Board	1 participant
Technology and Cybersecurity	Board Artificial Intelligence (AI) Day *(exploring the transformative potential of AI in banking)*	Annually	Board & Senior Management	22 participants
	Cybersecurity Awareness Session *(covering evolving cyber threats and risk posture)*		Board & Senior Management	19 participants
	Cybercrime and Scam Awareness *(focused on emerging digital threats and scams)*		Board	1 participant
	Bolstering Cybersecurity Resilience	Ad Hoc	Board	1 participant
Regulatory and Compliance	AML Training FY2026 *(covering AML/CFT obligations and risk awareness)*	Annually	Board & Senior Management	19 participants
	Anti-Bribery & Corruption (ABC) Training FY2026 *(covering regulatory expectations including the MACC Act)*		Board & Senior Management	17 participants

IAR *For a complete list of Board and leaderships training programmes, refer to pages 186 to 187 of the Integrated Annual Report 2026.*

Governance

SUSTAINABILITY-LINKED REMUNERATION *IFRS S1: 27(a)(v) | IFRS S2: 6(a)(v), 29(g)(ii)*

Sustainability KPIs are embedded into senior management scorecards and linked to remuneration outcomes, reinforcing accountability for delivering the Group's sustainability priorities. These KPIs are assigned to the Group CEO, direct reports and specific one downs with a weightage of approximately 5% to 15% depending on roles and responsibilities. Notably, the CSO carries a 70% weightage, reflecting the strategic importance of the role in driving sustainability-related strategy.

To strengthen execution, selected KPIs are cascaded across relevant senior management levels. For example, sustainability-related metrics are incorporated into the KPIs of the GCFO's direct reports, including Scope 1 and Scope 2 emissions reduction targets, as well as the measurement and tracking of Scope 3 Category 1 and Category 2 emissions.

How Sustainability KPIs Are Applied

The Group CEO plays a central role in driving the sustainability agenda, supported by the CSO and Senior Management team. This ensures that sustainability considerations are consistently embedded into strategic decision-making, operational execution, and performance evaluation across the Group.

Sustainability KPIs, carried out by senior management, reflect a balance of strategic, operational and cultural priorities across the Group, ensuring alignment with long-term sustainability objectives and targets.

Key Sustainability KPIs

Adoption of IFRS S1 and S2 under the National Sustainability Reporting Framework (NSRF)	Future of Work programmes completed and implemented	Group-wide average training hours per employee	Customer Satisfaction Score (CSAT)	Delivery of BNM Climate Risk Stress Testing (CRST) requirements	Group-wide P²ACE Culture Programme
Culture adoption and behavioural change through engagement, communication, rewards and recognitions	Systemisation and strengthening of sustainability data management and reporting capabilities	Growth in Sustainability, Transition and Green (STG) Financing	Reduction in gross Scope 1 and Scope 2 emissions	Scope 3 Category 1 and Category 2 emissions measurement	

How Performance is Governed

Performance against sustainability KPIs is reviewed through a structured governance process, ensuring that outcomes are independently assessed and linked to remuneration decisions. Oversight spans senior management and Board levels to ensure objectivity and alignment with the Group's broader strategy.

Governance of Sustainability KPIs

GSCRC

Monitors progress against sustainability and climate-related KPIs on a quarterly basis, ensuring alignment with the Group's sustainability objectives and targets.

GNRC

Reviews the achievement of these KPIs and assesses the remuneration outcomes for Senior Management, before making recommendations to the Board.

Board of Directors

Retains ultimate responsibility for approving remuneration outcomes, providing independent oversight of the integration of sustainability and climate-related considerations into executive pay.

Strategy

OUR SUSTAINABILITY STRATEGY *FN-CB-410a.2.3, FN-IB-410a.3.2.1.4*

Our approach to sustainability is anchored on our Winning Together 2029 (WT29) strategy, where sustainability is embedded as a core driver of long-term value creation. Sustainability considerations are therefore embedded within our business strategy, shaping how we grow, manage risk and position the Group for long-term resilience. To operationalise this, our Sustainability Strategy in FY2026, with six defined focus areas, guide how we translate this into action.

AMBANK GROUP SUSTAINABILITY STRATEGY FY2026

Key Focus Areas

1 Operationalising Net Zero Transition Plan	2 Strengthening Climate Risk Management	3 Strengthening Capability and Capacity	4 Engaging Customers and Advocacy	5 Deploying Sustainability Data System	6 Disclosures of the Highest Quality
• Translating high-level commitments into actions by integrating NZTP into core business decisions *Supported by Sustainable Finance Product (SFP) Framework and Sustainable, Transition and Green (STG) Financing Guideline*	• Augmenting credit policies and guidelines to align with position statements • Monitoring climate risk in the portfolio and related metrics • Conducting climate risk stress test (CRST) in accordance with regulatory direction	• Enhancing internal expertise on sustainable finance, climate risk, sector analysis and decarbonisation levers, sustainable products and solutions *Supported by Sustainability Learning Pathway*	• Engaging key customers to understand their climate commitments and support them in their own transition journeys	• Systemising the collection, integration, analysis and reporting of sustainability data through a data management system	• ISSB adoption in accordance with the National Sustainability Reporting Framework (NSRF)

Enablers

- Collaborating with the broader ecosystems – Engagement with industry bodies and regulators
- Leveraging on ASEAN Chairmanship “Inclusivity and Sustainability” to bridge development gaps, improve living standards and address climate change
- Participating in major conferences and events to reinforce AmBank Group’s sustainability thought leadership

Strategy

These priorities reflect how we integrate sustainability across our business models, resource allocation and decision making processes. We track progress against each focus area through targeted initiatives and milestones.

PROGRESS AGAINST KEY FOCUS AREAS (FY2026)

1 Operationalising Net Zero Transition Plan (NZTP)

- Institutionalised sustainability considerations into financing decisions and operational practices by streamlining key policies and guidelines:
  - Implemented Sustainable, Transition and Green (STG) Financing Guideline
  - Augmented credit policies with Prohibitions, Restrictions and Conditional Financing Criteria to support position statements adopted
  - Augmented Climate Change and Environmental, Social and Governance Risk Assessment (CERA) Guideline
  - Augmented Sustainability-related Disclosure Policy
  - Updated the Group Energy Policy and Group Environmental Policy
- Launched Sustainability-linked Financing (SLF) for Wholesale and Business Banking.
- Structured solutions for customers to advance their sustainability objectives through financing renewable energy, battery energy storage, green industrial parks, green commercial real estate and biogas plants, in line with the Group's Sustainable Finance Product (SFP) Framework.

2 Strengthening Climate Risk Management

- Conducted CRST in accordance with regulatory requirements.
- Operationalised Climate Risk Management and Scenario Analysis (CRMSA) through portfolio monitoring and tracking of climate metrics.
- Embedded climate scenario analysis into our risk governance and capital planning frameworks.

3 Strengthening Capabilities and Capacity

- Enhanced internal expertise by delivering six internal sectoral masterclass, seven external masterclass sessions, STG Financing and Climate Change and Principle-based Taxonomy (CCPT) training.
- Developed and launched the Sustainability Academy by offering curated learning pathways, expert insights, free external courses and practical reference materials within a central platform.
- Completed SLF Product Training for Business, Risk and Operations to enhance knowledge on sustainable finance, sustainable products and solutions.

4 Engaging Customers and Advocacy

- Amplified the Group's voice through participation in 12 national and regional sustainability dialogues.
- Supported financial industry collaboration with BNM and SC in delivering inaugural SME Focus Group Conference for SMEs in November 2025.
- Engaged over 50 strategic vendors at our Sustainability Supplier Day to accelerate their sustainability journeys.
- Co-led the CCPT Editorial Subgroup under JC3 SC1 Risk Management.

5 Deploying Sustainability Data System (AmSDS)

- Completed design and progressive development of a proprietary system to enable more effective collection and monitoring of sustainability data.

6 Disclosures of the Highest Quality

- Advanced the Group's reporting framework to align with the first year of adoption of IFRS S1, S2 and S2 industry-based guidance through six identified sustainability-related risks and opportunities.

Identifying Financially Material Risks and Opportunities *IFRS S1: 30(a) | IFRS S2: 9(a), 10(a)*

Following an impact materiality assessment conducted in FY2026, the 11 material matters identified were then 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 Financials Sector**. 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 this process, six SROs and five corresponding material matters, covering two sustainability-related opportunities and four sustainability-related risks were earmarked to be financially material to our business, forming the foundation of how we integrate sustainability into our strategy and decision-making.

Sustainability Themes

Responsible Banking | Conscious Self-Conduct | Positive Societal Impact

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

SASB Standards on Financials Sector (qualitative assessment)

Financial Materiality (quantitative assessment)

Likelihood | Magnitude

- O1 Responsible Financing Opportunities
- R1 Physical Risk
- R2 Transition Risk
- R3 Cybersecurity and Data Privacy Risk
- R4 Anti-bribery & Corruption and Anti-money Laundering Risk
- O2 Strengthening Workforce Capabilities

For details on the materiality assessment process, refer to the Materiality chapter on pages 30 to 32 of this report.

Strategy

Strategic Alignment to Financially Material Sustainability-related Risks and Opportunities *IFRS S1: 30(a) | IFRS S2: 9(a), 10(a)*

Our sustainability strategy is shaped directly by the financially material risks and opportunities identified through our materiality assessment. We approach these priorities through a Group-wide lens, translating them into coordinated actions across our business activities. This allows us to align capital allocation, risk management and customer engagements with the evolving sustainability landscape, while maintaining consistency across the organisation.

Strategic Response to Financially Material Sustainability-related Risks and Opportunities (SRO)

Sustainability Material Matters	SROs	How We Respond	Reference
M1 Responsible Financing	O1 Responsible Financing Opportunities	• Expand STG financing across corporate, SME and retail segments, supported by the SFP Framework and STG Financing Guideline. • Develop sustainability-linked products to support customer transition and capture financing demand.	Pages 64 to 85
M2 Climate and Environmental Resilience	R1 Physical Risk	• Assess physical climate risks through CRST and hazard-based modelling, with a focus on flood exposure and asset vulnerability. • Monitor geographic and sector concentrations and strengthen resilience through portfolio diversification, collateral assessment and Business Continuity Management (BCM).	Pages 86 to 99
	R2 Transition Risk	• Operationalise NZTP through sector-specific pathways and portfolio steering, guiding how we allocate capital across high-emission and transitioning sectors. • Embed climate considerations into credit assessment through CERA, while scenario analysis informs portfolio management, risk appetite and capital planning decisions.	Pages 100 to 132
M5 Cybersecurity and Data Privacy	R3 Cybersecurity and Data Privacy Risk	• Invest in cybersecurity infrastructure, monitoring systems and data protection capabilities. • Embed governance into system design and digital transformation initiatives.	Pages 133 to 142
M7 Integrity and Preventing Financial Crime	R4 Anti-Bribery & Corruption (ABC) and Anti-Money Laundering (AML) Risk	• Maintain robust AML/CFT, KYC and anti-bribery frameworks, supported by a three lines of defence model and Board-level oversight. • Invest in transaction monitoring systems and compliance capabilities enabling us to manage regulatory risks and uphold our governance standards.	Pages 143 to 152
M8 Employee Well-being and Development	O2 Strengthening Workforce Capabilities	• Strengthen internal capability through targeted employee upskilling and leadership development, training programmes, sector-specific masterclasses and the Sustainability Academy.	Pages 153 to 160

Financial Effects of Sustainability-related Risks and Opportunities *IFRS S1: 30 (b), 34(a) | IFRS S2: 10(a)(b)(c), 15(a)*

In line with IFRS requirements, we assess both the current and expected financial effects of our sustainability-related risks and opportunities on our financial performance, position and cash flows.

These effects reflect how sustainability considerations translate into financial outcomes through:

Viewed across the business, the Group's sustainability priorities are increasingly linked to financial performance and resilience. Climate-related risks are influencing credit quality, with elevated expected credit losses reflected in capital planning and risk management. At the same time, sustainable financing continues to contribute to interest and fee-based income, while investments in workforce capability, cybersecurity, data protection and compliance strengthen the Group's long-term resilience.

For details, refer to the relevant chapters for discussions on the financial effects of each sustainability-related risk and opportunity.

Looking ahead, these financial effects are expected to become more pronounced across the short, medium and long term. For SROs, anticipated effects are mainly linked to continued investments in people, systems and controls to support execution, compliance and operational resilience. For climate-related matters, financial effects may include higher expected credit losses under tightening policy scenarios, while responsible financing opportunities are expected to support portfolio alignment, revenue diversification and a more climate-resilient risk profile over time.

Certain financial effects remain subject to uncertainties in measurement, timing, severity and potential impact, and the Group will continue to enhance its disclosures as data availability and methodologies mature.

Strategy

Strengthening Resilience Through Scenario Analysis *IFRS S1: 44(a)(i)(ii) | IFRS S2: 25(a)(i)(ii) | FN-CB-410a.2.7, FN-IB-410a.3.4*

Climate-related and cybersecurity risks may create financial, operational and reputational impacts for the Group. Climate risks are relevant due to our exposure to climate-sensitive sectors through financing activities, while cybersecurity risks continue to evolve alongside increased digitalisation and reliance on technology systems.

To assess our resilience, we conducted scenario analysis across these key risk areas. Climate scenario analysis uses NGFS pathways and BNM's Climate Risk Stress Testing (CRST) framework across retail and non-retail portfolios, while cybersecurity scenario analysis assesses potential cyber threats, system disruptions and data-related incidents.

How Scenario Analysis Informs Our Strategy

Areas of Impact	What We Assess	Why It Matters
Credit quality	Changes in Probability of Default (PD), Loss Given Default (LGD) and expected losses	Signals potential impact on asset quality
Sector performance	Impact on emissions-intensive and transition sectors	Identifies sectors requiring active portfolio management
Asset values	Sensitivity of collateral and long-lived assets	Affects recovery values and lending decisions

Areas of Impact	What We Assess	Why It Matters
Capital position	Implications for ICAAP and buffers	Ensures financial resilience under stress scenarios
Cyber resilience	Industry threat intelligence, system disruptions and data incidents and internal risk assessment outcomes	Supports response readiness, continuity and customer trust

These insights inform portfolio steering, capital planning, sustainable financing strategies and operational resilience planning. As climate and cyber risks evolve, we continue to monitor policy developments, technology maturity, customer transition progress and emerging cyber threats, incorporating these factors into scenario design and strategic planning.

For details on how we conduct scenario analysis for climate risks and cyber risks, refer to Physical Risk, Transition Risk and Cybersecurity and Data Privacy Risk chapters on page 94 to 95, 109 to 110, and 138 of this report.

Sustainability-related Risks and Opportunities

- M1 Responsible Financing
  - O1 Responsible Financing Opportunities
- M2 Climate and Environmental Resilience
  - R1 Physical Risk
  - R2 Transition Risk
- M5 Cybersecurity and Data Privacy
  - R3 Cybersecurity and Data Privacy Risk
- M7 Integrity and Preventing Financial Crime
  - R4 Anti-bribery & Corruption and Anti-money Laundering Risk
- M8 Employee Well-being and Development
  - O2 Strengthening Workforce Capabilities

Responsible Financing Opportunities

The transition towards a more sustainable and climate resilient economy is creating increasing demand for financing solutions that support environmental, social and transition outcomes. For the Group, this presents opportunities to support customers while strengthening portfolio resilience and generating new sources of revenue.

These opportunities arise through our core financing, investment, asset management and advisory activities, particularly as customers across the real economy and within climate-sensitive and hard-to-abate sectors require capital to adapt, decarbonise, transition and improve operational resilience.

As sectors evolve, demand is growing for financing that supports low-carbon technologies, resource efficiency, resilient infrastructure and sustainability-linked activities. Such activities extend beyond climate and also include sustainability-related finance and investments, covering social aspects such as low-income financing, amongst others.

The scale and direction of these opportunities are influenced by regulatory developments, sector transformation, and shifting customer expectations. This positions the Group to capture value through more targeted capital allocation, stronger customer engagement and the expansion of sustainable, green and transition-aligned financing solutions, while supporting long-term portfolio quality and business growth.

Responsible financing opportunities for AmBank Group relate to sustainable financing mobilised, which has been assured, covering green financing, affordable and low-income financing, sustainable investments and sustainable capital market issuances facilitated.

GOVERNANCE

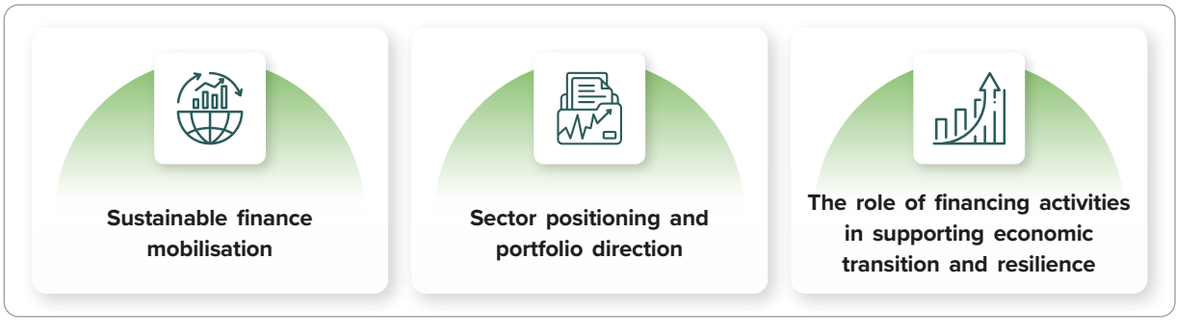
Governance of responsible financing opportunities is embedded within our broader sustainability and risk governance frameworks, with a specific focus on how financing activities support strategic growth, portfolio alignment and long-term value creation.

For a full overview of governance structures, roles and responsibilities, refer to the Governance chapter on pages 47 to 54 of this report.

Oversight, Roles and Responsibilities

IFRS S2: 6(a)(i)(iii)(iv), 6(b)(i)(ii) | FN-CB-410a.2.1, FN-CB-410a.2.5.1.1, FN-CB-410a.2.5.1.2, FN-IB-410a.3.3, FN-IB-410a.3.3.1.1, FN-IB-410a.3.3.1.2

Responsible financing is overseen at Board level and evaluated and deliberated at management level. The governance structure ensures that sustainability considerations are translated into commercial financing activities, portfolio positioning, and product development. The Board retains ultimate accountability for aligning responsible financing with the Group's strategy, risk appetite and long-term objectives. This includes oversight of:



The Board and its committees are regularly updated on sustainable financing mobilisation, including notable sustainable financing transactions. Discussions also cover customer engagement plans for priority sectors under the Net Zero Transition Plan (NZTP), as well as emerging opportunities in areas such as energy transition and sustainable infrastructure.

Oversight is supported by a structured governance framework:

Level	Governance Body/Role	Role in Responsible Financing Opportunities
Board	Board of Directors and Risk Management Committee (RMC)	Provides overall oversight of sustainability strategies and responsible financing opportunities, including alignment with long-term value creation.
	Audit and Examination Committee (AEC)	Reviews the effectiveness of governance arrangements and assesses the adequacy of internal controls relating to responsible financing activities. This includes consideration of assessment outcomes and findings reported by the Internal Audit function and other independent reviewers, to support the reliability, integrity and robustness of climate-related disclosures and control processes.
Management	Group Management Committee (GMC)	Evaluates and approves sustainability-related business opportunities and related matters such as frameworks, policies, guidelines, strategies and proposals, including new business arising from the transition of borrowers with material portfolios.
	Group Sustainability and Climate Risk Council (GSCRC)	Drives implementation, coordination and performance monitoring of sustainable financing initiatives across the Group.
	Environmental, Social and Governance (ESG) Forum – AmFunds Management (AFM) and AmIslamic Funds Management (AIFM)	Drives ESG incorporation within investment and asset management activities, including Sustainable and Responsible Investment (SRI)-qualified funds, ESG scoring, investment assessment and regulatory alignment.
Operational	Business Units and Relationship Managers	Originate and structure sustainable, transition and green financing opportunities, while ensuring alignment to associated policies, guidelines and processes, including customer engagements and deal execution.

Sustainability-related financing proposals are deliberated alongside associated risks through established approval processes, including the Credit and Commitments Committee (CACC) and Board Credit Committee (BCC). These committees assess trade-offs between growth opportunities and potential risks.

Within investment and asset management activities, AFM and AIFM apply a dedicated governance structure to support ESG incorporation. Sustainability-related roles and responsibilities are set out in the Sustainability Framework, which are approved by the Boards of Directors of AFM and AIFM. Oversight is led through AFM and AIFM's ESG Forum, which reviews ESG-related policies and guidelines and monitors applicable regulatory requirements.

Responsible Financing Opportunities

Integration into Decision-Making and Risk Governance *IFRS S2: 6(a)(iv), 6(b)(ii) | FN-CB-410a.2.3*

Credit and investment proposals are embedded into the Group's decision-making processes and are assessed against:

- The Group Risk Appetite Framework
- Internal policies, Sustainable Finance Product (SFP) Framework and Sustainable, Transition and Green (STG) Financing Guideline
- Sustainability and climate-related due diligence requirements (CERA primarily)
- Responsible lending and financing conditions detailed in the Group's sector position statements and credit policies

Responsible financing activities are therefore governed through existing business and decision-making structures, that are within the respective authority limits, ensuring that opportunity generation is assessed alongside financial performance and risk considerations.

Monitoring, Reporting and Accountability *IFRS S2: 6(a)(v)*

Performance of responsible financing activities is monitored and regularly reported across governance levels, ensuring visibility over both growth and alignment. Key areas of oversight also include:

- Sustainable financing mobilisation and portfolio growth
- Notable deals that support sustainable finance mobilisation
- Sectoral concentration of financing activities particularly to hard-to-abate sectors
- Alignment with strategic priorities and market developments

The above role is undertaken by GSCRC which plays a central role in coordinating across business units, with updates escalated to the RMC and Board as part of regular governance processes. This enables timely review of progress, identification of emerging opportunities and alignment of financing activities with strategic objectives.

Performance is further reinforced through internal accountability mechanisms. Sustainability-related indicators, including growth in STG Financing are incorporated into senior management scorecards and reviewed through the GSCRC. This ensures that responsible financing is not only monitored, but also actively managed as part of business performance.

Capabilities and Execution Support *IFRS S2: 6(a)(ii)*

The ability to scale responsible financing activities is supported by our internal capabilities across origination, structuring, and risk evaluation. We continue to strengthen these capabilities through targeted training and technical upskilling, sector-specific knowledge development and initiatives such as the Sustainability Academy which was launched in January 2026. These efforts support relationship managers and product teams in identifying opportunities, engaging customers and structuring financing solutions aligned with sustainability and transition needs.

STRATEGY

Opportunity Landscape and Time Horizons *IFRS S2: 9(a), 10(a)(b)(c)(d) | FN-IB-410a.3.7.3*

The transition towards a more sustainable and climate resilient economy is driving increasing demand for financing solutions that support environmental (including climate adaptation and mitigation), social and transition outcomes. For the Group, this creates opportunities to support customers while strengthening portfolio resilience, generating new sources of revenue and supporting longer-term balance sheet resilience.

These opportunities are most pronounced in hard-to-abate sectors, where significant capital is required to support decarbonisation, operational transformation and resilience. Demand is also expanding across areas such as sustainable infrastructure, resource efficiency and sustainability-linked financing.

As a financial intermediary, our exposure to climate-related opportunities is primarily concentrated within our downstream value chain, particularly across lending, investment, advisory and capital markets activities. These opportunities arise through our role in allocating capital to the real economy, where customers require financing to decarbonise operations, adopt new technologies, improve resource efficiency and strengthen resilience.

The effects of responsible financing opportunities are expected to evolve over different time horizons as regulatory requirements, sector transition pathways and customer financing needs continue to develop. Over time, these opportunities are expected to influence portfolio composition, financing demand, asset quality and long-term returns, particularly as transition-ready and resilience-supporting sectors become increasingly important within the economy.

Times Horizons	Definition	Relevance to Financing Opportunities
ST **Short term**	1-3 years	Growth in demand for sustainable, transition and green financing driven by regulatory developments, disclosure requirements by export markets, customer commitments and early-stage transition activities.
MT **Medium term**	4-10 years	Acceleration of sector transformation, increased capital deployment into decarbonisation and infrastructure, and expansion of sustainable capital markets as companies implement transition plans.
LT **Long term**	>10 years	Structural shifts in sector competitiveness, sustained demand for resilience-focused financing and stronger portfolio quality through increased alignment with transition-ready sectors.

Strategic Response and Opportunity Identification *IFRS S2: 9(a), 10(a)(b)(c)(d), 14(a) | FN-AC-410a.2.2, FN-AC-410a.2.7*

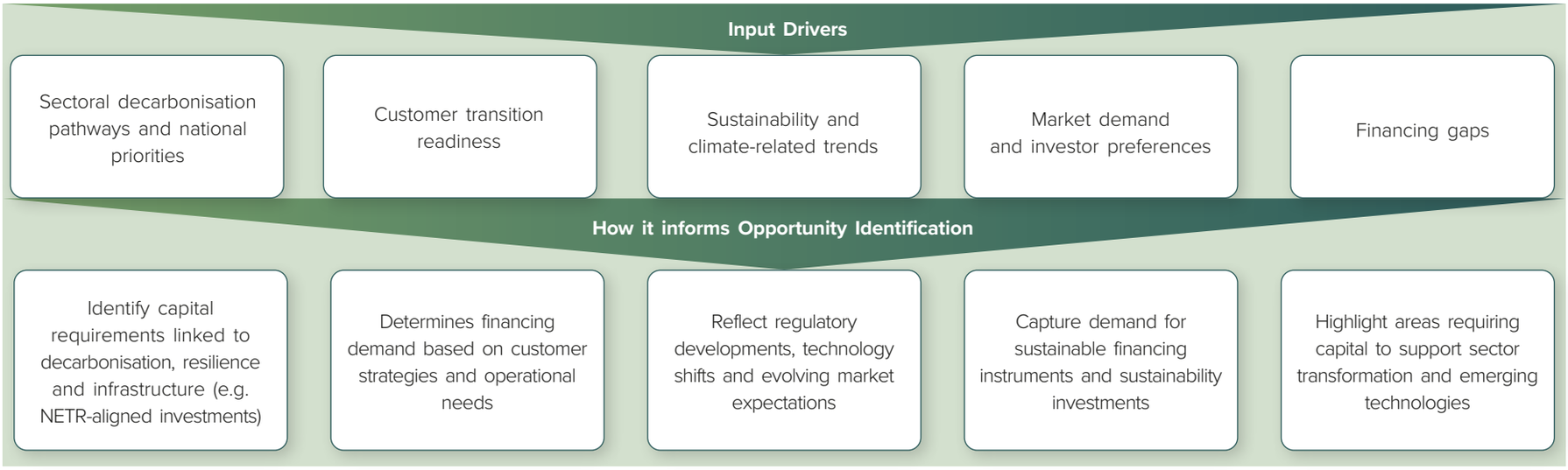
Our approach to responsible financing is anchored on AmBank Group's Sustainability Framework, which integrates sustainability considerations into financing, investment and product development. Strategy and budget setting are typically undertaken over short term horizons, guided by key growth themes and national policy-driven strategic initiatives, such as the National Energy Transition Roadmap (NETR). Ahead of each financial year, these plans are refined to reflect prevailing market sentiments, macroeconomic conditions and evolving customer demand, which are incorporated into growth projections and financing priorities.

This approach is operationalised through:

- AmBank Group's NZTP, which provides sector pathways to guide prioritisation;
- SFP Framework, which defines sustainable lending and investment products and related eligibility criteria;
- STG Financing Guideline, which supports structuring and tagging of financing activities; and
- AFM and AIFM's Sustainable Investment Guideline, which guides the incorporation of sustainability considerations into responsible investment activities and SRI-qualified fund offerings.

Responsible Financing Opportunities

Responsible financing opportunities are identified through a combination of internal and external drivers:



These inputs are translated into financing and investment activities across the Group's core business functions:

Lending and financing

Opportunities are structured through sustainable, green and transition-linked solutions aligned with SFP and STG criteria. Customer engagement focuses on assessing transition readiness and identifying financing gaps to support origination.

Capital markets

Opportunities are executed through the structuring and provision of advisory services and issuance of sustainability-related instruments.

Investments

Sustainability considerations are incorporated into portfolio construction and product development.

Asset management

Responsible investment practices have been developed progressively since 2018 through the launch of Sustainable and Responsible Investment (SRI)-qualified funds, workforce upskilling and the development of an ESG Scoring Methodology for investee companies. This methodology, complemented by external service providers where relevant, provides additional insights into investment analysis alongside financial performance, macroeconomic developments, industry trends, corporate developments and sustainability matters.

AFM and AIFM has also been a PRI signatory since April 2023, which provides access to leading responsible investment practices across the global investment community. This supports AFM and AIFM's ongoing efforts to align its investment approach in a pragmatic manner, taking into account its investment strategies, geographical exposures and client expectations.

Strategic Opportunity Areas *IFRS S2: 9(a), 10, 13(a)(b) | FN-IB-410a.3.2.1.4*

Responsible financing opportunities are concentrated across several strategic areas, market segments, products and sectors, reflecting how sustainability considerations are embedded across lending, capital markets and investment activities.

	Strategic opportunity area	Scope of activities	Key examples and applications	Strategic impact
Banking and Financing	**Sustainable, transition and green financing** Retail, commercial and corporate banking	Financing solutions supporting environmental sustainability, transition and responsible practices	Green financing, sustainability-linked financing, transition financing; renewable energy, energy efficiency, sustainable construction and resilience-related investments	Drives loan and investment growth, supports portfolio alignment and strengthens long-term customer relationships
	Capital markets and advisory Investment banking	Structuring and provision of sustainability advisory services, underwriting and execution of sustainability-related capital market transactions	Green, social, sustainability and sustainability-linked capital market transactions, including bonds and sukuk issuances or syndicated financing/loans and equity placements	Expands fee-based income and positions the Group in sustainable capital markets
	Sector and customer transition support Banking, origination, structuring and advisory	Sector-specific financing aligned with decarbonisation pathways and operational transformation for hard-to-abate sectors as well as customer-led identification and structuring of financing opportunities	Renewable energy projects, electrification, low-carbon industrial upgrades, sustainable agriculture solutions, transition readiness assessments, financing identification, advisory support and sustainability-linked structures	Captures financing demand in sectors requiring structural transition as well as improves pipeline quality, conversion and customer retention
	Emerging and inclusive segments Retail and SME banking	Opportunities linked to evolving customer segments and inclusive financing needs	SME-focused sustainable financing, affordable housing and mobility-related financing	Expands market reach and supports inclusive economic participation
	Adaptation and resilience financing Banking and advisory	Climate resilience and physical risk mitigation	Climate-resilient infrastructure, water efficiency, resilient agriculture and buildings	Expands opportunity mix beyond mitigation and supports long-term adoption strategies
Asset Management	**Investment and responsible asset management** Asset management	ESG factors are considered in the investment process and sustainable funds offering	SRI-qualified funds, ESG scoring, investee engagement and proxy voting	Supports AUM growth and investment income

The Group's opportunity set also includes product-specific offerings such as sustainability-linked financing, green financing, sukuk issuances and SRI-qualified investment products, as well as retail and SME-focused solutions including affordable housing and mobility-related financing, enabling broader participation across market segments.

Responsible Financing Opportunities

Sector Opportunity Insights *IFRS S2: 9(a), 10, 13(a)(b)*

Responsible financing opportunities are closely linked to sectoral transition and resilience pathways, particularly within industries that are economically significant and undergoing structural changes. Opportunities are concentrated in sectors prioritised under national transition and development agendas, including the NETR, the New Industrial Master Plan (NIMP) 2030 and the 13th Malaysia Plan (RMK13). These sectors include agriculture, manufacturing, infrastructure, power generation, oil and gas, cement, iron and steel, commercial real estate and other enabling industries where financing demand is increasingly driven by renewable energy deployment, electrification, carbon capture, utilisation and storage (CCUS), process efficiency improvements, sustainable infrastructure and resilience-related investments.

Manufacturing, including the automotive subsector, and infrastructure developments continue to form part of the Group's key lending themes, reflecting growing financing demand associated with industrial transformation, energy transition, sustainable infrastructure development and national resilience priorities. These sectors are expected to require significant capital to support operational transition, technology deployment, resilience improvements and evolving sustainability expectations over the medium to long term.

Agriculture

Financing Focus and Drivers:

Demand for financing to balance productivity, resilience and sustainability alongside evolving agricultural standards. Key areas include sustainable inputs, irrigation upgrades, flood mitigation, traceability systems and technologies that improve land use and environmental performance

Strategic Relevance

Supports RMK13 priorities relating to agricultural resilience, while enabling customers to improve sustainability performance, productivity and long-term competitiveness

Manufacturing and Industrial Sectors

Financing Focus and Drivers:

Financing for energy efficiency, electrification, alternative fuels, cleaner production processes and compliance with evolving standards, particularly across manufacturing, automotive-related value chains, cement, iron and steel sectors

Strategic Relevance

Supports industrial transformation and technological upgrading aligned with NIMP 2030, while enabling customers to remain competitive as industries transition towards lower-carbon and more resource-efficient operations

Energy and Power Generation

Financing Focus and Drivers:

Significant opportunities driven by NETR and the shift to renewables. Financing for solar, hydro, biogas, biomass, energy efficiency, grid integration and transition within existing systems

Strategic Relevance

Enables participation in large-scale, long-term projects while aligning the portfolio with lower-carbon energy pathways and supporting revenue growth

Built Environment and Real Estate

Financing Focus and Drivers:

Opportunities in green building development and retrofitting. Financing for energy-efficient buildings, smart systems, sustainable materials and climate-resilient design

Strategic Relevance

Supports long-term asset value preservation and participation in the transformation of the real estate sector

Oil and Gas

Financing Focus and Drivers:

Transition and diversification-related financing, including operational efficiency, electrification, flaring reduction, methane management and investments in adjacent lower-carbon segments

Strategic Relevance

Allows continued engagement with a strategically important sector while supporting transition pathways and evolving business models

Cross-Sector and Emerging Opportunities

Financing Focus and Drivers:

Growth in areas such as clean mobility, sustainable infrastructure, and enabling technologies. Financing for electrification, public infrastructure modernisation and resource efficiency solutions across value chains

Strategic Relevance

Expands the opportunity pipeline across sectors and supports new areas of demand linked to decarbonisation, resilience and societal responsibilities of the public sector

Notable Financing, Capital Market and Asset Management Transactions

As a result of these strategic opportunities, we support financing, advisory and capital market transactions across sectors linked to energy transition, resilient infrastructure, sustainable development and inclusive growth.

Banking and Financing Transactions

These transactions reflect increasing financing demand linked to renewable energy, low-carbon infrastructure, sustainable industrial development, food security and climate resilience, particularly within sectors aligned to national transition priorities.

	Transactions	Strategic Contribution	Value
1	MSR Green Energy – Battery Energy Storage System, Sabah	Financing to support Sabah's first large-scale Battery Energy Storage System, strengthening grid stability, enabling greater renewable energy integration and enhancing long-term energy resilience	RM408.2 million
2	Sunview Group – Dayasinar CGPP Solar Project	Financing facilities to support the development of a 29.99MWac solar power plant under the Corporate Green Power Programme (CGPP), supporting corporate decarbonisation and renewable energy expansion	RM70.0 million
3	Northern TechValley Industrial Park, Penang	Financing for a GreenRE-certified integrated industrial park designed to attract high-value manufacturing and technology industries through sustainable and future-ready infrastructure	RM222.8 million
4	Founder Energy – Solar PV Project and C&I Expansion	Financing to facilitate a utility-scale solar PV project and expansion of commercial and industrial solar initiatives, strengthening renewable energy deployment and long-term project scalability	RM103.8 million
5	Malaysian Resources Corporation Berhad (MRCB) – Penang LRT Project	Financing to support the Penang LRT Project, enhancing public mobility connectivity while reducing transport-related carbon emissions through electrified rail infrastructure	Up to RM1.5 billion
6	Agri-infrastructure Green Financing	Financing for agri-infrastructure upgrades supporting modern paddy cultivation, improved irrigation systems, flood prevention and national food security objectives	RM745.0 million
7	UEM Lestra – Renewable Energy Expansion	Green financing to support acquisition and development of solar farms as part of the Group's renewable energy and decarbonisation initiatives	RM500.0 million

Responsible Financing Opportunities

Debt Markets and Sustainable Sukuk

These transactions demonstrate our role in structuring and facilitating sustainability-related capital market solutions that integrate sustainability considerations into financing structures and long-term funding programmes.

Transactions	Strategic Contribution	Value
1 **Malaysia Rail Link – SDG Sukuk for East Coast Rail Link (ECRL)** Role: Joint Lead Arranger and Joint Lead Manager	Supports modal shift from road to electrified rail, regional connectivity, inclusive economic development and SDG-aligned infrastructure financing, while incorporating biodiversity mitigation and long-term operational sustainability measures	RM10.2 billion programme, with **RM7.5 billion** issued in FY2026
2 **Paramount Corporation Berhad – Sustainability-Linked Sukuk Wakalah** Role: Principal Adviser, Lead Arranger, Lead Manager, Facility Agent and Sustainability Structuring Adviser	Sustainability-linked financing framework incorporating green building targets, GHG emissions reduction and improved occupational safety standards, supported by measurable KPIs and independently assessed sustainability performance targets	RM1.0 billion programme, with **RM50 million** issued in FY2026

Advisory and Equity Capital Market Transactions

Beyond financing activities, we support responsible financing opportunities through advisory, structuring and capital market roles, enabling customers to access sustainable growth opportunities while supporting broader economic transition, resilience and inclusive development objectives.

Transactions	Strategic Contribution	Value
1 **Wawasan Dengkil LSS5+ Solar Joint Venture** Role: Principal Adviser	Supports development of a 70MW solar project contributing to Malaysia's energy transition, while strengthening sustainable infrastructure ownership and ESG-driven diversification	**RM187.0** million

Asset Management – Exchange Traded Fund (ETF)

AFM launched the FTSE4Good Bursa Malaysia ETF in October 2025, marking Malaysia's first and only SRI-qualified ETF in the market. The Fund is designed to track the performance of the FTSE4Good Bursa Malaysia Index of which constituents are selected from the FTSE Bursa Malaysia EMAS Index, screened based on transparent and well-defined ESG methodology and liquidity criteria, developed by FTSE Russell, in collaboration with the Bursa Malaysia.

Engagement Opportunities

Lending and Financing *IFRS S2: 14(b)*

Since FY2025, the Group has conducted targeted engagements with 22 customers across hard to abate sectors, including plantations, refineries, oil and gas, infrastructure, industrial and power. In FY2026, focused engagement sessions were carried out for customers in iron and steel manufacturing, cement manufacturing, commercial real estate and palm oil sectors. The majority of engaged customers were assessed at higher maturity levels, with Net Zero-aligned targets and active implementation of sustainability strategies, including third-party verification. Insights from these engagements inform the Group's forward-looking resource allocation, product development and advisory focus.

Asset Management *FN-AC-410a.3.4, FN-AC-410a.3.4.1.1, FN-AC-410a.3.4.1.2, FN-AC-410a.3.4.1.3, FN-AC-410a.3.4.1.4, FN-AC-410a.3.4.1.5, FN-AC-410a.3.7, FN-AC-410a.3.8.1, FN-AC-410a.3.8.2*

Investee engagements are integrated into AFM and AIFM's broader stewardship approach and supports informed investment decision-making. Through company visits, briefings, management meetings, surveys and questionnaires, AFM and AIFM seeks to understand investee companies' ESG risk management practices, governance quality and long-term sustainability. Environmental and social questions are incorporated alongside governance, financial and operational considerations where relevant. In FY2026, AFM and AIFM carried out 1,935 engagements, with over 40% conducted in person. Sectors included power, oil and gas and property, with ESG issues addressed as part of general engagement practices.

Financial Implications and Business Impact *IFRS S2: 13(a)(b), 15(a)(b), 16(c)(ii), 16(d) | FN-IB-410a.1, FN-IB-410a.3.1*

Responsible financing opportunities influence the Group's business model, financial performance and capital allocation through both revenue generation and portfolio transformation.

These opportunities affect the Group's prospects through changes in financing demand, loan growth, interest income from lending and financing activities and fee-based income from sustainable investments, capital markets and advisory activities, portfolio composition and long-term asset quality, particularly as climate transition pathways reshape sector competitiveness and financing needs.

Impact on Business Model

	Business Areas	How Opportunities Influence the Business
Banking and Financing	Lending and financing	Increased demand for sustainable, transition and green financing across sectors undergoing decarbonisation and infrastructure transformation.
	Capital markets, investment and advisory	Growth in structuring and advisory services, underwriting and execution of sustainability-related instruments and transition-related capital raising.
	Customer origination	Greater focus on identifying customer transition needs, resilience investments and sustainability-linked financing opportunities.
Asset Management	Asset management	Expansion of SRI-qualified fund offerings.

Responsible Financing Opportunities

Current Financial Contribution *FN-IB-410a.1.1, FN-IB-410a.1.2*

Responsible financing opportunities contribute to the Group's revenue streams across both financing and fee-based activities. As this represents the Group's first year of disclosing financial effects associated with responsible financing opportunities, disclosures are currently presented across broad value channels to reflect the evolving nature of measurement methodologies and internal tracking processes.

	Drivers of Impact	Financial Contribution
Capital Markets, Investment and Advisory	Sustainability-related capital market transactions or syndicated financing/loan activities, including issuances, underwriting, structuring and advisory services linked to responsible financing and ESG-integrated transactions	Gross fee income generated from the sustainable capital market issuances (underwritten portion) of RM3,753.7 million amounted to approximately RM0.9 million. This covered diversified real estate, transport and storage, research and consulting services, and agriculture products and services, with the majority contributed by research and consulting services and transport and storage. Gross interest income from sustainable investment activities of RM6,577.8 million amounted over RM195 million, while gross fee income of RM15.7 million came from sustainability-related corporate finance and equity capital market deals as well as associated brokerage fees.
Lending and Financing	Expansion of sustainable, transition and green financing activities across renewable energy, infrastructure, industrial transition and resilience-related sectors	Continued growth and portfolio expansion across green financing, affordable and low-income financing activities of RM7,712.7 million generated a net interest income of approximately RM39 million (excluding trade income).
Asset Management	Demand for SRI-qualified fund offerings	Continued growth in SRI-qualified funds contributed to RM8.9 million in fee income.

These contributions demonstrate that responsible financing opportunities are already embedded within the Group's core revenue streams, spanning both balance sheet and fee-based activities.

Forward-Looking Implications

The expansion of responsible financing opportunities is expected to:

- increase allocation towards transition-aligned and resilience-supporting sectors
- shift exposure towards sectors with stronger long-term viability
- strengthen the proportion of transition-ready customers within the portfolio
- diversify revenue streams through sustainable and climate-aligned financing
- enhance asset quality and long-term balance sheet resilience

The financial implications of responsible financing opportunities will vary depending on the pace and nature of transition across sectors.

RISK MANAGEMENT *IFRS S2: 25(b)(c) | FN-CB-410a.2.4, FN-CB-410a.2.5.1.4, FN-AC-410a.2*

Identification and Assessment Processes for Financing Activities

Responsible financing opportunities are embedded within our existing credit, investment, and capital markets processes, where sustainability considerations which are consistent with the Global Sustainable Investment Alliance (GSIA) and Principles for Responsible Investments (PRI), are assessed alongside financial, credit and reputational factors at the point of decision-making.

These assessments are undertaken in conjunction with broader financial risk considerations, including credit, market, liquidity, and strategic risk, enabling financing decisions to be evaluated holistically within our risk and return profile. To strengthen this assessment process, our approach comprises four interrelated areas: responsible lending and financing principles, prohibited transactions, conditional restrictions and the Climate Change and ESG Risk Assessment (CERA).

<table>
<tr><th>Assessment Areas</th><th>How it Applies to Responsible Financing Activities</th></tr>
<tr><td>Responsible Lending/Financing</td><td>To ensure alignment with the Group's Sustainability Framework, NZTP and SFP Framework, negative thresholds are incorporated into credit policies for selected hard-to-abate sectors. These thresholds specify activities and exposures that the Group will not finance on a forward-looking basis, while honouring existing contractual commitments.

The Group will cease to provide new or additional financing (including refinancing) to customers that knowingly engage in:
• Thermal coal mining;
• Greenfield coal-fired power plants (CFPPs); and
• Palm oil activities that contravene No Deforestation, No New Peat and No Exploitation (NDPE) commitments.</td></tr>
<tr><td>Prohibited Transactions</td><td>Activities associated with unmitigable environmental, or social harm are excluded from financing consideration. This exclusion-based approach establishes clear boundaries on activities that will not be financed, particularly where regulatory violations or irreversible ecosystem and community impact is evident:

<table>
<tr><th>Activities</th><th>Description</th></tr>
<tr><td>Endangered species in the plant or animal kingdom</td><td>Activities/operations of goods or services that adversely affect the natural habitat or wetlands of any endangered species in the plant or animal kingdom, or violation of PERHILITAN (or similar guidelines)</td></tr>
<tr><td>Wildlife or related products</td><td>Activities/operations of products or services related to wildlife that violate PERHILITAN (or similar guidelines)</td></tr>
<tr><td>National or UNESCO World Heritage sites</td><td>Activities/operations with adverse impact on any National or UNESCO World Heritage sites</td></tr>
<tr><td>Indigenous/Local Communities</td><td>Activities/operations with adverse impact or any indigenous/local communities</td></tr>
<tr><td>Exploitative labour, slavery and human trafficking</td><td>Activities/operations that involve harmful exploitative forms of forced labour, child labour, modern slavery or human trafficking</td></tr>
<tr><td>Adult entertainment</td><td>Activities/operations related to adult entertainment services (e.g. prostitution, strip and hostess clubs, pornography) and sex-related products and services</td></tr>
</table>
</td></tr>
</table>

Responsible Financing Opportunities

Assessment Areas	How it Applies to Responsible Financing Activities
Conditional Restrictions	Selected sectors and activities are subject to restrictions, and permitted only under defined circumstances: • Manufacturing, distribution, or trade in weapons, firearms, explosives or any other related products or services is allowed solely for a country's defence, security or strategic purpose. • Production or trade in tobacco including tobacco farming, manufacture of tobacco products and distribution of tobacco and tobacco products is permitted only where revenue from these activities contribute to less than 20% of group revenue. Additionally for gambling, casinos and equivalent enterprises as well as the production or trade in alcoholic beverages, specific sector limits as prescribed under the Group Risk Appetite Framework apply.
CERA	CERA employs a combination of transaction- and customer-level assessment to evaluate potential sustainability- and climate-related risks. It integrates sustainability considerations into financing decisions by combining CCPT due diligence, internal ESG risk assessment criteria and STG financing classification.

This approach ensures that responsible financing opportunities are first screened against the Group's responsible financing boundaries, then assessed through transaction and customer-level sustainability and climate-related due diligence before being approved, disbursed and monitored.

Climate Change and ESG Risk Assessment (CERA)

CERA serves as the primary mechanism for integrating sustainability considerations into financing decisions. CERA combines CCPT due diligence, internal ESG risk assessment criteria, and STG financing classification into a single transaction and customer-level assessment, enabling the Group to determine:

- the sustainability profile of the counterparty, and
- the credibility of our classification as part of the sustainable, transition and green financing portfolio

Through this process, the Group assesses both the sustainability profile of the customer and transaction, and whether the financing can be credibly classified as sustainable, transition or green. Transactions with elevated sustainability risk are subject to further review and escalation, ensuring that opportunity identification remains disciplined and consistent across business units.

How CERA is Applied Across Activities

Business Activities	Application of ESG Assessments	Outcomes
Corporate lending and project financing	Integrated into credit evaluation using CCPT due diligence, internal ESG criteria and STG classification	Determines sustainability alignment based on borrowers creditworthiness
Investment portfolios	Incorporated into investment screening and bond/sukuk selection processes	Aligns portfolios with sustainability considerations

CERA ensures that opportunities are not recognised purely based on product type or market demand, but are validated through a structured and consistent assessment of sustainability alignment, customer readiness, sector context and financing classification.

Scope and Depth of CERA: The assessment extends beyond climate considerations alone and reflects a broader evaluation of sustainability-related risks and practices. In assessing each transaction or counterparty, the Group considers:

Environmental

- Pollution
- Ecosystem and biodiversity
- Resource use – water, natural resources, etc.
- GHG emissions
- Environmental penalties and litigation

Social

- Labour practices
- Grievance management
- Occupational Safety and Health (OSH)
- Free, Prior, and Informed Consent (FPIC)

Governance

- Regulatory compliance
- Anti-bribery and corruption
- Anti-money laundering
- Sustainability certifications
- Sustainable practices

These assessments are supported by a combination of internal data, third-party data providers and industry benchmarks, and are supplemented, where relevant, by sector-specific insights and market research. In investment banking activities, this extends further to include reputational considerations such as adverse media, litigation risk and exposure to politically exposed individuals or entities.

FINANCING CONTROLS, BOUNDARIES AND APPROVALS

FN-CB-410a.2.6, FN-CB-410a.2.8, FN-IB-410a.3.3, FN-IB-410a.3.3.1.1, FN-IB-410a.3.5, FN-IB-410a.3.7.4

Responsible financing opportunities are managed within a defined control environment that distinguishes between activities that are eligible, conditionally permissible or excluded. This ensures that opportunity capture is not open-ended, but aligned with sustainability commitments, internal policies and overall risk appetite.

Classification and eligibility are established through the SFP Framework and STG Financing Guideline, which define how financing activities are identified as sustainable, transition or green, structured to meet eligibility criteria and tagged and monitored consistently across business units. This ensures that responsible financing opportunities are shaped at the point of classification and transaction assessment, rather than only after origination.

The Group applies a layered set of controls to govern how responsible financing opportunities are identified, structured, classified and approved:

Control Layers	Key Mechanisms	How it Operates in Practice	Role in Opportunity Discipline
Frameworks and product criteria	Sustainability Framework, SFP Framework, STG Financing Guideline	Define sustainability principles, eligibility, classification and structuring of sustainable, transition and green financing	Ensures sustainability integration and consistent identification and credible labelling of opportunities
Transaction-level assessment	CERA, including CCPT due diligence, ESG risk assessment and STG classification	Embedded into credit, underwriting and investment decisions	Screens opportunities for sustainability alignment and viability before approval
Position statements and thresholds	Sector position statements and negative thresholds	Restrict or phase down selected high-risk or non-aligned activities	Differentiates between acceptable transition activity and restricted exposure
Prohibited and restricted activities	Prohibited transactions and conditional restrictions	Exclude or limit financing for specific activities and sectors	Defines the boundaries of financing activity
Risk appetite and sector controls	Risk Appetite Statement (RAS) and sector limits	Monitor exposure to climate-sensitive sectors and concentrations	Aligns opportunity growth with portfolio resilience and risk tolerance

Responsible Financing Opportunities

These controls are embedded within credit policies and financing guidelines, ensuring that opportunities classified as sustainable or transition-related remain credible, capital is directed towards activities aligned with transition pathways and exposures that are inconsistent with sustainability commitments are avoided. The above reflects a structured process of applying targeted control measures in addressing sustainability risks across our financing and investment portfolios, avoiding hidden trade-offs and preventing greenwashing within sustainable finance.

Financing decisions are subject to established approval authorities, including credit and investment committees such as Credit and Commitments Committee (CACC) and Capital Markets Committee (CMC), where sustainability considerations are assessed alongside financial and risk factors. Where risks are higher, more complex or financing proposals do not fully meet sustainability or risk appetite criteria, transactions may be considered as justified exceptions, subject to formal escalation, documentation and approval in accordance with the Group's credit governance framework.

Application Across Business Segments and Asset Management Activities *FN-CB-410a.2.10.3, FN-CB-410a.2.10.4, FN-MF-450a.3.2, FN-AC-410a.2.4, FN-IB-410a.3.1, FN-AC-410a.2.5*

The implementation of responsible financing controls varies across business lines, reflecting differences in product structure, customer profile, approval process and risk characteristics.

		Application of Responsible Financing Controls	Oversight/Outcomes
Banking and Financing	Non-retail Financing	Sustainability considerations are embedded directly into credit assessment and approval processes through CERA and related frameworks.	Enables detailed evaluation of borrower-level risks and alignment with sustainability criteria.
	Retail Portfolios	Environmental considerations are incorporated as part of the credit evaluation process through negative listings, collateral assessment processes, debt service ratio and net disposable income requirements.	Supports responsible lending by integrating environmental and customer affordability considerations into standardised retail processes.
	Investment Banking and Capital Market Activities	Sustainability considerations are integrated into transaction structuring, underwriting and advisory processes, including sustainability policies and approach and reputational due diligence for corporate finance, Debt Markets (DM) and Equity Capital Markets (ECM) transactions.	Supports assessment of issuer sustainability practices, governance risks and capital markets transactions through CMC review.
Asset Management	Asset Management Activities	ESG factors are considered for both SRI-qualified and non-SRI-qualified funds' investment strategies alongside the financial and business risk profiles of investee companies. ESG assessment is embedded into AFM and AIFM's investment process through an active investment approach that combines top-down and bottom-up analysis, supported by AFM and AIFM's proprietary ESG Scoring Methodology and external ESG ratings where applicable.	Supports portfolio alignment with ESG considerations, while recognising that ESG assessment is not the sole determinant for non-SRI-qualified funds. For SRI-qualified funds, ESG considerations are applied in line with the funds' respective mandates, sustainability objectives and regulatory requirements.

Investment Banking and Capital Market Activities *FN-IB-410a.3.2, FN-IB-410a.3.2.1.2*

Governance oversight is applied through the CMC, which reviews proposals across AmInvestment Bank's capital markets businesses. During FY2026, all proposals tabled to the CMC were approved following assessment against the CMC's established governance framework, which incorporates risk, regulatory and sustainability considerations.

This process reinforces accountability, prudent risk management and decision-making standards across AmInvestment Bank's capital markets transactions.

CMC Approval Area	Scope of Review	FY2026 Approvals
Debt Markets	Debt market and financing transactions covering capital raising, sukuk, corporate bonds, loan syndication and related mandates	26
Corporate Finance and Equity Capital Markets	Corporate finance advisory and equity capital markets transactions covering IPOs, equity fund raising, strategic placements, mergers, acquisitions and corporate restructuring	44
Total		**70**

Asset Management Activities

FN-AC-410a.2, FN-AC-410a.2.2, FN-AC-410a.2.4, FN-AC-410a.2.5, FN-AC-410a.2.8, FN-AC-410a.2.10, FN-AC-410a.2.13, FN-AC-410a.3.1, FN-AC-410a.3.2, FN-AC-410a.3.3, FN-AC-410a.3.5, FN-AC-410a.3.5.1.1, FN-AC-410a.3.5.1.2, FN-AC-410a.3.6

ESG factors are considered in SRI-qualified funds' investment strategies, while non-SRI-qualified funds also consider ESG factors alongside financial and business risk profiles. This reflects AFM and AIFM's approach of assessing ESG risks and opportunities as part of broader investment analysis, rather than treating ESG as a standalone screen. ESG matters are also communicated to clients through periodic performance meetings and fund semi-annual and annual reports, where applicable.

Governance is considered the most material ESG-related risk in asset management decision-making due to its role in shaping how companies are directed, managed and held accountable. Strong governance supports effective risk management, ethical conduct, regulatory compliance and long-term value creation, while weak governance may heighten financial, operational and reputational risks. Governance-related risks, including weak oversight, poor capital allocation or regulatory non-compliance, may materially affect investment performance over the short to medium term.

AFM and AIFM sources ESG-related information from company reports, public sources, third-party research, questionnaires and meetings. Its ESG Scoring Methodology considers sector-specific environmental and social risks and is used to provide additional insight into investee companies' sustainability profiles alongside traditional investment analysis.

As part of its investment boundaries, AFM and AIFM applies the same prohibition list as the Group, reflected on page 75 of this report.

Key asset management considerations include:

Area	Approach
Governance risk	Strong governance supports effective risk management, ethical conduct, regulatory compliance and long-term value creation. Weak governance may heighten financial, operational and reputational risks.
Investment actions	Companies with elevated governance risks may warrant enhanced monitoring, engagement or other investment actions, including divestment.
AUM ESG threshold	The Group aims to ensure that a minimum of 50% of firm-wide AUM are rated with an ESG score of 3 or better. The firmwide ESG scores are monitored monthly. Currently 73% of AUM are rated 3 or better.
SRI-qualified funds	Strategic asset allocation for SRI-qualified funds is aligned with the fund's sustainability objectives and regulatory requirements. For these funds AFM and AIFM also monitors that at least two-thirds of NAV is invested in holdings with an ESG score of 3 or better.
Asset class and investment style	AFM and AIFM ESG assessment approach is generally consistent across fixed income and equity. For sovereign bonds, a distinct approach is applied to reflect the different nature of sovereign issuers. ESG assessment is incorporated into actively managed funds, while passively managed funds are supplemented by ratings from external index providers.
External fund managers	ESG factors are incorporated into the appointment of new external fund managers and the annual review of existing managers through an ESG due diligence process. This assesses the fund manager's sustainable investment capability and the sustainability aspects of the target fund.

Responsible Financing Opportunities

AFM and AIFM ESG Alignment Indicators	Requirement/Status
Firmwide ESG score threshold	Minimum 50% of AUM rated ESG score 3 or better
SRI fund NAV requirement	At least two-thirds of NAV invested in holdings with ESG score 3 or better
Monitoring frequency	Monthly
SRI-qualified fund strategic asset allocation	Aligned with each fund's sustainability objectives and regulatory requirements

During the reporting year, AFM and AIFM continued to incorporate ESG factors into its investment process, while navigating practical challenges such as resource constraints, data availability and quality, particularly for smaller or privately held entities, and evolving ESG practices and regulations. These challenges may affect the efficiency and comparability of ESG assessments. To mitigate them, AFM and AIFM leverages external service providers for ESG research and assessment, and participates in collaborative engagements where relevant. Looking ahead, AFM and AIFM aims to maintain at least 50% of firmwide AUM rated with an ESG score of 3 or better. As AUM grows, the proportion of sustainable investments is expected to increase accordingly, while AFM and AIFM continues to align its sustainable investment practices with evolving regulatory requirements and client expectations.

AFM and AIFM also applies stewardship practices through proxy voting and investee engagement. This approach is guided by its Sustainable Investment Guideline and built on the principle of inclusion, with the aim of bringing positive influence and supporting investee companies in their sustainability transition journey where possible.

Proxy voting decisions are deliberated internally based on analysis by the Investment Department before being presented to the Credit Approval Forum or Equity Approval Forum for approval. AFM and AIFM do not use third-party proxy voting advisory services. Its voting approach prioritises matters that directly affect shareholder rights, relate to board effectiveness and governance, or raise concerns regarding transparency or conflicts of interest. Environmental and social proposals are reviewed on a case-by-case basis where present, although the current approach focuses mainly on governance-related matters.

Where proxy voting or engagement outcomes are assessed to have a material impact on investee companies, the insights are communicated within the Investment Department to support investment decision-making and are incorporated into the ESG assessment process. If engagement does not provide sufficient clarity or progress, the matter is deliberated internally to determine appropriate next steps, which may include targeted follow-ups, reducing or avoiding further investments, or divestment.

Monitoring and Portfolio Integration *FN-CB-410a.2.7*

Responsible financing opportunities are monitored through our broader risk management system, ensuring that opportunity growth remains aligned with portfolio resilience, risk appetite, and sustainability commitments. Monitoring is integrated with existing processes for portfolio oversight, scenario analysis and capital planning, and is subject to the same governance and control structures applied to climate-related risks.

Portfolio Monitoring and Opportunity Prioritisation

We monitor our portfolio to ensure that growth in responsible financing is targeted and disciplined, rather than broadly distributed. Climate-sensitive exposures are monitored to distinguish between sectors where:

1. **Financing supports transition and growth**
2. **Exposures may remain structurally vulnerable and pose stranded risk asset**

This distinction directly informs where responsible financing opportunities are considered credible, scalable and aligned with long-term portfolio strategy.

Group Sustainability and Group Risk Management are responsible for maintaining relevant frameworks, monitoring portfolio alignment and reviewing classifications. Where applicable, Shariah governance provides additional oversight for Islamic financing activities.

METRICS AND TARGETS

Responsible Financing Targets

While the Group has not announced a standalone public target for sustainable financing mobilisation, we remain committed to supporting sustainable, transition and green projects. This is guided by the Group's NZTP, our risk appetite and the transition needs of customers particularly in hard-to-abate sectors.

Sustainable financing objectives are incorporated into senior management KPIs. This reinforces tone from the top and strengthens accountability for supporting customers through the transition.

Sustainable Financing Mobilisation Performance *IFRS S2: 29(d) | FN-IB-000.A*

We measure responsible financing performance primarily through the mobilisation of sustainable financing activities across retail, business banking, wholesale banking, investments and capital market issuances. We mobilised over RM18 billion in sustainable financing in FY2026, representing an increase of 24% from the previous year.

Financing Type	Sustainable Financing Mobilised FY2025 (RM' million)	Sustainable Financing Mobilised FY2026 (RM' million)
Green Financing		
Retail Banking – Electric Vehicle (EV) Financing	45.9	70.8
Retail Banking – Green Home Financing	374.4	541.9
Wholesale Banking	353.9	483.1
Business Banking	1,633.1	5,346.0
Total	**2,407.3**	**6,441.8**[◎]
Affordable and Low-income Financing		
Affordable Housing Schemes	661.4	309.2
Low-income Home Financing	105.5	108.4
Low-income Auto Financing	347.8	853.3
Total	**1,114.7**	**1,270.9**[◎]
Sustainable Investments (outstanding balance)	8,506.0	6,577.8[◎]
Sustainable Capital Market Issuances Facilitated (underwritten portion)	2,557.5	3,753.7[◎]
Total Sustainable Financing Mobilised	**14,585.5**	**18,044.2**[◎]

[◎] *Data has been subjected to an external independent limited assurance. Refer to the Independent Limited Assurance Report on 242 to 245 of this report.*

Sustainable financing mobilised is classified based on the Group's SFP Framework and STG Financing Guideline. Further details on recognition criteria, methodology and limitations are provided in the Methodology chapter on pages 201 to 202 of this report.

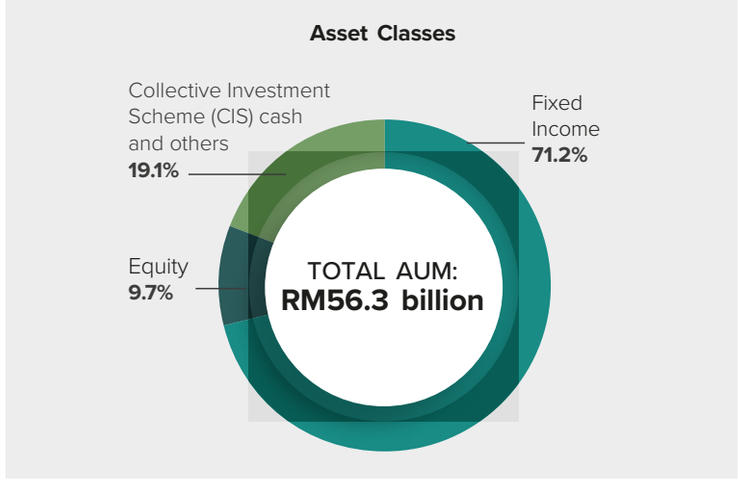
Responsible Financing Opportunities

SRI-Funds for Asset Management *FN-AC-410a.1, FN-AC-410a.1.2, FN-AC-410a.1.3, FN-AC-000.A*

In addition to financing and capital market activities, responsible investment products form part of the Group's broader responsible financing opportunities. As at 31 March 2026, the Assets under Management (AUM) for the nine qualified SRI funds managed by AFM and AIFM stood at RM4.3 billion or 7.6% of total AUM.

To provide further visibility over responsible investment activities, AFM and AIFM's asset management indicators are also monitored as part of the Group's broader responsible financing performance:

Responsible Investment Indicators	Status/Data Points
Total AFM and AIFM's AUM	RM56.3 billion
SRI-qualified funds	Nine funds
SRI-qualified funds AUM	RM4.3 billion (7.6% of total AUM)
ESG Score of 3 or better	RM41.1 billion (73% of total AUM)



SRI Funds	AUM (RM)
Equity	
AmIslamic Global SRI	5,634,996
AmSustainable Series – Climate Tech Fund	440,253
AmSustainable Series – Positive Change Fund	19,777,578
AmSustainable Series – Global Lower Carbon Equity Fund	443,183
FTSE4Good Bursa Malaysia ETF	7,476,906
Bond/Sukuk	
AmBon Islam SRI	153,932,671
AmIncome Institutional SRI 1	1,263,953,091
Amincome Institutional SRI 3	1,608,067,943
AmInstitutional Income Bond SRI	1,254,708,890
Total	**4,314,435,511**

Portfolio Alignment and Quality of Growth

Beyond mobilisation volumes, we monitor whether responsible financing growth is credible, transition-aligned and supported by customer readiness. This is important because responsible financing opportunities should not be assessed purely by product type or mobilisation value, but also by the quality of alignment with sector pathways, customer transition plans and portfolio resilience. We use the following complementary lenses to assess the quality of responsible financing growth for financing and investments as well as asset management activities:

	Assessment Lens	What We Monitor	Why It Matters
Financing and Investments	**Classification and credibility**	Classification of financing into sustainable, transition and green categories based on internal frameworks and recognition criteria	Ensures financing is consistently classified and not driven solely by product labelling
	Portfolio alignment	Portfolio composition across climate-supporting, transitioning and climate-sensitive exposures, including customer concentration and sector exposure trends	Shows how the portfolio is evolving relative to transition pathways and opportunity areas
	Customer and transaction transition readiness	Customer and transaction-level sustainability and transition readiness through CERA assessments	Helps assess whether customers have credible transition plans, sustainability alignment and capacity to implement change
Asset Management	**Responsible investment alignment**	ESG scoring of firmwide AUM, SRI-qualified fund Net Asset Value (NAV) requirements and strategic asset allocation for SRI-qualified funds	Provides visibility over how ESG considerations are embedded into asset management activities and whether SRI-qualified funds remain aligned with their sustainability objectives and regulatory requirements
	Stewardship and engagement	Investee engagement, proxy voting activities and use of engagement outcomes in investment decision-making	Supports monitoring of investee ESG practices and strengthens responsible investment oversight beyond initial screening

These indicators are used to prioritise sectors with the highest financing demand, assess whether financing activity is aligned with transition pathways, and guide capital allocation and client engagement strategies. They also support active management of climate-sensitive exposures requiring transition support.

Responsible Financing Opportunities

Capital Markets Activity Indicators

Capital markets activity provides an additional indicator of responsible financing opportunity capture, particularly where sustainability considerations are integrated into capital raising, advisory and market transactions. During FY2026, deals reviewed by the CMC reflected activities across Corporate Finance, Debt Markets and Equity Capital Markets. These indicators provide visibility on the volume and type of capital market transactions reviewed during the year.

Performance Trends and Interpretation

Current metrics indicate that responsible financing activities are expanding, although progress remains uneven across sectors and counterparties. This reflects differences in transition maturity, capital requirements, customer readiness and sector-specific transition pathways.

Trends	What the Data Shows	What It Means
Expansion across channels	Growth in lending, investments and capital market activity, including ESG-related issuances	Responsible financing is scaling beyond traditional lending into fee-based, investment and capital market opportunities
Growth in sustainable finance mobilisation	Over RM18 billion mobilised in FY2026, 24% increase from FY2025	Sustainable financing continues to grow as part of the Group's broader financing and portfolio strategy
Uneven sector progress	Stronger activity in sectors such as energy compared to more constrained sectors such as iron and steel	Opportunity growth depends on sector-specific transition pathways, capital readiness and market maturity
Customer-level differentiation	CERA assessments indicate varying levels of transition readiness	Ability to scale financing depends on borrower readiness, quality of transition plans and credibility of sustainability alignment
Capital markets activities	70 approvals escalated to CMC across CF, DM and ECM activities	Capital markets activity provides a broader channel for responsible financing opportunities beyond balance sheet lending

Taken together, these trends suggest that responsible financing opportunities are becoming more embedded across our core activities. At the same time, the quality and pace of growth will continue to depend on sector readiness, credible transition planning, customer demand and the maturity of sustainable finance markets.

Award-Winning ESG Investments

AFM and AIFM's responsible investment positioning was also recognised externally during FY2026, reflecting its continued development of ESG-integrated investment practices and sustainable fund offerings.

Best ESG Manager, Malaysia,
Asia Asset Management Best of the Best Awards 2026

Best Sustainable Investments, Malaysia
Citywire ASEAN Awards 2024/25

Best ESG Initiative,
two consecutive years
CorporateTreasurer Awards 2025

Most Committed to ESG,
Bronze
FinanceAsia Asia's Best Companies 2025

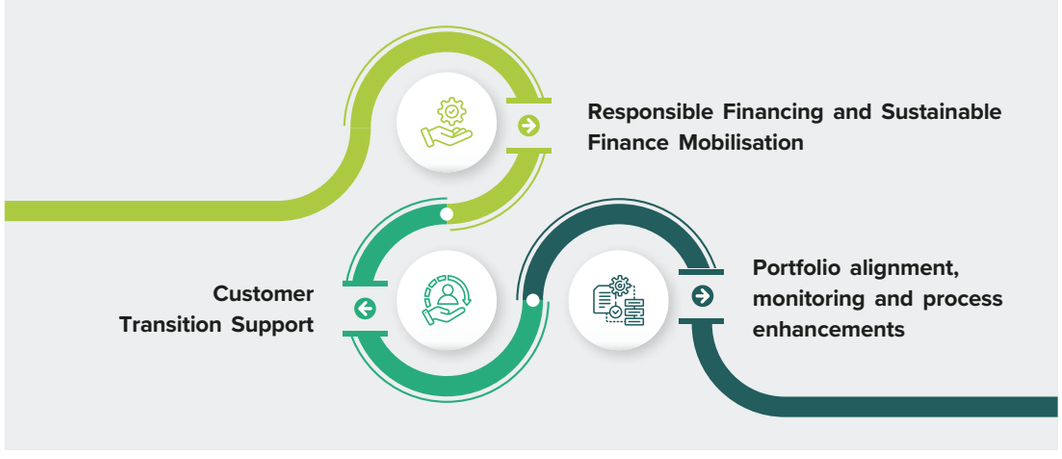
Biggest ESG Impact: Nonbank Financial Institutions (Domestic),
two consecutive years
FinanceAsia Awards 2025

Best Sustainable Investments: Nature Based Solutions
AsianInvestor Asset Management Awards 2025 2024/25

MOVING FORWARD

We will continue to scale responsible financing across lending, financing, investment, asset management and capital market activities in support of Malaysia's national climate and sustainable development commitments. This includes the country's aspiration to achieve net-zero greenhouse gas emissions by 2050 and its transition towards a low-carbon, climate-resilient economy.

Our priorities include deepening customer engagements in hard-to-abate sectors, expanding financing solutions that support decarbonisation, adaptation, resilience and inclusive growth. These efforts will ensure responsible financing opportunities remain transition-aligned and supportive of long-term portfolio quality.



Physical Risk

Extreme weather events and shifting climate patterns are becoming more frequent and severe, increasing the importance of understanding where climate-related physical risk may affect our customers, assets, investment portfolios, funding profile and own operations. For the Group, exposures to climate-related physical risk are closely linked to the geographic location of borrower assets, collaterals, operational sites and investment exposures, as well as the resilience of the sectors and communities we support.

GOVERNANCE

Managing climate-related physical risk requires close oversight of where exposures are concentrated and how such risks may disrupt customer activities, investment portfolios, deposit profiles and the Group's own operations. Governance is therefore focused not only on risk identification, but also on ensuring that appropriate controls and response measures are in place.

Governance processes are designed to ensure that climate-related physical risk considerations are systematically embedded into portfolio management, including investment strategies and portfolio allocations, as well as operational resilience planning and strategic decision-making. This is particularly relevant for geographically exposed assets and business activities, where the potential impact of climate-related physical risks are more pronounced.

For a full overview of sustainability and climate governance structures, roles and responsibilities, refer to the Governance chapter on pages 47 to 54 of this report.

Oversight, Roles and Responsibilities *IFRS S2: 6(a)(i), 6(b)(i)*

The Group's governance structure provides clear accountability for the oversight of climate-related physical risks across Board, management, and operational levels. The oversight of climate-related physical risk places greater emphasis on geographic exposures, asset vulnerability and operational continuity.

Level	Governance Body/Role	Role in Climate-related Physical Risk Oversight
Board	Board of Directors and Risk Management Committee (RMC)	Oversees exposure to climate-related physical risks, including impact on portfolios, sectors, collateral and operations and reviews alignment with risk appetite and climate-related physical risks associated with the climate scenarios.
	Audit and Examination Committee (AEC)	Assesses the adequacy of internal controls and risk management systems relating to climate-related physical risks. This includes consideration of assessment outcomes and findings reported by the Internal Audit function and other independent reviewers.
Management	Group Management Risk Committee (GMRC)	Evaluates and deliberates the management of climate-related physical risk exposures across portfolios, including concentration in high-risk geographies and impact from climate stress testing, including risk appetite thresholds, resilience measures and business continuity considerations.
	Group Sustainability and Climate Risk Council (GSCRC)	Evaluates and recommends implementation of climate risk strategies, including monitoring of climate-related physical risk indicators for our own operations.
	Group Chief Executive Officer (Group CEO)	Chairs key management committees, ensuring alignment across strategy, risk and execution.

Level	Governance Body/Role	Role in Climate-related Physical Risk Oversight
Management	Chief Sustainability Officer (CSO)	Assesses and ensures integration of climate-related physical risk considerations into sustainability strategy and coordinates Group-wide initiatives.
	Group Chief Risk Officer (GCRO)	Ensures identification, assessment and monitoring of climate-related physical risks, including scenario analysis and integration into risk frameworks.
	Head of Portfolio Risk Management, Head of Enterprise and Climate Risk	Measures, monitors and establishes controls for the management of climate-related physical risks, including the integration of climate risk into estimated losses and capital provision under the different climate scenarios, bank's risk models, stress test and ICAAP.
Operational	Business units, relationship managers and risk functions	Assesses climate-related physical risk exposure at customer, collateral, and operational levels, incorporating climate hazard considerations into credit and portfolio decisions.

Oversight is directed towards understanding how physical climate hazards translate into financial risk exposures and operational disruption. Key areas include:

- Exposure of lending portfolios and collaterals to flood-prone and climate-vulnerable locations;
- Potential impact of extreme weather events on borrower cash flows, asset values, credit quality and collateral recoverability;
- Valuation and performance impact on the Group's investment portfolio, particularly fixed income exposures that may be affected by climate-related shocks;
- Potential effects on funding and liquidity, including deposit withdrawals, drawdowns and cash flow disruptions under stress conditions;
- Operational risks to branches, offices and critical infrastructure;
- Results of climate stress testing and scenario analysis, including climate-related physical risk; and
- Risk mitigation and resilience measures across the Group's operations and customer base.

Integration into Decision-Making and Risk Governance *IFRS S2: 6(a)(iv)*

Climate-related physical risk considerations are incorporated into the Group's core risk management and decision-making processes, particularly where exposures are linked to specific geographies, assets or sectors. This includes credit assessments, collateral valuation, investment portfolio monitoring, liquidity risk management, business continuity planning and operational resilience processes.

Where exposures are identified in high-risk areas or do not fully meet internal thresholds, structured escalation and exception processes apply. These are subject to a formal governance review and reported to the GMRC, ensuring that potential trade-offs between risk exposure and business objectives are appropriately assessed.

Through this approach, climate-related physical risk is embedded within the Group's broader risk governance processes, ensuring consistency with existing credit, non-credit and portfolio management practices.

Monitoring, Reporting and Internal Controls *IFRS S2: 6(a)(iii). 6(b)(ii)*

The Group maintains structured reporting mechanisms to support the ongoing monitoring of climate-related physical risks.

The Board receives periodic updates on:

- Climate-related physical risk exposures across portfolios and operations
- Climate stress testing outcomes, including impact to sectors most exposed to physical climate hazards and extreme weather scenarios

The RMC reviews assessments on a quarterly basis, including exposure concentrations, collateral sensitivity and potential financial impact, while management committees provide more detailed oversight, covering developments in risk assessments, mitigation measures and policy enhancements.

These processes are supported by a three lines of defence model, which ensure that climate-related physical risks are continuously monitored, validated and integrated into the Group's risk management framework.

Physical Risk

First line	Second line	Third line
Business units identify and manage climate-related physical risk exposures in day-to-day activities, including customer onboarding, credit assessment, collateral review, operational monitoring and funding-related processes.	Group Sustainability and Group Risk Management establish frameworks, methodologies and oversight for climate-related physical risk management, including climate risk modelling, hazard mapping, portfolio monitoring, scenario analysis and integration into credit, market, liquidity and operational risk processes.	Internal Audit provides independent review and assurance over the adequacy and effectiveness of governance, controls, methodologies and implementation across the first and second lines of defence.

Performance, Targets and Accountability *IFRS S2: 6(a)(v)*

The Board oversees climate-related indicators that include components relevant to climate-related physical risk, such as exposures to high-risk geographies and resilience-related considerations.

At the management level, performance is tracked through indicators that reflect the Group's concentration of operations in areas with high climate-related physical risk. These indicators are monitored by the GMRC, before being escalated to the RMC and Board as part of regular governance reporting.

STRATEGY

Climate-Related Physical Risk Landscape and Financial Implications *IFRS S2: 9(a)(b)(c)(d)(e), 10(a)(b)(c)(d), 13(a)(b), 16(c)(ii), 16(d)*

Climate-related physical risks arise from the increasing frequency and severity of climate hazards, as well as long-term shifts in climate patterns, which may disrupt economic activity, damage assets and affect the resilience of sectors and infrastructure.

For AmBank Group, climate-related physical risk is assessed to cover:

- acute events, such as floods, storms and extreme weather events; and
- chronic changes, including rising temperatures, changing rainfall patterns and water stress.

These risks are inherently location-specific and hazard-driven, and their impact depends on the exposure and vulnerability of borrower assets, issuers' assets, operations and supporting infrastructure, as well as potential shifts in deposit behaviours and funding market conditions.

To assess these dynamics in a forward-looking manner, we evaluate climate-related physical risks across three time horizons:

Time Horizons	Definition	Relevance to Climate-related Physical Risk
ST **Short term**	1-3 years	Immediate exposure to acute events such as flooding and storms, causing direct disruptions and damage
MT **Medium term**	4-10 years	Increasing frequency and severity of climate events, affecting asset resilience and operational continuity
LT **Long term**	>10 years	Structural shifts in climate conditions, including temperature rise and water stress, affecting long-term asset viability

Climate-related physical risks are categorised into two broad types, acute and chronic risks which are discussed below.

Physical Risk Types	Description	Potential Financial Implications	Time Horizon
Acute Risks	Extreme change in climate events such as floods, heatwaves, and storms	**Our Business:** May disrupt customer operations, damage borrower assets and collaterals, weaken repayment capacity, increase credit risk or expected credit losses, affect investment portfolio valuations and trigger deposit withdrawals. **Our Operations:** May disrupt branches, data centres, systems, vendors and critical services, affect employee health and safety, and increase emergency response, recovery and business continuity costs.	ST
Chronic Risks	Gradual changes such as an increase in temperature, changing rainfall patterns, water stress, rising sea levels and prolonged drought	**Our Business:** May reduce collateral value and recoverability, weaken productivity and revenues in climate-sensitive sectors, increase uncertainty in credit underwriting, risk-based capital allocation, and require portfolio or sector exposure adjustments. **Our Operations:** May affect employee well-being and productivity, increase cooling, utility and maintenance costs, strain building systems and require further investment in facility resilience and operational efficiency.	ST MT LT

The financial implications of climate-related physical risk are transmitted across multiple risk types:

Financial Risk Types	How Climate-related Physical Risk Manifests
Credit Risk	Borrower disruptions due to asset damage, operational downtime or supply chain impact
Market Risk	Repricing of assets in high-risk or climate-exposed locations
Liquidity Risk	Localised stress affecting depositor behaviours or funding conditions
Operational Risk	Disruption to business operations, systems or service delivery
Strategic, Legal and Reputational Risk	Exposure to vulnerable sectors or regions affecting long-term positioning, including potential liability, litigation, regulatory or reputational implications linked to climate-related impact

Climate-related physical risk is influenced by geographic exposure, asset-level vulnerability and the ability to adapt to changing climate conditions. This reinforces the need for a location-sensitive and resilience-focused approach, where climate-related physical risk considerations are embedded across strategy, risk management and decision-making processes.

Physical Risk

Business Model, Value Chain and Exposure *IFRS S2:) 13(a), 16(c)(i), 22(a)(i)(ii)(iii)*

As a financial intermediary, our exposures to climate-related physical risk is concentrated within our own operations and particularly our lending and investment portfolios, where borrower assets and operations are directly exposed to climate hazards. Climate-related physical risk may impair customers' operational resilience and the financial well-being of the Group's retail customers. These effects in turn will affect asset quality, expected credit losses, deposit stability, and capital allocation over the short term.

To better understand and manage these exposures, we are strengthening our ability to assess geographic and asset-level risks, including the use of external climate data, hazard mapping, climate scenario analysis, and forward-looking projections.

From a strategic perspective, our approach to climate-related physical risk focuses on improving visibility over where risks are concentrated, integrating these considerations into credit and portfolio assessments, and supporting customers in enhancing resilience and adaptive capacity. This provides the foundation for embedding climate-related physical risk considerations into our broader risk management and strategic decision-making processes.

Strategic Response to Climate-related Physical Risk *IFRS S2: 13(b), 14(a)(i) | FN-CB-410a.2.9*

Our approach to managing climate-related physical risk is centred on understanding exposure, assessing vulnerability and strengthening resilience across our portfolio. Climate-related physical risk is hazard-driven and location-specific, requiring a more granular and adaptive response. Our strategy focuses on embedding climate-related physical risk considerations into our risk management processes while supporting the resilience of the sectors and customers we finance.

This is reflected in how we approach climate-related physical risk across several interconnected areas:

Business Activities: Lending and Investment

What We Assess	How It Is Applied	Strategic Outcome
Geographic distribution of exposures, including borrowers and issuers; concentration in climate-sensitive regions; sensitivity of assets, sectors and investment portfolios to climate hazards	Use of climate data, hazard maps and geospatial analysis to identify high-risk exposures; integration into credit evaluation, investment strategy and portfolio allocation decisions; scenario analysis to assess impact on asset quality, valuations and sector resilience	Improved visibility of risk concentrations across lending and investment portfolios; more informed portfolio allocation and risk-adjusted decision-making

Funding and Liquidity Management

What We Assess	How It Is Applied	Strategic Outcome
Exposure of deposit base and funding sources to climate-related disruptions; sensitivity of funding stability to climate-related physical events and market-wide stress	Incorporation of climate considerations into liquidity risk monitoring and stress testing; assessment of potential deposit withdrawals, drawdowns and funding market disruptions; integration into contingency funding planning and liquidity buffers	Strengthened funding resilience and ability to withstand liquidity stress events; enhanced funding stability under climate scenarios

Resilience and Adaptation: Customers and Portfolio

What We Assess	How It Is Applied	Strategic Outcome
Ability of borrowers and issuers to withstand and recover from climate disruptions; existing mitigation measures and adaptive capacity	Engagement with customers to strengthen resilience measures and risk mitigation; incorporation into risk assessment, monitoring and sectoral strategies	Enhanced resilience across portfolios; reduced vulnerability to climate-related disruptions over time

Internal Operational Resilience

What We Assess	How It Is Applied	Strategic Outcome
Exposure of the Group's operations, facilities, critical systems and operational dependencies to climate hazards	Enhancement of business continuity planning, scenario testing and infrastructure resilience measures	Continued service delivery and effective risk management during climate-related events

These focus areas are interrelated and ensure that climate-related physical risk is addressed holistically across the Group's business activities, funding profile and operations. This supports a forward-looking and adaptive approach to managing climate-related physical risks, recognising that such risks cannot be eliminated but must be actively managed through improved visibility, resilience and adaptive capacity.

Scenario Analysis and Strategic Resilience *IFRS S2: 22(b)(i)(1)(2)(3)*

We use scenario analysis to assess the potential impact of climate-related physical risks on our portfolio under different climate scenarios and evaluate the resilience of our portfolio under varying levels of climate impact. The assessment considers how physical risks drivers may influence the Group's credit exposures across counterparties, locations and underlying assets, particularly through:

- changes in hazard frequency and severity (e.g. floods, heatwaves) that may affect the borrower capacity
- regional and geographic exposure concentration including location-specific climate vulnerabilities
- asset-level and collateral sensitivity, including infrastructure resilience and value deterioration

These scenarios are applied across sectors and portfolio, with particular focus on geographic and asset-level differences in exposure. This enables the Group to evaluate how climate-related hazards may affect borrower operations, cash flow generation and creditworthiness, as well as collateral values and recovery outcomes, ultimately informing forward-looking credit risk parameters such as Probability of Default (PD), Loss Given Default (LGD) and Expected Credit Loss (ECL).

Physical Risk

To translate climate-related impact into financial risk outcomes, the Group applies a structured process that progressively links climate scenarios, physical risk drivers and portfolio vulnerabilities to credit risk metrics and loss estimates:

Scenario Inputs	Risk Drivers	Portfolio Impacts	Credit Risk Parameters	Financial Outcomes
Climate scenarios define temperature pathways, hazard intensity and geographic exposure	Translation into climate-related physical risk factors, including hazard exposure, asset vulnerability and geographic sensitivity	Assessment of exposure across retail and non-retail portfolios based on location and sector	Impact reflected in PD and LGD, particularly where asset damage or disruption occurs	Changes ultimately influence ECL and portfolio performance

Strategically, scenario analysis informs our ability to identify high-risk geographies and sectors, prioritise areas requiring enhanced monitoring or intervention, strengthen resilience and adaptation strategies, and anticipate potential portfolio vulnerabilities under worsening climate conditions.

For details on the approach to scenario analysis, refer to the Risk Management section on page 94 of this report.

Financial Impact of Climate-related Physical Risk *IFRS S2: 15(a)(b), 16(a)*

Climate-related physical climate risk affects the Group's financial performance through acute event-driven disruption and longer-term asset vulnerability. These impacts may arise through borrower disruptions, collateral deterioration, portfolio sensitivities, investment valuation effects, liquidity stress and operational resilience requirements. As climate-related physical risk is inherently location-specific, its financial impact depends on where customers, collateral, issuers, operations and supporting infrastructure are located, as well as their sensitivities and adaptive capacity.

The Group conducted its first climate risk stress testing exercise in alignment with BNM's 2024 CRST framework, using NGFS Phase 3 scenarios. The assessment evaluated how climate-related risks, covering both climate-related physical and transition risks, may affect the Group's portfolios and operations across relevant time horizons.

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.

For details on the CRST scope and physical risk scenario analysis, refer to the Risk Management section on pages 94 to 96 of this report.

Operational Resilience and Ongoing Monitoring

Climate-related physical risk also affects our own operations, including branches, offices, critical systems, data centres and third-party dependencies. Ongoing monitoring covers flood-related and broader physical climate hazards, supported by Business Impact Analysis and Business Continuity Planning processes.

Where higher-risk locations or dependencies are identified, mitigation actions may include enhanced monitoring, site-level preparedness, contingency planning, alternative site considerations and resilience improvements to support service continuity during climate-related events.

Strategic Approach to Climate-related Physical Risk

While climate-related physical risk is primarily associated with downside impact, it also creates opportunities to strengthen the resilience of our own operations, facilities, systems and supply chain. These opportunities focus on improving preparedness, reducing disruption and enhancing the Group's ability to continue serving customers during climate-related events.

Strategic Areas	Approach	Time Horizon
Operational Resilience	Strengthen Business Impact Analysis and Business Continuity Planning to support continued service delivery during climate-related disruptions.	Short to long term
Facilities and Critical Infrastructures	Enhance resilience of branches, offices, data centres and other critical infrastructure through site-level preparedness, infrastructure resilience measures and alternative site considerations where required.	Short to long term
Scenario Testing and Preparedness	Use scenario testing, hazard mapping and site-level assessments to identify higher-risk locations and inform operational planning.	Short to long term
Third-Party and Operational Dependencies	Strengthen monitoring and continuity planning for critical vendors and service providers that support essential operations.	Short to long term

RISK MANAGEMENT

Risk Management Framework, Integration and Core Controls *IFRS S2: 25(c)*

Climate-related physical risk is integrated into our Enterprise Risk Management (ERM) Framework, Group Risk Appetite Framework (GRAF), Group Risk Universe and Group Sustainability Framework, where it is managed alongside other principal risks through a structured cycle of identification, assessment, control, monitoring and reporting.

Within this architecture, climate-related physical risk is addressed as part of environmental risk, with a focus on climate hazards, geographic exposure and asset-level vulnerabilities, which influence borrower performance, collateral values and operational resilience.

This integration ensures that climate-related physical risk considerations are embedded across financing, investment and operational activities, supported by governance structures, internal controls and escalation mechanisms.

We operationalise this through a combination of policies, frameworks and tools:

Policy/Framework/Tool	Role in Climate-Related Physical Risk Management
Credit Policies: Retail and Non-Retail	Incorporate climate-related physical risk considerations into lending, collateral and credit assessment, particularly where borrower assets or collateral are located in climate-sensitive or flood-prone areas.
Climate Change and ESG Risk Assessment (CERA)	Assesses sustainability and climate-related risks at transaction and customer level, supporting the identification of climate-related risk exposure within financing activities.
Climate Risk Appetite Statement	Guides portfolio management and sectoral positioning by supporting the monitoring of climate-related exposures across relevant risk areas.
Operational Risk and Business Continuity Management (BCM) Frameworks	Support resilience of facilities, systems and critical operations through Business Impact Analysis, Business Continuity Planning and operational preparedness measures.

Physical Risk

Market and liquidity risk considerations are also monitored as part of our broader climate risk management approach. Climate-related risks are currently assessed as immaterial for the Bank's trading portfolios, which are composed predominantly of government bonds, while the short-term nature of the trading book further limits exposure to climate-related volatility. Quarterly monitoring is conducted to ensure emerging climate-related physical and transition risks are captured.

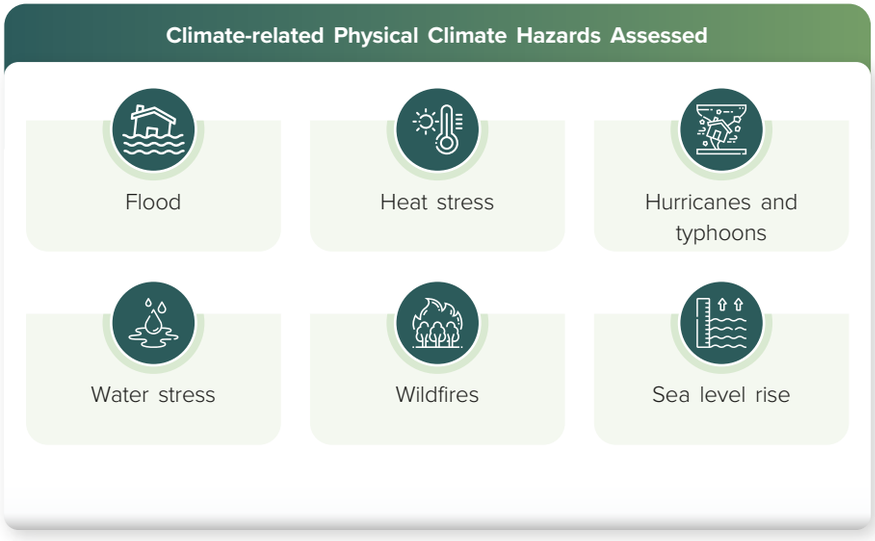
For liquidity risk, climate-related risks may create depositor outflow pressures or funding market stress. Exposures to selected carbon-intensive depositors, including oil and gas and electricity production depositors within the top 20 list, are closely tracked. Historical analysis indicates that past flood events did not result in significant retail depositor withdrawals, suggesting resilience within the retail depositor base.

As part of our control environment, climate-related physical risk considerations are embedded within existing credit and risk frameworks rather than managed through standalone exclusions. This ensures that exposures are assessed based on location, vulnerability and resilience, rather than solely sector classification.

Identification, Assessment and Scenario Analysis *IFRS S2: 25(a)(i)(ii), 25(c)*

Climate-related physical risk assessments combine hazard-based exposure mapping, geographic and asset-level analysis, and scenario-informed financial impact. This allows us to assess where climate-related physical risks may arise, how exposed our borrowers, collaterals and operations may be, and how these risks may affect credit quality, portfolio resilience and operational continuity.

Climate-related physical risk assessments consider six key climate hazards:



CRST Scope and Physical Risk Scenario Analysis

IFRS S2: 25(c) | FN-IB-410a.3.6, FN-IB-410a.3.7.1, FN-IB-410a.3.7.2

Scenario analysis is a key input into the assessments of climate-related physical risk, enabling forward-looking evaluation of how climate hazards may evolve and affect portfolio performance. Our approach is informed by externally recognised climate scenarios developed by the NGFS and aligned with Bank Negara Malaysia (BNM) regulatory expectations, including climate risk management and stress testing practices. These scenarios provide a structured basis for assessing both climate-related transition and physical risks under different temperature and emission pathways mapped to Representative Concentration Pathways (RCPs).

The key assumptions for the Orderly Transition, Disorderly Transition and Hot House World scenarios are summarised below:

Scenario Types	Characteristics	Implications for Climate-related Physical Risk
Long-term scenarios		
Orderly transition *Net Zero 2050 (NZ 2050)*	Early and coordinated policy action with net zero pathways (broadly the Representative Concentration Pathway (RCP) 2.6)	Lower long-term climate-related physical risk relative to other scenarios, though exposure to chronic climate risks continue to rise.
Disorderly transition *Divergent Net Zero (DNZ)*	Delayed action followed by abrupt and uneven policy shifts (broadly RCP 2.6)	Elevated near-term volatility, with increasing climate-related physical risk exposure over time due to delayed transition action.
Hot house world *Nationally Determined Contributions (NDCs)*	Limited or no transition action (aligned with RCP 6.0)	Significant increase in frequency and severity of climate-related physical hazards over time.
Short-term scenario		
1-in-200-year flood event	A one-off flood event occurring nationwide in Malaysia, consistent with climate conditions under the RCP 8.5 scenario	Severe nationwide physical risk exposure from an extreme flood exceeding historical levels, with significant asset damage and operational disruption.

These scenarios allow us to consider a range of possible futures:

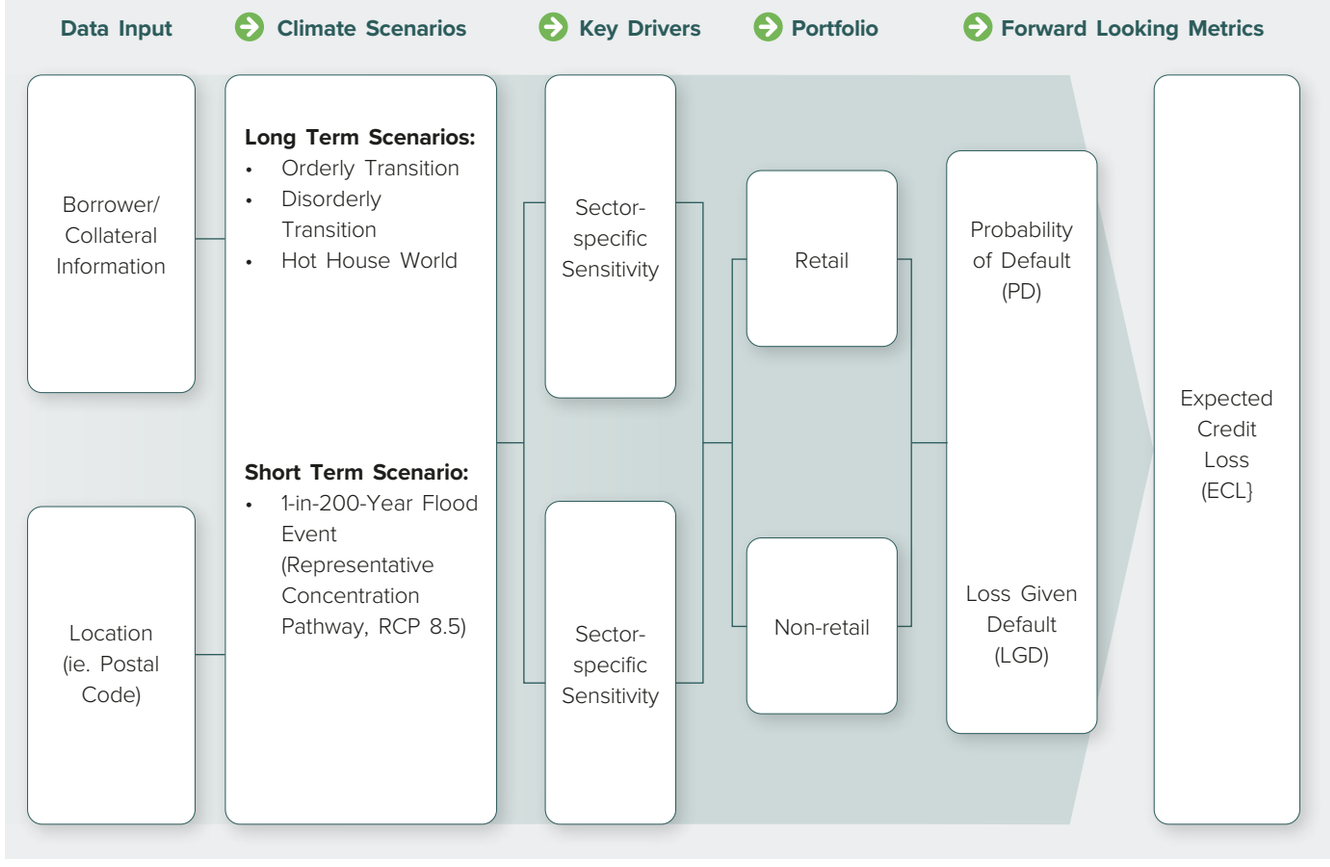
Orderly: NZ 2050		Disorderly: DNZ 2050		Hot House World: NDCs	
Category	**Specifications**	**Category**	**Specifications**	**Category**	**Specifications**
Physical Risk	Limited	**Physical Risk**	Limited	**Physical Risk**	High
Global Warming in 2100	1.4°C above pre-industrial levels	**Global Warming in 2100**	1.4°C above pre-industrial levels	**Global Warming in 2100**	2.6°C
Malaysia's Surface Temperature in 2050	26.9°C	**Malaysia's Surface Temperature in 2050**	26.9°C	**Malaysia's Surface Temperature in 2050**	27.8°C

Source: BNM 2024 CRST and third vintage of the NGFS' climate scenarios (NGFS, 2022)

A key application of this approach is the assessment of climate-related physical risk under CRST. Short-term acute climate-related physical risk is assessed using severe weather events, including a 1-in-200-year flood event calibrated to Malaysian conditions, to evaluate the immediate impact of extreme events on credit exposures, collaterals and operational continuity. Long-term climate-related physical risk scenarios incorporate a broader range of acute and chronic climate hazards based on forward-looking climate pathways, including Net Zero 2050, Divergent Net Zero 2050 and NDC-aligned scenarios, to assess how risk may evolve over time.

Under this process, counterparties are assessed based on their exposure to relevant climate-related physical hazards, taking into account geographic location, sector characteristics and asset-level vulnerability. Credit parameters, including PD, are adjusted using stress multipliers derived from historical loss data, hazard maps and forward-looking scenario projections.

Physical Risk Assessments



Physical Risk

This approach enables us to identify sectors and geographies where climate-related physical risk may materially affect credit quality and portfolio resilience, particularly in climate-sensitive sectors such as construction, manufacturing and real estate. Scenario outputs are then used to identify high-risk locations and sectors, assess potential credit deterioration under acute and chronic climate-related physical risk, and inform portfolio monitoring, risk mitigation actions and strategic decision-making.

Key Assessment Insights

The CRST results indicate that climate-related physical risk impacts are unevenly distributed across sectors, customer segments and geographies.

Area	Key Insight	Implication
Scenario pathway	Climate-related physical risks are more pronounced under the Hot House World/NDC scenario, reflecting limited transition action and increasing exposure to climate hazards over time.	Reinforces the need to monitor long-term climate-related physical risk even where near-term impact appear manageable.
Sector sensitivity	Manufacturing, Real Estate and Construction show relatively higher sensitivity due to exposure to climate variability, asset concentration and extreme weather conditions.	Supports more focused monitoring of sectors where climate-related physical risk may affect asset quality and borrower resilience.
Individual segment	Exposures are predominantly concentrated in residential property financing, followed by vehicle financing and non-residential property financing. Residential exposures may show higher sensitivity due to asset characteristics and borrower vulnerability profiles.	Highlights the importance of location-specific assessment for property-backed lending and retail portfolios.
Geographic exposure	Certain geographies, including Kuala Lumpur, Selangor, Negeri Sembilan and Johor, show higher exposure due to asset concentration and population density.	Supports differentiated monitoring based on location, collateral exposure and concentration risk.
Own operations	Operational locations are generally assessed to be within low to moderate risk levels, with no material vulnerabilities identified.	Indicates that operational resilience measures remain important, even where current vulnerability is not assessed as material.

These findings reinforce the need for differentiated assessments and monitoring across sectors, geographies, collateral types and operational locations, rather than applying uniform portfolio-wide assumptions.

The resulting insights support a more risk-sensitive approach to portfolio oversight, enabling the Group to better identify emerging vulnerabilities and areas requiring enhanced monitoring. The Group will continue to integrate these insights into its climate risk management practices, supporting informed decision-making, portfolio resilience and the long-term sustainability of its business activities.

AmInvestment Bank was not included in this CRST exercise due to the short-term nature of its core business activities, acknowledging that there are current limitations in directly linking climate-related physical and transition risks from climate change to the underlying risk drivers of investment banking activities.

Risk Prioritisation, Monitoring and Ongoing Enhancements *IFRS S2: 25(a)(iv), 25(a)(v)*

Physical risk is prioritised within the ERM framework alongside other principal risks, with additional focus applied where exposures are geographically concentrated, hazard-prone or vulnerable to disruption.

Mechanisms	How it is Applied	Outcome
Geographic concentration analysis	Identify exposure in high-risk locations	Highlight areas requiring enhanced monitoring
Sector vulnerability indicators	Assess sensitivity of sectors to climate hazards	Prioritise high-risk sectors
Climate risk metrics	Track exposure to hazard-prone regions	Support early identification of risk build-up
Scenario-based indicators	Use PD/LGD/ECL outputs under stress scenarios	Identify vulnerable portfolios

While climate-related physical risk is not typically managed through strict sector exclusions, it is actively monitored through the GRAF and portfolio monitoring processes, ensuring that exposures remain within acceptable risk thresholds.

Monitoring and escalation

Monitoring is continuous and supported by climate scenario analysis and stress testing, and internal escalation protocols across governance levels. Climate risk exposures are reviewed quarterly by the GMRC followed by the RMC and Board covering:

- portfolio exposures across sectors and geographies;
- collateral sensitivities and asset vulnerability;
- market and liquidity implication of key exposures;
- climate-related physical and transition risk impact under NGFS scenarios; and
- exposure of operations in climate-sensitive and flood-prone areas.

Climate-related physical risk indicators, particularly flood exposure, are tracked against predefined thresholds for our own operations. Where thresholds are exceeded, mitigation measures such as alternative site planning, relocation or enhanced monitoring are assessed.

The insights derived from these assessments are used to support ongoing monitoring and management of climate-related physical risks across the Group's portfolios and operations. Recognising the forward-looking and scenario-based nature of these assessments, the results are interpreted as directional insights that support risk-informed decision-making, portfolio oversight and operational resilience planning, while strengthening the Group's preparedness for evolving climate-risks over time.

Opportunities and Enhancements *IFRS S2: 25(b)*

Climate-related physical risk management also enables identification of opportunities to support resilience and adaptation across the portfolio. Opportunities are identified based on purpose of financing (e.g. adaptation, resilience), sector and asset class, and customer preparedness and response capability.

To support prioritisation, we assess opportunities across resilience-enhancing areas such as:

- climate-resilient infrastructures
- water management and efficiency
- climate-adapted agriculture
- infrastructure upgrades to withstand extreme weather

Scenario analysis supports this process by identifying sectors and regions where climate-related physical risk is expected to intensify, creating demand for adaptation-related financing and advisory solutions.

Physical Risk

Tagged opportunities are tracked and periodically reviewed across:

- **Geographic concentrations**
- **Customer resilience progress**
- **Adaptation-related financing**

METRICS AND TARGETS

Climate-Related Physical Risk Targets *IFRS S2: 33(a)(b)*

Climate-related physical risk management is guided primarily by risk management and resilience objectives, rather than fixed quantitative reduction targets, reflecting the nature of climate hazards, which cannot be eliminated but must be managed and mitigated.

Our approach focuses on continuous assessment of exposure to climate hazards, integration of climate-related physical risk into credit and portfolio monitoring, and strengthening resilience for higher-risk locations, assets and operations. These objectives are operationalised through regular risk assessments, scenario analysis, business continuity planning and ongoing monitoring of climate-related risk indicators.

As our climate-related physical risk assessment methodologies and asset-level data mature, we will continue to enhance the way climate-related physical risk exposures and resilience indicators are measured, monitored and reported.

Exposure and Measurement Approach *IFRS S2: 34(c), 35 | FN-MF-450a.1, FN-MF-450a.2, FN-MF-450a.3, FN-MF-450a.3.2*

We assess climate-related physical risk exposures based on the interaction of geographic locations, hazard intensities and asset vulnerabilities, recognising that climate-related physical risk is inherently location-specific and event-driven.

Own Operations

Based on a third party climate hazard assessment tool, our operations has no high physical risk exposure on branches, ATM's, Cheque Deposit Machine's (CQMs), Cash Recycler Machine's (CRMs), Main Buildings, Data Centres and Third-party Service Providers.

Nonetheless, branches and main buildings are subject to mitigation measures in line with the Branch Flood Preparedness and BCM requirements. These measures are designed to ensure operational resilience and continuity of critical services in the event of flood-related disruptions.

In line with defined disaster scenarios, such as loss of access to premises and disruption to critical systems and infrastructure, branches are required to implement contingency and recovery procedures, which include redirecting customers to the nearest available branch, activating alternate processing arrangements (e.g. support from buddy branches or the head office) and enabling remote work arrangements, where necessary.

Where critical services such as information technology (IT) systems, communications or power supply are impacted, recovery actions include the activation of disaster recovery plans (DRPs) and the use of backup infrastructure to maintain service delivery. These measures are complemented by broader safety and preparedness actions, including monitoring of flood advisories, safeguarding of critical documents and assets and maintaining communication with staff and relevant stakeholders during disruption events.

For new branches or ATM locations identified as high risk, a comprehensive risk assessment is conducted and alternative site options will be considered.

Portfolio and Ecosystems Exposures

Metric	Measurement Unit	FY2026
Value of mortgage portfolio susceptible to high flood risk*	RM	807 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 mortgages in high flood risk areas, 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.

Beyond measuring exposure, we assess the vulnerabilities and resilience of our portfolios to climate-related physical risks by considering the potential impact of acute and chronic climate hazards on counterparties' business operations, asset locations and collateral. This assessment takes into account factors, such as geographic concentrations, asset characteristics, operational resilience, supply chain dependencies and the ability of counterparties to adapt to and recover from climate-related disruptions.

Resilience and Monitoring Indicators *IFRS S2: 34(c)*

We monitor climate-related physical risk through a combination of operational resilience measures, a hazard-based indicator and exposure, ensuring that risks are actively managed rather than passively observed.

Operational resilience indicators	• Number of locations classified as high risk across six major hazards* (excluding earthquakes)
Portfolio monitoring	• Geographic concentration analysis

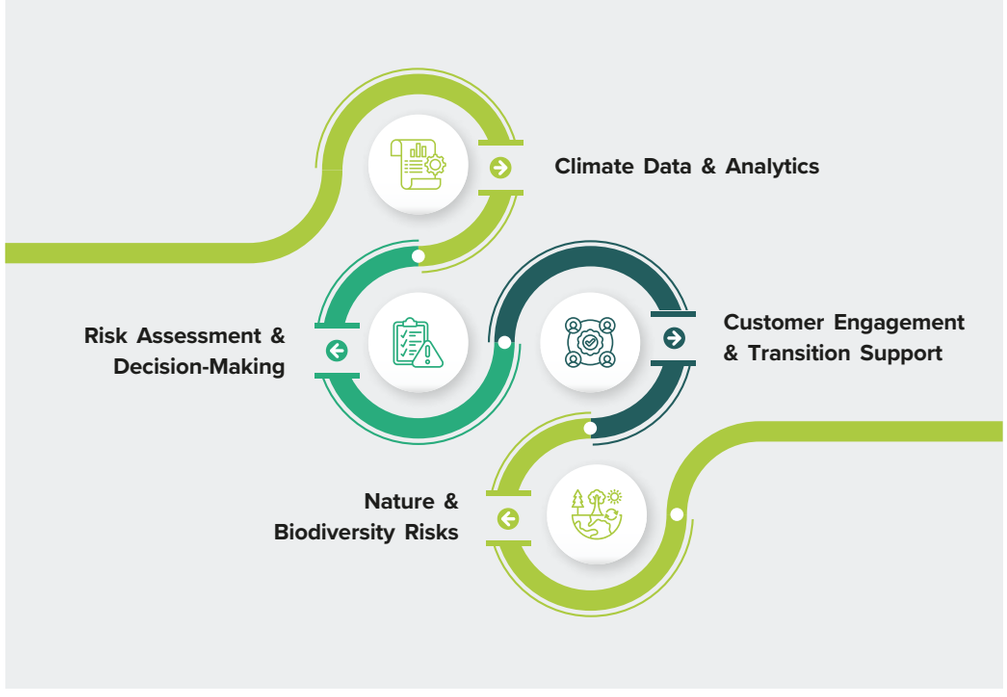
* *Hazards mentioned on page 94 of this report.*

Assumptions, Limitations and Measurement Basis

Our climate-related physical risk assessments are based on climate hazard exposures, location data, collateral characteristics, portfolio segmentations and scenario analysis. These measures continue to evolve as methodologies, data availability and asset-level location information improve.

MOVING FORWARD

The Group will continue to strengthen its climate risk capabilities through enhancements in climate data and analytics, risk assessments and customer engagements. Future priorities include expanding climate risk assessment coverage for asset management activities, and progressing towards nature- and biodiversity-related risk assessments to support portfolio resilience and informed decision-making.



Transition Risk

The global shifts toward climate resilient economies are reshaping how businesses operate, compete and access capital. For AmBank Group, this transition brings a new set of risks as policies tighten, technologies evolve and market expectations change, particularly for sectors that are more carbon-intensive or slower to adapt.

As industries adjust to new regulatory requirements, such as emissions regulation, in time carbon tax, pricing mechanisms and transition pathways, we may see changes in credit quality, asset values and demand for financial solutions. At the same time, the pace and direction of the transition will influence how we allocate capital and position the business for future growth.

We assess these dynamics across time horizons to ensure that our strategy and risk management approach remain aligned with the evolving transition landscape.

GOVERNANCE

Transition-related risks are governed within the Group's broader sustainability and risk governance frameworks, with oversight anchored at the Board and operationalised through management-level committees and dedicated climate risk and sustainability functions.

These governance structures are designed to ensure that transition considerations, including policy shifts, decarbonisation pathways and evolving market dynamics, are systematically translated into financial, strategic and portfolio-level decisions. This includes the integration of transition risks into credit assessments, capital allocation and long-term business positioning.

For a full overview of governance structures, roles and responsibilities, refer to the Governance chapter on pages 47 to 54 of this report.

Oversight, Roles and Responsibilities *IFRS S2: 6(a)(i), 6(b)(i)*

The Group adopts a multi-tiered governance structure, with clear delineation of responsibilities across Board, management and operational levels. While sustainability governance is integrated at Group level, transition risk oversight is specifically focused on portfolio exposure, sectoral transition pathways and alignment with the Group's net zero ambitions.

Level	Governance Body/Role	Role in Transition Risk Oversight
Board	Board of Directors and Risk Management Committee (RMC)	Provides oversight of climate-related transition risk exposures, climate scenario analysis outcomes, decarbonisation strategy and related disclosures. Reviews alignment with risk appetite and regulatory expectations.
	Audit and Examination Committee (AEC)	Assesses the adequacy of internal controls and risk management systems relating to transition risks. This includes consideration of assessment outcomes and findings reported by the Internal Audit function and other independent reviewers.
Management	Group Management Committee (GMC)	Evaluates and approves potential new transition-related opportunities within material portfolios.
	Group Management Risk Committee (GMRC)	Evaluates and deliberates on the management of transition risk exposures across portfolios, including sectoral concentration review of climate scenario analysis outputs, and monitoring of risk appetite thresholds.
	Group Sustainability and Climate Risk Council (GSCRC)	Evaluates and recommends implementation of climate risk strategies and drives implementation of transition strategies, including the Group's Net Zero Transition Plan (NZTP), and monitors sectoral progress associated with established targets.
	Group Chief Executive Officer (Group CEO)	Chairs key management committees, ensuring alignment across strategies, risk and execution.
	Chief Sustainability Officer (CSO)	Leads development and execution of transition strategies, including decarbonisation pathways and associated 2030 near-term targets.
	Group Chief Risk Officer (GCRO)	Ensures identification, assessment and integration of transition risks into risk frameworks, stress testing and capital planning.
	Head of Portfolio Risk Management, Head of Enterprise and Climate Risk	Measures, monitors and establishes controls for the management of transition risks, including the integration of climate risk into estimated losses and capital provision under the different climate scenarios, risk models, stress tests and ICAAP.
Operational	Business units, relationship managers and risk functions	Assess customer transition readiness and integrate these considerations into credit, investment and portfolio decisions using tools such as CERA, CCPT and internal sector and transition frameworks.

Across these levels, governance is structural and decision-oriented, with discussions focused on how transition drivers affect the Group's financial risk profile. Key areas of deliberation include:

- Portfolio sensitivities to climate transition scenarios
- Exposures to carbon-intensive and hard-to-abate sectors
- Progress against selected sector decarbonisation pathway 2030 targets
- Evolving regulatory expectations and disclosure requirements

Integration into Decision-Making and Risk Governance *IFRS S2: 6(a)(iv)*

Transition risk considerations are embedded into the Group's decision-making processes, particularly within credit and investment activities where financial exposure is most significant.

All credit and investment proposals are assessed against:

- The Group Risk Appetite Framework
- Internal policies, sustainability and climate-related due diligence requirements
- Responsible lending and financing conditions detailed in the Group's sector position statements

These assessments are deliberated through established approval bodies, including the Board Credit Committee (BCC) and the Credit and Commitments Committee (CACC). Transactions identified with elevated sustainability or climate-related risks are escalated to the CACC and BCC for independent review.

Where exposures fall outside defined monitoring thresholds and limits, structured escalation and exception processes apply. These are subject to formal governance review, ensuring that trade-offs between financial returns and transition risk exposures are explicitly considered and aligned with the Group's overall risk appetite. This approach ensures that transition risks are embedded within existing financial risk management and capital allocation processes.

Monitoring, Reporting and Internal Controls *IFRS S2: 6(a)(iii)*

Oversight of transition risk is supported by structured reporting and control mechanisms across governance levels.

The **Board** receives quarterly updates on transition strategies, portfolio exposures, scenario analysis outcomes and progress against net zero targets.

The **RMC** reviews quarterly assessments of exposures to climate sensitive sectors, including transition-related impact across key sectors.

The **Management committees** conduct more frequent reviews covering:

- Decarbonisation progress;
- Sustainable finance mobilisation; and
- Policy and framework enhancements.

These governance processes are supported by a three lines of defence model, ensuring robust internal controls:

1. **First Line** — Business units manage transition risks in day-to-day operations and customer interactions
2. **Second Line** — Group Sustainability and Group Risk Management establish frameworks, methodologies, including climate risk modelling, and monitor CCPT classification, financed emissions, progress of decarbonisation pathways and advise on structuring sustainable finance products and transactions
3. **Third Line** — Internal Audit provides independent review and assurance over the adequacy and effectiveness of governance, controls, methodologies and implementation across the first and second lines of defence

Transition Risk

Performance, Targets and Accountability *IFRS S2: 6(a)(v)*

The Board provides ultimate oversight of climate-related transition risk exposures, climate scenario analysis outcomes, decarbonisation strategies and related disclosures, and reviews alignment with risk appetite and regulatory expectations.

Management committees are responsible for translating decarbonisation strategies into operational objectives, limits and action plans, and for monitoring performance against targets announced.

Accountability is reinforced through the Group's performance management framework:

- Transition-related KPIs (i.e. Scope 1 and Scope 2 emission reduction, growth in STG Financing and climate scenario analysis) are embedded into senior management scorecards.
- Performance is monitored through the GSCRC and reviewed at GNRC.

Where relevant, these performance indicators are considered in remuneration and incentive structures, reinforcing accountability for delivery of transition-related commitments. This ensures that transition risk management is not only governed structurally, but is actively driven through performance and incentives within the organisation.

For details on sustainability and climate-related KPIs, refer to the Governance chapter on page 56 of this report.

Skills, Capabilities and Continuous Development *IFRS S2: 6(ii)*

Effective oversight of transition risk is supported by ongoing capability building at both Board and management levels. The GNRC assesses the adequacy of sustainability-related competencies within the Board, with climate expertise incorporated into the Board skills matrix. Directors continue to participate in externally accredited and internally curated sustainability related training programmes to ensure a consistent and informed understanding of sustainability and climate-related issues.

As part of the Group's effort to strengthen capacity and capabilities, in FY2026, the Group delivered several key initiatives:

1. Sector-specific deep dives into hard-to-abate industries, supporting more informed credit and portfolio decisions. This was delivered to Relationship Managers and Risk Approvers.
2. Masterclasses by industry experts on blended finance, green building certifications, carbon markets, sustainable palm oil, renewable energy certificates and the iron and steel sectors, enabling identification of new business opportunities.
3. Establishment of the Group's Sustainability Academy, providing structured learning pathways, tools and reference materials to embed sustainability into day-to-day decision-making. These efforts ensure that decision-makers are equipped to assess complex transition dynamics, including sectoral shifts, regulatory developments and emerging business opportunities.

For details on leadership, sustainability and climate training, refer to the Governance chapter on page 55 of this report.

STRATEGY

Transition Risk Landscape and Financial Implications *IFRS S2: 10(a)(b) | FN-CB-410a.2.8, FN-IB-410a.3.5*

The transition to a climate resilient economy is reshaping the operating environment for financial institutions, with implications on portfolio compositions, customer creditworthiness and long-term value creation. Transition risk arises primarily from changes in policies and regulations, technological developments and evolving market expectations, which influence how capital is allocated across sectors and how customers adapt their business models.

Transition risk affects the Group primarily through our lending and investment portfolios, where customer performance, asset values and sector outlooks are most sensitive to transition dynamics. It may also affect our own operations through increased requirements for governance, compliance, data, systems, disclosures, assurance, employee capability and enterprise transition initiatives.

These transition dynamics are also relevant to our investment and asset management activities, where broad and sector-specific sustainability trends may affect long-term value creation, investment risk and customer expectations. Key trends include Malaysia's commitment to Net Zero by 2050, the national targets to reduce greenhouse gas emissions intensity by 45% by 2030, and the NETR's ambition to increase renewable energy capacity to 70% by 2050. These developments are expected to create transition-related risks and opportunities across sectors such as oil and gas, power generation and their related supply chains.

To assess these dynamics in a forward-looking manner, we evaluate transition-related risks across three time horizons:

Time Horizons	Definition	Relevance to Transition Risk
ST **Short term**	1-3 years	Regulatory tightening, initial compliance costs and early market shifts
MT **Medium term**	4-10 years	Acceleration of technology adoption and sectoral repositioning
LT **Long term**	>10 years	Structural shifts in sector viability, competitiveness and asset relevance

This time-based approach enables the Group to assess how transition dynamics evolve over time, from near-term regulatory and cost pressures to longer-term structural shifts in sector viability and competitiveness.

Transition risks are primarily driven by three interrelated factors and affect the Group through two broad channels: **business activities**, which include lending and investment portfolios; and **own operations**, which include systems, processes, people, governance and disclosure readiness.

Transition Drivers	Description	Potential Financial Implications	Time Horizon
Policy and Regulatory Changes	Introduction of national and global climate policies and requirements, including NETR, NIMP, the National Climate Change Policy, Carbon Capture, Utilization and Storage Act 2025, National Carbon Market Policy, and net zero-related commitments	**Business Activities:** May affect assets and collateral values, increase stranded asset risks, increase provisioning requirements, constrain access to finance for higher-risk customers, and affect customer creditworthiness as supervisory expectations, onboarding requirements and credit selection criteria become more stringent. Shifts in investor and customer preferences may also affect demand for assets, products and services that are not aligned with credible transition pathways. **Own Operations:** May increase operating costs through enhanced climate governance, internal controls, data collection, monitoring, reporting, disclosures, assurance and compliance requirements. Failure to meet regulatory requirements, disclosure obligations or public transition commitments may create legal, regulatory or reputational impact.	ST MT LT

Transition Risk

Transition Drivers	Description	Potential Financial Implications	Time Horizon
Technological Change	Emergence of low-carbon technologies and potential obsolescence of carbon-intensive processes, including process re-engineering and operational transformations	**Business Activities:** Customers reliant on carbon-intensive technologies may face higher capital expenditure, replacement costs, weaker financial performance and higher risk of credit deterioration or default. Technology shifts may also disrupt existing business models and require higher transition-related risk premiums in credit assessments, pricing and capital allocation. **Own Operations:** May require investment in new technology, systems, climate analytics and energy efficiency initiatives to reduce enterprise emissions and support transition-related monitoring and reporting.	ST MT LT
Market and Customer Shifts	Changing preferences towards sustainable products and services, and delayed adoption of sustainable practices by customers in climate-sensitive sectors	**Business Activities:** Customers that fail to adapt may face reduced revenue, loss of market access, higher cost pressures and weaker debt servicing abilities. The Group may also be unable to continue supporting certain customer activities where these are misaligned with position statements, policies or risk appetite. **Own Operations:** May require new skills, training and reskilling to support sustainable finance offerings and effective customer engagement. Reputational risk may arise if stakeholders perceive the Group's transition commitments as insufficient, inappropriate or not effectively implemented.	ST MT LT

The financial implications of transition risk are not isolated, but cascade across multiple risk types within the Group's risk framework:

Financial Risk Types	How Transition Risk Manifests
Credit Risk	Deterioration in borrower repayment capacity due to higher costs, regulatory pressure and shifting demand.
Market Risk	Repricing of carbon-intensive assets and sectors affected by transition dynamics.
Liquidity Risk	Potential depositor sensitivities to sectoral stress and transition-related uncertainties.
Operational Risk	Increased costs and complexity from compliance, data, systems and reporting requirements. Weaknesses in these processes may also heighten liability exposures where transition-related disclosures, controls or commitments are not adequately managed.
Strategic, Legal and Reputational Risk	Misalignment with transition expectations affecting competitiveness and stakeholder trust, including potential litigation, regulatory actions, fines or reputational impact linked to disclosures, public commitments or transition-related expectations.

This reinforces the need for an integrated approach, where transition considerations are embedded across strategies, risk management and decision-making processes.

For details, refer to the Risk Management section on pages 112 to 115 of this report.

Business Model, Value Chain and Exposures *IFRS S2: 13(a) | FN-AC-410a.2.9*

As a financial intermediary, the Group's climate-related risks are concentrated primarily within the downstream value chain, particularly our lending and investment portfolios. This is because our business model is closely linked to the real economy sectors we finance, and climate-related impact is therefore most likely to materialise through customer performance, sector resilience and portfolio exposure. Transition risks may also affect our own operations, particularly through evolving requirements for governance, climate-related data, systems, disclosure, compliance, employee capability and enterprise emissions management.

Financed emissions from lending and investment activities constitute the majority of our GHG emissions and represent a key channel through which transition risk materialises, as well as a primary lever through which the Group can influence climate outcomes and support transition.

For investment and asset management activities, sustainability factors are incorporated into investment analysis because they may influence investment time horizons, cash flow resilience, asset valuations and risk-return profiles. For example, exposures to coal-related activities may heighten transition and regulatory risks in light of Malaysia's energy transition and renewable energy targets, potentially affecting long-term returns and exit prospects. Governance and labour-related issues may also have more immediate implications for asset values, including stock price performance.

In this context, transition-related developments may affect the Group's business model through:

- changes in customer creditworthiness, especially in climate-sensitive and hard-to-abate sectors;
- shifts in portfolio risk profile and sector concentrations;
- pressure on funding and liquidity dynamics, including depositor behaviours under sector stress;
- changes in capital allocation and portfolio positioning, as the Group balances financial returns with transition alignment;
- increasing need for customer engagements, data collection and transition-related advisory support;
- enhancements to internal systems, governance, reporting, employee capabilities and enterprise emissions initiatives; and
- greater need to assess ESG-related implications within investment portfolios, including how sustainability factors may affect investee companies' risk-return profiles, valuation outlook and long-term resilience.

To better understand where these risks are concentrated, we have established a financed emissions baseline using the Partnership for Carbon Accounting Financials (PCAF) methodology in FY2025. This allows us to identify priority sectors for transition planning and portfolio decarbonisation based on their material contribution to our non-retail portfolio and emissions profiles. Our baseline for this approach considered our exposure as at 31 March 2024.

From a strategic perspective, this means that our transition response is centred on how we steer capital, manage sector exposures and support customer transitions. This directly informed the design and implementation of our Net Zero Transition Plan established in FY2025, which serves as the primary mechanism for managing transition risk at portfolio level.

We have calculated our financed emissions as at 31 March 2025 to track our position and this is presented in this report.

Strategic Response through the Net Zero Transition Plan

IFRS S2: 9(a)(b)(c)(d)(e), 13(b), 14(a)(i)(iv) | FN-IB-410a.3.6

Our response to transition risk is anchored in our NZTP, which serves as the central framework for aligning our financing activities with decarbonisation pathways while supporting Malaysia's transition to a climate resilient economy. This translates our climate ambition into a structured set of actions across four components that shape how we manage transition risk and capture related opportunities across our portfolios and operations:

Components of the Net Zero Transition Plan

1

Sector pathways and 2030 near-term targets

Sector-specific emission intensity targets guide our decarbonisation efforts to highly impactful sectors. We established 2030 near-term targets for seven sectors in our inaugural NZTP.

2

Portfolio steering

Complementing the Group's existing prohibitions, the position statements define sector-specific criteria to support customers in their decarbonisation and transition efforts. This in turn guide sector exposures, financing direction and capital allocation.

3

Supporting our customers

Providing sustainable, transition, and green financing solutions supported by the Sustainable Finance Product Framework and internal guidelines such as our STG Financing Guideline, to help customers transitions.

4

Enabling infrastructure

Strengthen governance, risk tools, data systems and disclosures. Our investment in FY2026 for the Sustainability Data System is a key action.

For details on AmBank Group's Sustainability Strategy, refer to the Strategy chapter on pages 57 to 62 of this report.

Transition Risk

At a strategic level, the NZTP reflects a shift from a product-led approach towards a more transition-led, customer-centric portfolio-driven model, where financing decisions are increasingly guided by sector pathways, customer readiness and long-term risk-return considerations.

Sector Pathways and Targets

At the core of the NZTP are sector-specific decarbonisation pathways, supported by 2030 interim emissions intensity targets aligned with our Net Zero ambition. We have prioritised seven hard-to-abate sectors based on their contribution to our non-retail portfolio and financed emissions profile:

- cement manufacturing
- iron and steel manufacturing
- commercial real estate
- power generation
- oil and gas
- thermal coal mining
- palm oil

These pathways are intensity-based, recognising that sectors decarbonise at different rates and through different mechanisms. They are also contextualised to the Malaysian operating environment, considering national transition plans such as the NETR and sector-specific constraints. The NZTP is aimed at an orderly transition so that impact on credit is managed.

Rather than functioning as static targets, these pathways act as decision-making reference points, guiding how we evaluate future financing, manages existing exposures and monitors portfolio alignment over time.

For details on the sector-specific decarbonisation pathways, refer to the Transition Risk chapter on pages 117 to 130 of this report.

Their development is informed by a combination of forward-looking assumptions:

Assumption Areas	Key Considerations
Policy and Regulatory Environment	National transition plans, regulatory requirements and sector roadmaps
Technology Availability	Adoption of solutions such as electrification and energy efficiency for select hard-to-abate sectors
Customer Transition Behaviours	Extent to which borrowers commit to and execute credible transition strategies

For a copy of our Net Zero Transition Plan, please scan the QR code or visit https://www.ambankgroup.com/sustainability

Additionally, sector specific assumptions are applied in the projection of emissions, details of which are highlighted in our NZTP White Paper published in July 2025. This ensures that our pathways are both science-aligned and grounded in transition realities, allowing them to be applied directly in portfolio steering and credit decision-making.

In 2025 we iterated that the NZTP is not a static document. The methodologies, data sets, and policy frameworks that underpin our plan will continue to evolve. Our approach is designed to be iterative, transparent and responsive. Through regular progress reviews, disclosures and stakeholder engagements, we aim to ensure that the plan remains adaptive and impactful.

Portfolio Steering and Risk Alignment

A key feature of our transition strategy is the shift towards active portfolio steering, where financing decisions are guided by alignment with transition pathways, sector outlook and customer readiness. We operationalise this through a structured set of decision levers embedded within our financing and risk management processes:

Strategic Levers	How it is Applied
Sector Position Statements	Define the Group's stance on key sectors and future financing direction
Negative Thresholds and Prohibitions	Restrict or phase down exposures to selected high-emission activities
Climate-Sensitive Exposure Limits	Manage concentration in climate-sensitive sectors through a quantitative climate risk appetite framework
Financed Emissions Tracking	Monitor portfolio alignment against decarbonisation pathways
Climate Risk Assessment Tools (CERA, CCPT, CRST)	Support transaction-level assessments and portfolio risk evaluation

The climate risk appetite framework establishes thresholds for non-climate-supporting and non-transition exposures within the non-retail portfolio. Additional safeguards include sector limits and enhanced due diligence requirements for higher-risk sectors identified through climate stress testing.

To ensure consistency, these elements are embedded into key internal frameworks and guidelines, including credit policies, sustainability financing guidelines and risk assessment tools. This ensures that transition considerations are reflected directly in credit approvals, portfolio construction and capital allocation decisions.

Customer Transitions and Engagements

We recognise achieving our portfolio-level targets is highly dependent on customer transition outcomes, particularly in hard-to-abate sectors where decarbonisation pathways are more complex and capital-intensive. As such, customer engagements are positioned as a core strategic lever within our NZTP. The Group adopts a structured engagement model that focuses on understanding and supporting each customer's transition journey. This includes assessing transition readiness, evaluating alignment with sector pathways and identifying financing opportunities linked to decarbonisation and adaptation.

Our customer engagement efforts focuses on several key objectives:

Engagement Focus	Purpose
Transition Readiness Assessments	Evaluate customer alignment with sector pathways
Financing Identification	Identify opportunities for sustainable and transition financing
Data Collection	Support monitoring of emissions and pathway alignment
Ongoing Engagements	Track progress and adjust financing strategies over time

This allows the Group to segment customers based on maturity and tailor our customer engagements approach accordingly, ranging from financing solutions to advisory support and capability building. In parallel, this creates opportunities to expand our climate-aligned offerings, strengthening both portfolio resilience and revenue diversification.

Transition Risk

Enabling Infrastructure (Data, Systems and Capabilities)

Implementation is supported by ongoing investment in data, systems and organisational capabilities, recognising that effective transition management requires robust measurements, analytics and execution capacity. These enablers are integral to the strategy, allowing transition considerations to be consistently applied across business units and decision-making processes.

Key areas of focus in FY2026 include:

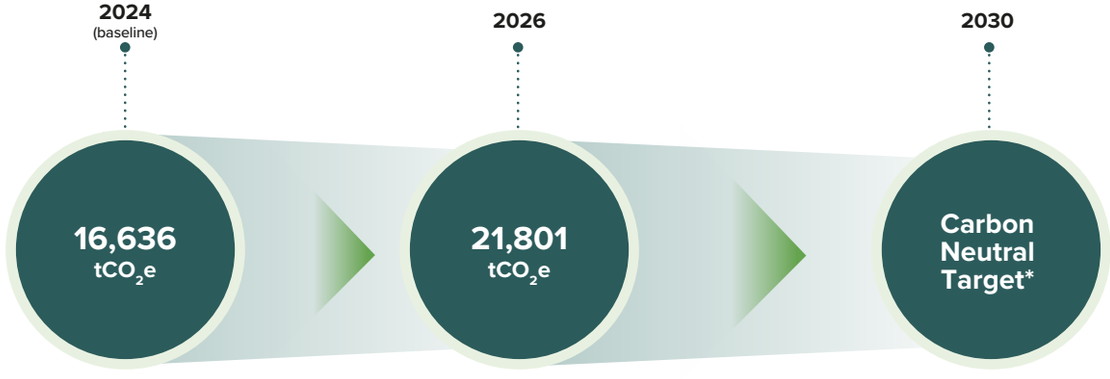
- Development of an integrated Sustainability Data System to support measurement, integration, decisioning and reporting
- Enhancement of financed emissions tracking, decarbonisation pathway progress tracking and analytics
- Deployment of internal tools to support climate-informed decision-making
- Structured capability-building programmes, including sector-specific training and the Sustainability Academy

These investments ensure that the NZTP is not only defined at a strategic level, but is also operationalised across the organisation in a consistent and measurable way.

Supporting Operational Decarbonisation Levers for Enterprise Transition *IFRS S2: 14(a)(iv)*

To ensure internal alignment with our transition commitments that were set in FY2025, we also apply direct and indirect decarbonisation levers within our own operations, supporting our Carbon Neutrality by 2030 target for Scope 1 and Scope 2 emissions.

Achieving Carbon Neutral Operations



To achieve carbon neutrality, Ambank Group is projected to adopt the following approach:

- Implement Energy Efficiency and Renewable Energy Initiatives
- Gradual National Grid Decarbonisation
- Green Energy Tariff (GET)
- Renewable Energy Certificates (RECs) and Carbon Credits

** 0 tco_2e after including offsets using GETs, RECs and carbon credits.*

These levers include both direct measures, such as energy efficiency improvements and renewable energy adoption, and system-level measures, including grid decarbonisation, participation in the Green Energy Tariff, and the use of renewable energy certificates and carbon credits.

While operational in scope, these actions reinforce the credibility of our broader transition strategy by demonstrating alignment between our internal operations and our portfolio-level transition commitments.

Transition Opportunities and Strategic Positioning

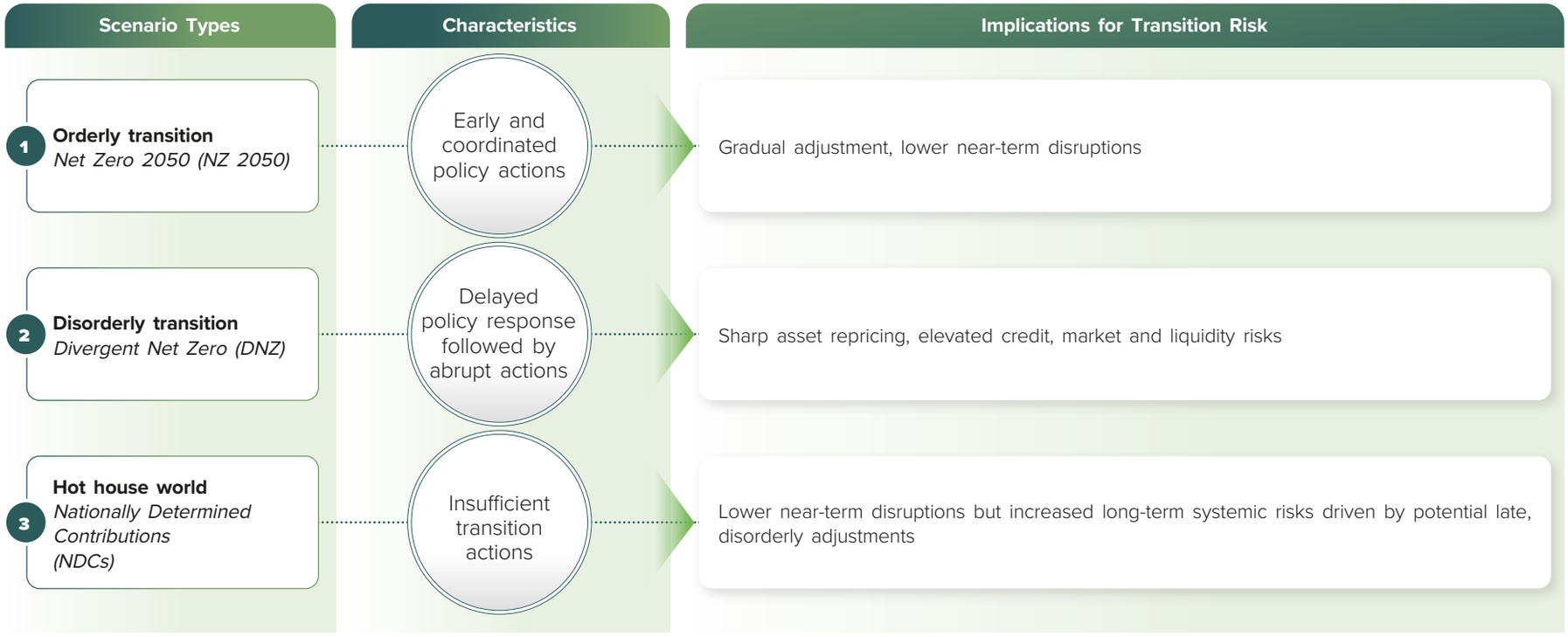
The transition to a low-carbon economy also creates opportunities for the Group to support customers and sectors in decarbonising, improving efficiency and strengthening long-term resilience. These opportunities include sustainable and transition financing, sustainability-linked instruments, advisory and structuring support, and sector-specific solutions linked to renewable energy, industrial efficiency and low-carbon technologies.

As these opportunities are primarily related to financing solutions, customer engagements and portfolio growth, they are discussed in greater detail under Responsible Financing Opportunities on pages 64 to 85 of this report.

Scenario Analysis and Strategic Resilience *IFRS S2: 22(b)(i)(6), 22(b)(ii)*

We use climate scenario analysis to assess how transition risks may evolve under different climate scenarios and to evaluate the resilience of our portfolio and strategy under these conditions. Our approach is anchored on externally recognised scenarios developed by the NGFS and aligned with BNM's regulatory expectations.

For transition risk, these scenarios are particularly relevant because they reflect different levels of policy ambition, technology development, carbon pricing, market response and sector adjustments. They allow us to assess how transition drivers may affect sector performance, borrower resilience, repayment capacity, portfolio exposure and concentration risk over time.



The key assumptions for the Orderly Transition, Disorderly Transition and Hot House World scenarios are summarised in the next page.

Transition Risk

These scenarios are applied across sectors and time horizons to assess how transition drivers affect sector performance, competitiveness, borrower resilience, repayment capacity, portfolio exposure and concentration risk.

Orderly: NZ2050	
Transition Risk	High
Shadow Carbon Price in 2050	USD325.40 per tCO_2e
Policy Reaction	Immediate and smooth
Technology Change	Fast change
Carbon Dioxide Removal	Medium-high use

Disorderly: DNZ2050	
Transition Risk	Moderate to Higher
Shadow Carbon Price in 2050	USD698.90 per tCO_2e
Policy Reaction	Immediate but divergent across sectors
Technology Change	Fast change
Carbon Dioxide Removal	Low-medium use

Hot House World: NDCs	
Transition Risk	Lower
Shadow Carbon Price in 2050	USD41.60 per tCO_2e
Policy Reaction	NDCs
Technology Change	Slow change
Carbon Dioxide Removal	Low-medium use

Source: BNM 2024 CRST and third vintage of the NGFS' climate scenarios (NGFS, 2022)

Scenario analysis for lending and investment portfolios will continue to mature as data, methodologies and portfolio-level modelling improve. Further work on asset management-related climate risk impact for AFM and AIFM, including the potential financial effects of climate risks on AUM will be progressively considered in the future.

For our approach to scenario analysis, refer to the Risk Management section on pages 113 to 114 of this report.

Financial Impact of Transition Risk *IFRS S2: 15(a), 15(b), 22(a)(i)(ii)*

Scenario Inputs	Credit Deterioration Signals for Vulnerable Sectors	Risk Controls
Orderly/Disorderly/Hot House World	PD/ECL impact	Risk appetite thresholds, NZTP actions

Transition risk may affect the Group's financial performance and position through multiple interconnected channels as policy, technology and market shifts influence borrower behaviour, sector dynamics and capital allocation decisions. These effects are assessed through climate scenario analysis, which enables the Group to evaluate potential credit impact under different scenarios.

The current and anticipated effects of climate-related transition risk across the short term have been assessed and quantified through the Group's climate scenario analysis process. Climate-adjusted ECL considerations are incorporated into ICAAP to ensure capital planning and buffers remain commensurate with evolving climate risks.

For details on CRST scope and transition risk insights, refer to the Risk Management section on page 114 of this report.

Financial Transmission Channels

Transition risk does not affect the Group in isolation, but cascades across multiple financial risk dimensions:

Transition Drivers	Transmission Channels	Financial Impact	Strategic Implications
Policy and Regulatory Changes	Increased compliance costs, carbon pricing and tighter regulation	Reduced borrower profitability, higher default risk and increased provisioning requirements	Recalibration of sector exposures, tighter risk appetite and enhanced due diligence
Technological Disruptions	Capital investment requirements and asset obsolescence	Increased leverage, margin compression and stranded asset risk	Shift in financing towards transition-ready technologies and sectors
Market and Demand Shifts	Reduced demand for carbon-intensive products and services	Revenue pressure, declining asset values and weaker credit profiles	Portfolio rebalancing towards lower-emission and transition-aligned sectors

These transmission channels inform the Group's risk management practices, portfolio strategies, risk appetite considerations and longer-term capital planning capabilities.

Capital Allocation, Exposures and Expenditure *IFRS S2: 16(c)(i), 22(a)(iii), 29(e)*

We maintain flexibility in our capital allocation framework to enable the re-direction of financing towards climate-aligned opportunities, particularly in hard-to-abate sectors, where transition financing and advisory support are expected to increase over time. In the short term, we expect increased exposure to the hard-to-abate sectors identified in our inaugural NZTP as it prioritises financing to support credible transition pathways.

In FY2026, the Group incurred climate-related expenditure relating to climate risk tools, sustainability data, disclosure and assurance of approximately RM2.3 million. This is recognised as part of other operating expenses (establishment costs (computerisation cost)), administration and general expenses (professional services and others)) disclosed in Note 36 of the Financial Statements.

As part of our efforts to achieve our Carbon Neutral (Scope 1 and Scope 2) by 2030 target, in FY2026, the Group incurred over RM0.5 million in OPEX covering renewable energy certificates, green energy tariff and carbon credits. This is recognised as part of administration and general expenses disclosed in Note 36 of the Financial Statements. In terms of capital expenditure (CAPEX), the Group incurred over RM2 million covering energy efficiency initiatives. This is recognised as part of purchase property and equipment disclosed in the Statement of Cashflows and property and equipment in Note 19 of the Financial Statements. Overall, the total expenditure amounted to over RM2.5 million in FY2026. To reach our carbon neutral target by 2030, our climate related expenditure is anticipated to be between RM15 million to RM20 million until FY2031.

Transition Risk

RISK MANAGEMENT

Risk Management Framework, Integration and Core Controls *IFRS S2: 25(c)*

Transition risk is formally integrated into our Enterprise Risk Management (ERM) Framework, Group Risk Universe, and Group Sustainability Framework, where it is managed alongside other principal risks through a structured cycle of identification, assessment, control, monitoring and reporting.

Transition risk arises from policy changes, technological innovation and shifting market expectations as the economy moves towards net zero, with impacts spanning short to long term. These changes can reduce asset values and increase stranded asset risk, drive higher credit defaults and provisioning, and affect liquidity and market valuations.

Transition risk is managed through a continuous cycle embedded across our financing, investment and operational activities and supported by governance structures, internal controls and escalation mechanisms.

This integration is operationalised through a combination of frameworks, policies and tools that ensure transition considerations are consistently embedded into financing, investment and portfolio decisions:

Frameworks/Policies	Role in Transition Risk Management
NZTP	Provides forward-looking sector priorities and decarbonisation pathways
SFP Framework and STG Guideline	Classifies and tracks sustainable, transition and green financing
Risk Appetite Framework (RAS)	Sets sector limits, concentration thresholds and climate risk metrics
Credit Policies (Retail and Non-Retail)	Embed climate considerations into lending and credit approval processes, considering position statements
Prohibited and Restricted Sectors	Defines clear boundaries for high-risk or non-aligned activities

For details on prohibited and restricted transactions, refer to the Responsible Financing Opportunities chapter on pages 75 to 76 of this report.

For selected hard-to-abate sectors, negative thresholds are embedded into credit policies to ensure alignment with the Group Sustainability Framework, SFP Framework and NZTP. These thresholds specify activities and exposures that the Group will not finance on a forward looking basis, while honouring existing contractual commitments. This includes no new or additional financing for thermal coal mining, greenfield coal-fired power plants, and palm oil activities that contravene NDPE commitments.

Identification, Assessment and Scenario Analysis *IFRS S2: 25(a)(i)(ii), 25(c)*

We identify and assess transition risk through an integrated process that combines transaction-level due diligence, customer-level analysis and portfolio-level monitoring, supported by internal frameworks and policies, external data and forward-looking scenario analysis.

At the core of this process is the CERA, which provides a structured and traceable approach to evaluating sustainability and climate-related risks across financing and investment activities for each customer.

Core Assessment Framework:

Assessment Layers	How it is Applied	Purpose
Transaction and Customer Assessment (CERA)	Integrates BNM's CCPT due diligence, internal STG financing assessment and ESG risk criteria for non-individual customers and financial investments	Identify and assess sustainability and climate-related risks at origination and annual reviews
Vulnerability Analysis	Evaluates sector exposures, emissions intensities and concentrations	Identify concentration of underlying transition risk drivers
Financial Materiality Assessments	Assesses impact on PD, LGD and ECL under different scenarios	Quantify potential financial impact

To support this process, we leverage a combination of internal and external inputs, including external climate data and analytics integrated into portfolio-level modelling, the JC3 Data Catalogue as a reference source, rating agency assessments for customer-level insights, and external consultants and proprietary climate tools for scenario analysis and stress testing. The scope covers financing and investment portfolios, climate-related exposures relevant to credit and portfolio risk and enterprise-wide operational impact.

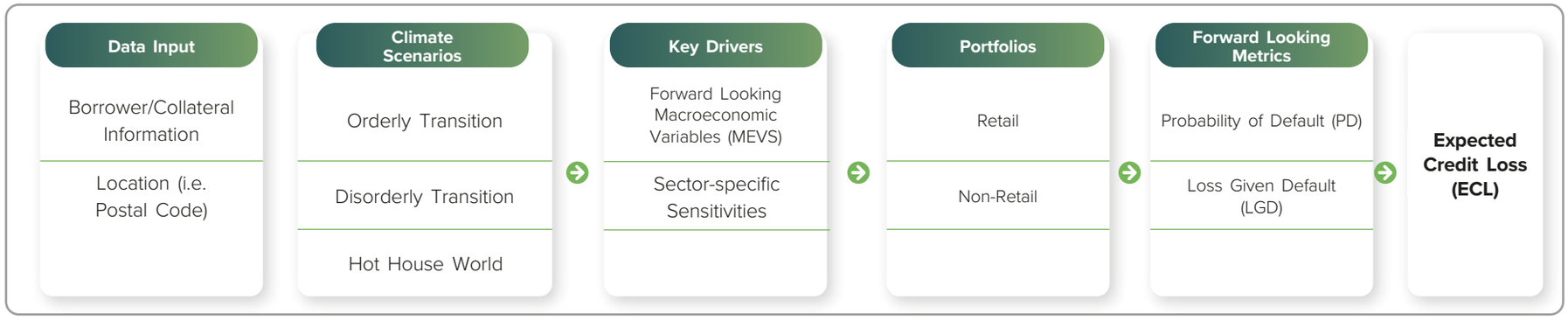
Scenario Analysis Integration:

Scenario analysis is key to how we identify and assess transition risk. We apply NGFS-aligned scenarios (Orderly, Disorderly and Hot House World) together with BNM's CRST framework to evaluate how different transition pathways may affect sector risk profiles, credit quality and portfolio performance over time.

How Climate Scenario Analysis Informs Risk Management:

In practice, results from delayed or insufficient climate action scenarios are used as a key reference point to identify climate-sensitive sectors. This is done by analysing projected credit deterioration, including risk grade downgrades and loss outcomes, over long-term horizons of up to 30 years. Sectors exhibiting heightened vulnerability are flagged for enhanced monitoring and risk management, and these scenario insights are translated into sector exposure limits, concentration thresholds and portfolio steering measures.

For details, refer to Risk Prioritisation and Monitoring section on page 114 of this report.



Transition Risk

CRST Scope and Transition Risk Insights

The BNM CRST assessment completed during the financial year indicates that transition risk impact varies significantly across scenarios, sectors and portfolios. The findings are presented to explain the direction and drivers of potential financial impact.

Areas	Key Insights	Financial Implications
Disorderly Transition Scenario	This scenario shows the most pronounced transition-related credit impact due to delayed policy response followed by accelerated decarbonisation measures.	Abrupt policy tightening, higher carbon pricing, accelerated market adjustments and increased transition capital expenditure may increase borrower stress and credit deterioration risk.
Orderly Transition Scenario	This scenario shows more moderate impact, as earlier and more coordinated policy actions provide borrowers, industries and financial markets with more time to adapt.	More gradual adjustments may reduce the severity of credit deterioration compared with disorderly transition pathways.
Hot House World Scenario	This scenario reflects lower near-term transition pressures due to limited policy interventions.	Long-term systemic vulnerabilities may increase if delayed action leads to future abrupt policy responses, economic dislocations or worsening physical risk impacts.
Portfolio Concentration (Non-Retail)	Transition risk impacts are generally more concentrated within the non-retails portfolio due to direct exposures to sectoral decarbonisation, regulatory developments and market dynamics.	Carbon-intensive and hard-to-abate sectors may face greater credit sensitivity due to higher emissions intensities, fossil fuel dependency, carbon pricing exposure and transition investment needs. We are monitoring the portfolios, particularly those sectors identified in the NZTP.
Sector Sensitivities (Non-Retail)	Construction and building materials, Manufacturing, Mining and Quarrying, Chemicals, Transportation and Real Estate show elevated transition sensitivity.	These sectors may experience higher operating costs, asset repricing, technology investment requirements, demand shifts and pressure from evolving regulations or market expectations. We are monitoring these sectors closely and understanding progress to determine if any mitigative actions is necessary.
Retail Portfolios	Retail portfolios experience indirect transition impact through macroeconomic transmission channels.	Employment disruptions, inflationary pressure, higher living costs and supply chain realignment may affect household affordability and repayment capacity over time. As such, this impact is slightly delayed in comparison to the non-retail portfolios.

Overall, the findings indicate that transition risk is not solely a long-term structural consideration. Under adverse transition scenarios, it may progressively crystallise into financial impact, particularly where sectors or counterparties demonstrate limited adaptive capacity or slower progress towards decarbonisation, with potential stranded asset risk in sectors such as oil and gas and power generation.

Risk Prioritisation and Monitoring *IFRS S2: 25(a)(v), 25(c)*

Transition risk is prioritised within the ERM framework under sustainability and climate-related risk alongside other principal risks, with additional focus applied where exposures are assessed to be material, concentrated or highly sensitive to transition dynamics.

Climate scenario analysis forms an integral part of the Group's risk prioritisation approaches by providing forward-looking insights into the potential effects of different transition pathways on customers, sectors and portfolios. The analysis evaluates how transition-related pressures may influence credit quality, risk concentrations and portfolio resilience over time, particularly under scenarios characterised by delayed policy actions or accelerated decarbonisation measures. These insights support proactive risk management and inform portfolio oversight, exposure management and strategic decision-making across the Group.

Risk Prioritisation Approach:

Mechanisms	How it is Applied	Outcomes
Sector Limits	Set exposure limits for selected sectors	Manage downside risk and concentration
Concentration Thresholds	Monitor aggregate exposure to climate-sensitive sectors	Prevent excessive portfolio build-up
Climate Risk Metrics	Track exposure trends and emerging risks	Support early identification of risk build-up
Scenario-based Indicators	Use scenario outputs (e.g. PD/ECL impact) to identify vulnerable sectors	Prioritise sectors for enhanced monitoring

Monitoring and Escalation:

Monitoring is continuous through periodic climate scenario analysis and stress testing, and internal escalation protocols across governance levels. Climate risk exposures are reviewed quarterly at the GMRC, RMC and the Board, covering:

- non-retail portfolio exposures by sectors;
- market and liquidity risk implications from transition-sensitive exposures;
- climate risk metrics and targets; and
- transition risk impact under NGFS scenarios.

Where thresholds are breached, mitigation actions are assessed proactively, including adjustments to exposure limits, portfolio strategies and customer engagements.

From an operational perspective, enterprise emissions are monitored periodically through the Environment and Energy Management Forum and the GSCRC, supporting broader climate oversight.

METRICS AND TARGETS

Transition Risk Targets *IFRS S2: 33(a)(b), 34*

Our transition risk management is anchored to a set of long-term and short-term targets that guide portfolio alignment and risk reduction:

Targets	Timeline
Net zero	2050
Sector-specific emissions intensity pathways in our NZTP near term targets	2030
Thermal coal mining phase-out	2030
Carbon Neutral (Scope 1 and Scope 2)	2030

These targets are operationalised through portfolio steering and stakeholder/customer engagement, and form the basis against which performance is assessed.

Portfolio Exposure and Measurement Basis

We assess transition risk exposure primarily through our financing portfolio, focusing on sectors most sensitive to decarbonisation pressures.

Metrics	Status
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%

To measure alignment and risk, we track financed emissions (absolute) and sector-specific emissions intensities (pathway basis).

Transition Risk

Financed Emissions for Banking Business *IFRS S2: 29(a)(i), 29(a)(iii)*

	FY2024	FY2025
Financed Emissions (tCO_2e)	9,973,343.69	10,295,173.60
Total Financing (RM billion)	123.23	129.14
Total Investments (RM billion)	23.29	22.69
Total Financing and Investments (RM billion)	146.52	151.83
Financed Emission Intensity (tCO_2e per RM million)	68.10	67.81
Weighted Average PCAF Score*	3.86	3.89

* *Increased exposures to the project finance asset class, which include projects that do not disclose emissions data, has necessitated the use of proxy estimates. This has consequently contributed to an increase in the overall PCAF score.*

Note: 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.

Financed emissions for FY2025 were calculated for 75.1% of AmBank Group's total assets of RM202.2 billion as at 31st March 2025. The remaining 24.9% was not included for the following reasons:

- Retail portfolio apart from mortgages and motor vehicle loans/financing are not included under the PCAF methodology.
- Exclusion of short tenor and money market instruments.
- Exclusion of non-financial assets, off-balance sheet financing, lines of credit and individual borrowers.

Financed Emissions Breakdown by Asset Class *IFRS S2: 29(a)(i), 29(a)(iii)*

Asset Classes	Total Outstanding Balance (RM million)		Financed Emissions (tCO_2e)		Financed Emission Intensity (tCO_2e/RM million)		Weighted Average PCAF Score	
	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025	FY2024	FY2025
Business Loans	56,490.43	61,609.08	8,183,742.25	8,648,014.09	144.87	140.37	3.45	3.45
Corporate Bonds	23,288.04	22,685.06	421,359.64	381,393.50	18.09	16.81	3.09	3.19
Project Finance	2,624.97	2,832.42	172,985.81	162,407.46	65.90	57.34	3.77	3.89
Commercial Real Estate	6,604.69	7,811.45	218,333.26	200,788.31	33.06	25.70	4.13	4.12
Mortgages	43,939.27	45,324.46	435,248.22	443,949.21	9.91	9.79	5.00	5.00
Motor Vehicle Loans	13,569.30	11,566.27	541,673.51	458,621.03	39.92	39.65	3.38	3.38
Total	**146,517.00**	**151,828.74**	**9,973,343.69**	**10,295,173.60**	**68.10**	**67.81**	**3.86**	**3.89**

Key observations

- Total outstanding balances increased by 3.6% year-on-year, driven primarily by growth in Commercial Real Estate (+18%), Business Loans (+9%), Project Finance (+8%), and Mortgages (+3%).
- In FY2025, the Group's financed emissions rose to 10.29 million tCO_2e, representing a 3.2% increase from the previous year (FY2024: 9.97 million tCO_2e). The main contributor to this rise was the Business Loans segment, which recorded a 6% increase in financed emissions and remained the largest contributor, accounting for 84% of the Group's total financed emissions.
- The Group's financed emission intensity declined marginally by 0.4% year-on-year, as total outstanding balances grew at a slightly faster pace than financed emissions. This means that each RM million financed carried a lower emissions impact in FY2025 compared with FY2024. The improvement was supported by lower emission intensity across most asset classes, driven by emission reduction efforts by counterparties and increased exposure to lower-carbon customers and activities, including renewable energy players and other green financing opportunities as reflected in the Responsible Financing Opportunities chapter on page 81 of this report.

For details on the operational boundaries, methodologies, assumptions, sources and computation of Scope 3 financed emissions, refer to Methodologies chapter on pages 209 to 212 of this report.

While absolute emissions provide a view of overall exposure, intensity metrics are the primary tool for assessing alignment with sector decarbonisation pathways, as they reflect how portfolio composition evolves relative to decarbonisation trajectories.

Sector Pathway Performance (NZTP) *IFRS S2: 35*

The Group's NZTP provides a framework for assessing portfolio alignment with sector-specific decarbonisation pathways and managing climate transition risks. This assessment is supported by climate scenario analysis to evaluate how different scenarios may affect sector performance, portfolio resilience and strategic objectives over time. The resulting insights inform portfolio management and risk oversight, while enabling the Group to monitor progress against its transition ambitions and identify sectors requiring enhanced attention.

We track performance against sector-specific decarbonisation pathways under the NZTP, using emissions intensity metrics to assess alignment. Overall, performance across FY2025, our first year to track against baseline, reflects a mixed trajectory, with improvements in selected sectors offset by structural challenges in others.

Outstanding finance and investment for hard-to-abate sectors in FY2025

Economic Areas	Sectors	Outstanding Balance (%)	Financed Emission (%)	Financed Emission Intensity (tCO_2e per million)
Built Environment	Cement Manufacturing	0.2	3.1	2,743.0
	Iron & Steel Manufacturing	20.7	38.1	295.1
	Commercial Real Estate*	25.1	2.0	12.9
Energy	Power Generation	16.9	16.5	156.6
	Oil & Gas	20.1	16.5	131.1
	Thermal Coal Mining	0.2	1.4	1,273.3
Agriculture	Palm Oil	16.8	22.4	214.5
Total		100.0	100.0	160.5
AmBank Group's non-retail excluding financial services, trading and other services**		38.0	47.0	128.7

** For Commercial Real Estate, we have also included the relevant outstanding balance and financed emissions applicable for the retail portfolio in the development of the sectoral decarbonisation pathways.*

*** Other services include e.g. hotels, gambling, casinos, etc.*

Decarbonisation pathway target tracking update for FY2025

Economic Areas	Sectors	Units	Baseline FY2024	FY2025 Progress		
				Projected/ Target FY2025	Actual Position FY2025	Status
Built Environment	Cement Manufacturing	tCO_2e/ t cement	0.89	0.84	0.67	●
	Iron & Steel Manufacturing	tCO_2e/ t steel	1.26	1.23	1.58	●
	Commercial Real Estate	$kgCO_2e$/ m^2	182	177	188	●
Energy	Power Generation	$kgCO_2e$/ MWh	468	455	325	●
	Oil & Gas	tCO_2e/ RM million	108	103	156	●
	Thermal Coal Mining	Exposure	100%	-26% from baseline	-26% from baseline	●
Agriculture	Palm Oil	tCO_2e/ tCPO	1.69	1.66	2.00	●

On Track ● *Below or at Target*
Slightly Off Track ● *Up 10% above target*
Off Track ● *Up more than 10% above target*

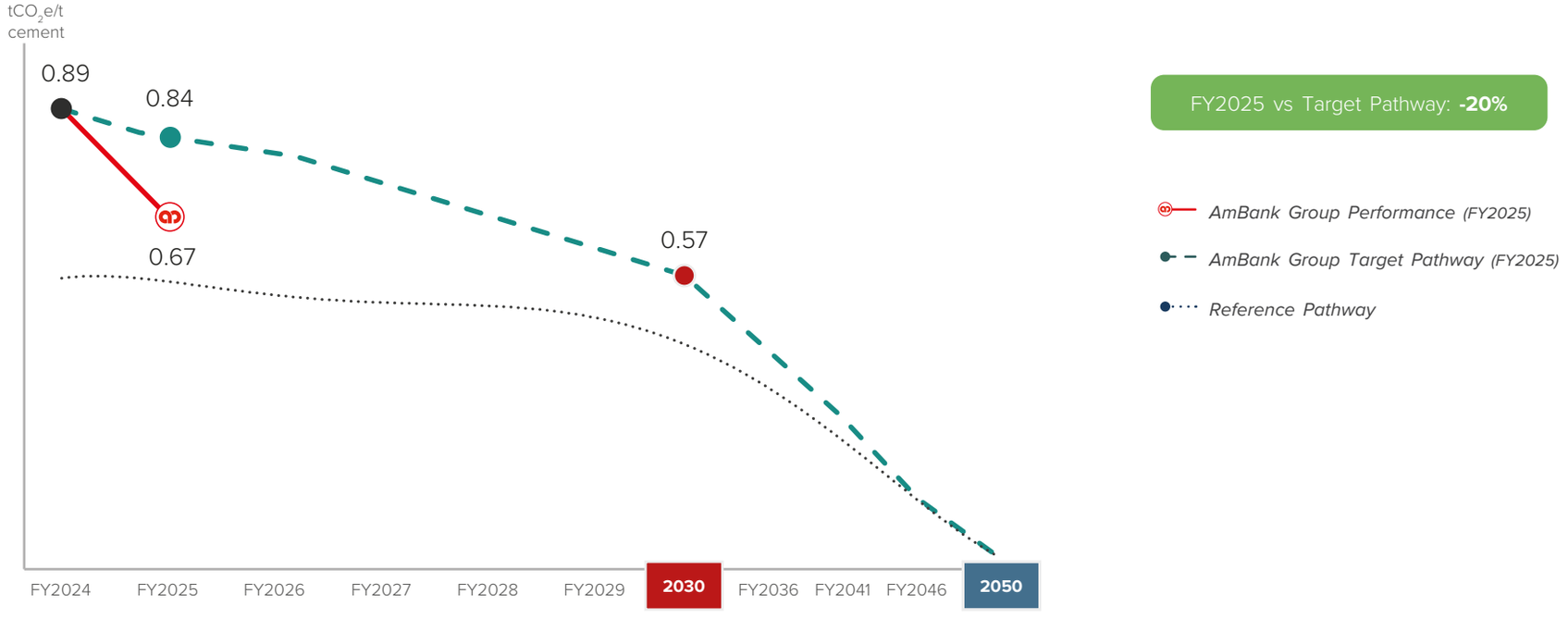
Transition Risk

Cement Manufacturing

On Track — *Below or at Target*
Slightly Off Track — *Up 10% above target*
Off Track — *Up more than 10% above target*

Portfolio Decarbonisation for Cement Manufacturing

On Track



Baseline FY2024

0.89 tCO_2e/t Cement Physical Emission Intensity (PEI)

Near Term Target

2030 Target – 0.57 tCO_2e/t Cement

Reference Scenario:
SBTi IEA NZE Pathway for Cement (Global)

Value Chain:
Cement Manufacturers with Cement Producing Plant

Emission Scope:
Scope 1 and Scope 2 emissions from Cement production process

Sector Overview

The cement sector remains a core pillar of Malaysia's construction and infrastructure ecosystems, supporting the development of roads, railways, ports, housing, commercial buildings, industrial facilities, data centres, logistics assets and other critical national infrastructures. Demand continues to be driven by government-led infrastructure projects, public-private partnership initiatives, property developments and emerging growth from manufacturing expansion and digital infrastructures. As such, cement remains an essential input for national development, with limited near-term substitutes at scale.

Despite its strategic importance, cement production is inherently emissions-intensive. The sector's emissions profile is driven by both process emissions from clinker production, particularly the calcination of limestone, and energy-related emissions from high-temperature kiln operations. This makes cement one of the more carbon-exposed and hard-to-abate industrial sectors. The cement industry across the region continued to operate in a challenging environment marked by elevated energy and raw material costs, inflationary pressures and margin constraints. These cost pressures are particularly relevant for cement producers given the sector's high dependence on fuel, electricity, limestone, logistics and imported inputs. At the same time, demand conditions remain closely linked to construction cycles, infrastructure execution, public-sector spending, and private-sector investment activities.

Governments and industry associations across ASEAN are increasingly responding to the sector's significant emissions footprint through coordinated policies and industry initiatives. A key development is the launch of the 2035 ASEAN Federation of Cement Manufacturers Decarbonisation Roadmap, which represents one of the first regional strategies aimed at supporting systematic emissions reduction in the cement sector. The roadmap reflects a collective regional commitment to accelerate the adoption of low-carbon cement standards, cleaner energy, alternative fuels, supplementary cementitious materials and advanced technologies such as carbon capture, utilisation and storage.

In Malaysia, the transition is also being shaped by evolving national policies and industry-led initiatives. Frameworks such as the National Construction Policy 2030 and CIDB-led sustainability initiatives place increasing emphasis on sustainable construction practices, resource efficiency, low-carbon materials, circular economy principles and lifecycle-based approaches. These developments indicate that the sector is progressively transforming to support Malaysia's broader low-carbon development agenda which includes improving operational and thermal efficiency, increasing the use of alternative fuels, reducing clinker content through clinker substitution, producing blended cement, using supplementary cementitious materials, adopting waste heat recovery, procuring renewable energy and developing low-carbon cement and concrete solutions. Over the longer term, technologies such as carbon capture, utilisation and storage may become increasingly relevant, although their deployment will depend on commercial viability, infrastructure readiness, policy support and customer acceptance.

AmBank Group's Progress

- **The sector Physical Emission Intensity improved from 0.89 tCO_2e/tonne of cement in FY2024 to 0.67 tCO_2e/tonne of cement in FY2025 (-20% vs the FY2025 Target Pathway of 0.84 tCO_2e/tonne of cement)**

The improvement was supported by a combination of reasons; enhanced data quality, operational efficiency gains among key customers, and a portfolio shift towards lower-emitting counterparties. Increased allocations to producers adopting lower-carbon processes and materials helped reduce overall portfolio intensity.

The improvement is aligned with broader transition efforts observed across the cement sector. Key cement producers have been advancing practical decarbonisation levers, including improved kiln efficiency, greater use of alternative fuels, clinker substitution, blended cement production, waste heat recovery, and increased use of supplementary cementitious materials. These initiatives directly address the main sources of cement emissions, namely clinker-related process emissions and energy consumption from high-temperature kiln operations. As these measures become more embedded across industry participants, they are expected to contribute to a gradual reduction in sector emissions intensity and support the observed improvement in AmBank Group's portfolio decarbonisation.

Decarbonisation Levers – Cement Manufacturing

- We will provide support and financing for our customers to transition to an energy-efficient and low-carbon business model, offer transition financing for the Cement Manufacturing customers to decarbonise their operations.
- We will advocate our real estate and construction customers to use sustainable materials to increase the demand of low-emission cement. In turn, we will encourage our Cement Manufacturing customers to ramp up production to accelerate the supply of low-emission cement.
- We will regularly engage with customers to understand their interim targets and track progress and may selectively on-board new customers who establish clear transition plans and net zero targets that are aligned to the trajectory of the sector.

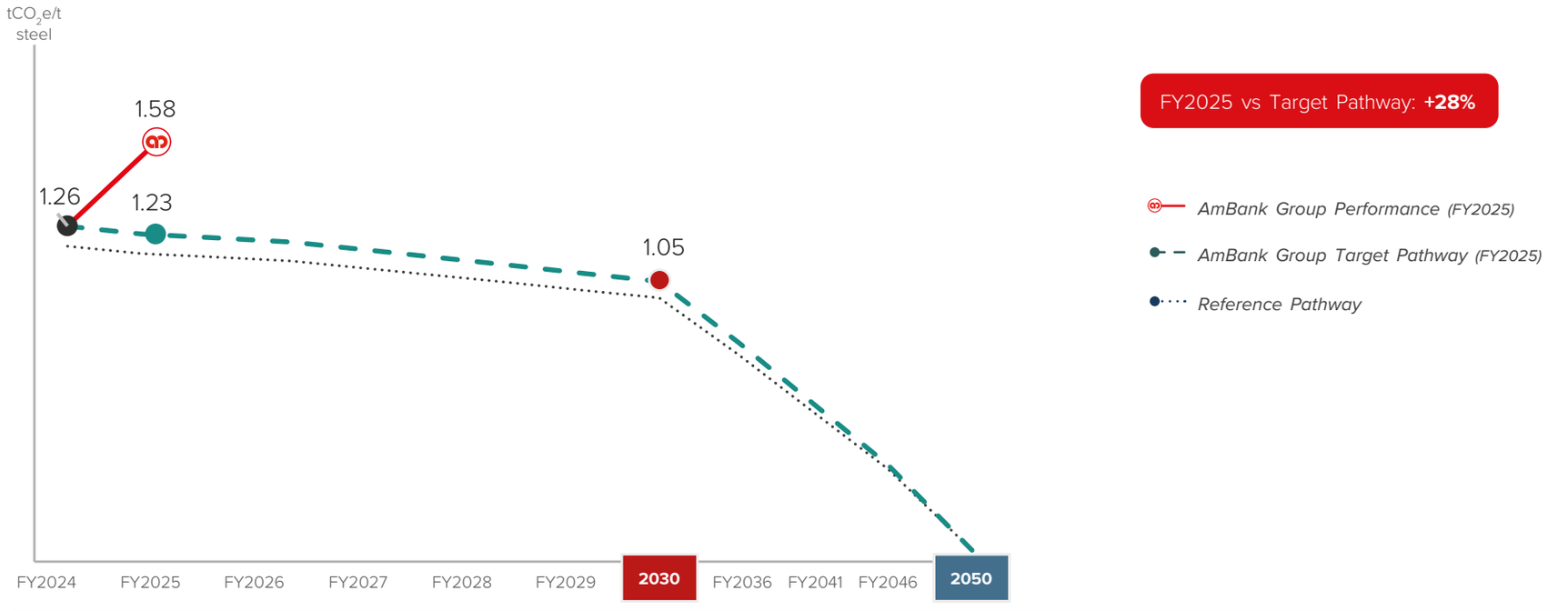
Transition Risk

Iron and Steel Manufacturing

On Track — *Below or at Target*
Slightly Off Track — *Up 10% above target*
Off Track — *Up more than 10% above target*

Portfolio Decarbonisation for Iron and Steel Manufacturing

Off Track



Baseline FY2024

1.26 tCO_2e/t Steel Physical Emission Intensity (PEI)

Near Term Target

2030 Target – 1.05 tCO_2e/t Steel

Reference Scenario:
Mission Possible Partnership Technology Moratorium (MPP – TM) SEA

Value Chain:
Crude Steel Production with Blast Furnace Plant Blast Furnace (BF)-Basic Oxygen Furnace (BOF), Scrap-based Electric Arc Furnace (EAF), and Direct Reduced Iron (DRI)

Emission Scope:
Scope 1 and Scope 2 emissions from crude steel production process

Sector Overview

The iron and steel industry remains strategically important to Malaysia's industrial and construction ecosystems, supporting infrastructure development, manufacturing, automotive production and export-oriented fabrication. Although the sector is emissions-intensive, steel remains a critical input for national development and has limited near-term substitutes across key economic activities. As such, the sector continues to play an essential role in enabling economic growth, industrial resilience and domestic supply-chain security.

Malaysia's steel sector comprises both EAF and BF-BOF production routes, reflecting a diverse technological base with varying emissions profiles. The sector's competitiveness is influenced by domestic demand conditions, regional overcapacity and price competition from China and ASEAN producers. These pressures underscore the need for domestic players to modernise operations, improve productivity, strengthen cost efficiency and transition progressively towards lower-carbon production models. While the iron and steel industry currently carries higher emissions intensity, it is also a sector where access to capital is critical to support decarbonisation and operational improvement. This enables industry players to invest in energy efficiency upgrades, increased use of scrap-based EAF production, waste heat recovery, process optimisation, renewable energy procurement, improved raw material efficiency and, over the longer term, emerging technologies such as low-carbon fuels and alternative reduction processes. This transition need is aligned with Malaysia's broader policy direction which anchored on a managed transition through industrial upgrading, consolidation, productivity improvement, energy efficiency and low-carbon development. Access to capital is therefore essential to help industry players meet these expectations while maintaining the sector's contribution to national development and industrial competitiveness. National policy frameworks, including the New Industrial Master Plan (NIMP 2030), place strong emphasis on green manufacturing, energy efficiency, and low-carbon industrial development. In parallel, the Steel Industry Roadmap 2035 (SIR 2035) sets out a long-term strategy to stabilise the sector, address structural overcapacity, and accelerate the transition towards more sustainable, low-carbon steel production.

The planned introduction of carbon tax further reinforces the importance of the sector's transition. The Government's gradual approach reflects the need to balance climate ambition with industry readiness and cost absorption capacity, particularly for high-emission and hard-to-abate sectors such as iron and steel manufacturing.

AmBank Group's Progress

- **The sector Physical Emission Intensity increased to 1.58 tCO_2e/tonne of steel in FY2025 (+28% vs the FY2025 Target Pathway of 1.23 tCO_2e/tonne of steel)**

The increase was mainly driven by structural developments in Malaysia's iron and steel sector, where recent expansion in integrated steelmaking capacity, supported by inbound investments and a larger local production footprint, has reinforced a more carbon-intensive production mix. While this supports domestic industrial growth, supply-chain resilience and demand from construction, infrastructure and manufacturing activities, it has placed upward pressure on both sector and portfolio emissions intensity.

The deviation from the pathway was also affected by the slower-than-expected implementation of transition enablers, particularly carbon pricing. This reflects the challenges faced by hard-to-abate industries, including high decarbonisation costs, technology limitations and regional competition. The delay in carbon tax implementation is expected to result in a slower transition pace among sector participants, as the expected regulatory and pricing signals have yet to fully materialise. AmBank Group will continue to support credible industry players that are able to improve energy efficiency, modernise operations, enhance emissions monitoring and invest in lower-carbon production models. This allows AmBank Group to balance the sectoral decarbonisation ambition with the need to support Malaysia's industrial development and the orderly transition of a strategically important but hard-to-abate sector.

Decarbonisation Levers – Iron and Steel Manufacturing

- We will continue to support our customers to transition to low-carbon business models, offer transition financing for the Iron and Steel Manufacturing customers to decarbonise their operations.
- We will support the financing of supplementary on-site energy generation such as solar PV and other renewable sources of energy.
- We will influence and support our customers in the adjacent sectors i.e. scrap collection business, subject matter experts or technology providers in hydrogen, and advocate use of low-emission steel among our construction customers.
- We will regularly engage with customers to understand their interim targets and track progress and may selectively on-board new customers with established clear transition plans and net zero targets that are aligned to the referenced trajectory of the sector.

Transition Risk

Commercial Real Estate Sector

On Track — *Below or at Target*
Slightly Off Track — *Up 10% above target*
Off Track — *Up more than 10% above target*

Portfolio Decarbonisation for Commercial Real Estate Sector

Slightly Off Track

FY2025 vs Target Pathway: **+6%**

AmBank Group Performance (FY2025)
AmBank Group Target Pathway (FY2025)
Reference Pathway

Baseline FY2024

182 $kgCO_2e/m^2$
Physical Emission Intensity (PEI)

Near Term Target

2030 Target –
148 $kgCO_2e/m^2$

Reference Scenario:
Adjusted Carbon Risk Real Estate Monitor (CRREM) for Malaysia, Grid Emission Factor (GEF) and NETR

Value Chain:
Operational phase of commercial real estate buildings, excluding developers that exclusively develop residential properties and residential mortgages

Emission Scope:
Scope 1, Scope 2 and Scope 3 emissions

Sector Overview

Commercial real estate remains an important enabler of Malaysia's economic activities, supporting business services, retail trade, logistics, industrial production, hospitality, healthcare, education and the growing digital economy. The sector plays a critical role in providing the physical infrastructures required for offices, malls, hotels, warehouses, industrial parks, mixed-use developments and data-related facilities. In FY2025, the sector continued to show mixed but resilient performance. At the same time, the sector continued to face structural challenges, including ageing office stock, supply pressure in selected submarkets, changing occupier preferences, higher operating costs and rising expectations for energy-efficient and climate-resilient buildings.

From an emissions perspective, commercial real estate is primarily exposed through electricity consumption for lighting, cooling, ventilation, lifts, equipment and building operations. As a result, the sector's decarbonisation pathway is closely linked to both building-level energy efficiency and the emissions intensity of the electricity grid supplying each buildings. This means that two buildings with similar energy consumption profiles may have different emissions intensity outcomes depending on their location and the applicable grid emission factor. This is particularly relevant in Malaysia, where grid emission factors vary materially by region. This indicates that buildings located in East Malaysia, particularly Sarawak, generally benefit from a lower grid emissions profile compared with similar buildings in Peninsular Malaysia, due to differences in the regional generation mix. Malaysia's Energy Efficiency and Conservation Act 2024, which came into effect on 1 January 2025, is expected to accelerate energy efficiency improvements across large energy consumers and commercial and industrial buildings. The Act provides a more structured regulatory framework to improve energy management, reduce energy wastage and support Malaysia's broader carbon reduction and energy transition objectives.

These measures can reduce operational energy intensities and improve building energy consumption, particularly as tenants, investors and regulators place increasing emphasis on sustainability performance. However, the pace of decarbonisation across commercial real estate in Malaysia, will remain dependent on both building level improvements and broader power sector transition. While building owners can reduce electricity consumption through efficiency measures, residual emissions will continue to be influenced by the grid emission factor of the state or region in which the building is located. Continued financing support will be important to help credible property owners upgrade ageing assets, improve energy performance, pursue green certification and strengthen overall resilience. This enables the sector to remain competitive while contributing to Malaysia's broader low-carbon development agenda.

AmBank Group's Progress

- **The sector Physical Emission Intensity increased to 188 $kgCO_2e$ per m^2 in FY2025 from 182 $kgCO_2e$ per m^2 in FY2024 (+6% vs the FY2025 Target Pathway of 177 $kgCO_2e$ per m^2)**

The increase was primarily driven by portfolio composition effects, including changes in the mix of building type and their operating locations. AmBank Group has continued to finance commercial real estate development in support of Malaysia's economic and infrastructure growth, however, as most of the financed assets are located in Peninsular Malaysia, the portfolio remains more exposed to a higher grid emission factor as compared with assets located in East Malaysia. Buildings located in Peninsular Malaysia generally face a higher grid emission factor due to the region's generation mix, while East Malaysia, particularly Sarawak, benefits from a lower grid emission factor given its relatively cleaner electricity generation profile.

While the NETR and the Malaysia Renewable Energy Roadmap are expected to progressively reduce the grid emission factor over time, the electricity generation mix has not yet shifted sufficiently to materially lower emissions intensity for commercial real estate assets, particularly those concentrated in Peninsular Malaysia. Notwithstanding the pathway lag, AmBank Group continues to support the sector's transition through sustainable and sustainability-linked financing solutions. For example, in August 2024, Paramount Corporation Berhad issued its first RM100 million Sustainability-Linked Sukuk Wakalah. This demonstrates AmBank Group's effort to channel financing towards counterparties that are embedding sustainability into their development and operating models. AmBank Group will continue to support credible customers and projects that promote green building adoption, energy efficiency improvements and alignment with Malaysia's low-carbon development agenda.

Decarbonisation Levers – Commercial Real Estate

- We will continue to support our customers to transition to low-carbon business models, offer transition financing for the Commercial Real Estate customers to decarbonise their operations, for the installation of rooftop solar PV to offset building energy demand from the national energy grid.
- We will support and provide financing to our customers in other sectors to acquire offices with higher building energy index ratings to increase the demand of green certified buildings.

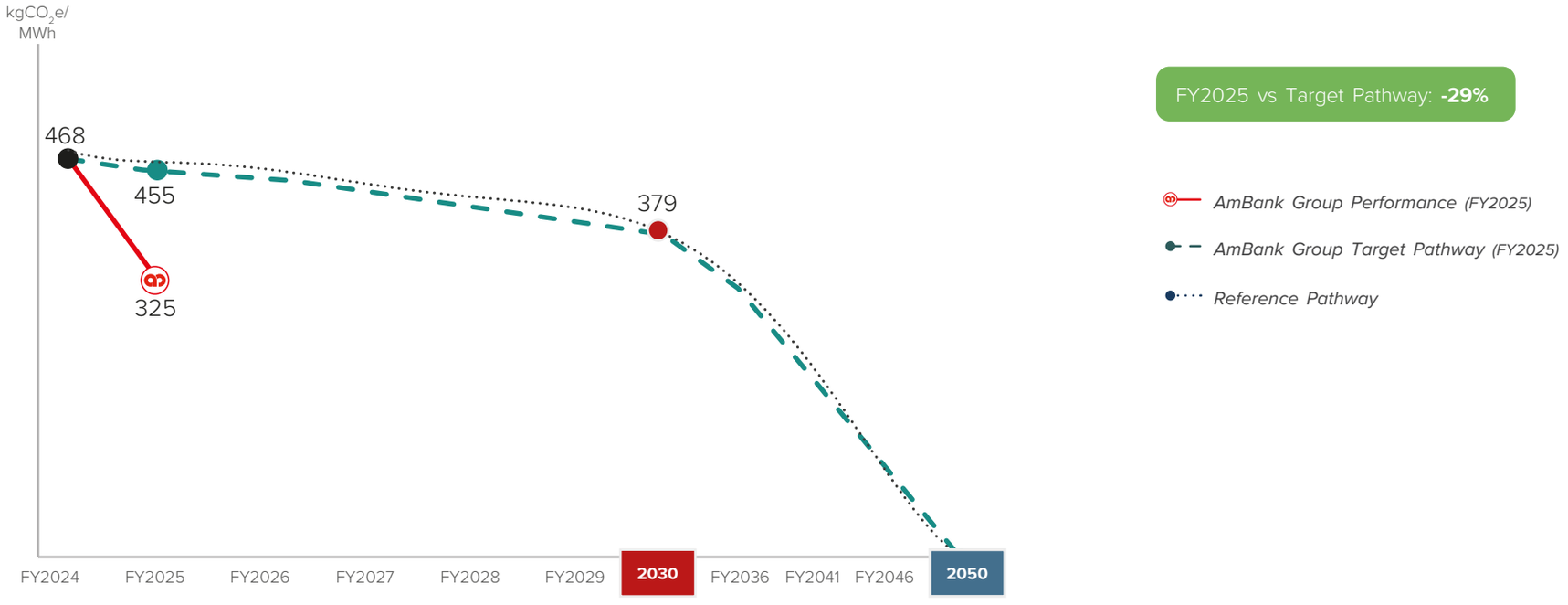
Transition Risk

Power Generation Sector

On Track — *Below or at Target*
Slightly Off Track — *Up 10% above target*
Off Track — *Up more than 10% above target*

Portfolio Decarbonisation for Power Generation Sector

On Track



Baseline FY2024

468 kgCO2e/MWh
Physical Emission Intensity (PEI)

Near Term Target

2030 Target –
379 kgCO2e/MWh

Reference Scenario:
Augmented Malaysia Pathway – Adjusted for National Energy Transition Roadmap (NETR)

Value Chain:
Power Generation operators (Renewable Energy, Mixed Energy, Non-Renewable Energy Players)

Emission Scope:
Scope 1 emissions from Power Generation Operators

Sector Overview

The Power Generation sector plays a central role in Malaysia's economic and industrial system, supplying reliable electricity to support manufacturing, services, infrastructures, households and emerging digital sectors such as data centres. Electricity demand continues to grow alongside economic activity, industrial expansion, electrification trends and the emergence of new high-load users, placing greater emphasis on system reliability, affordability, grid readiness and long-term capacity planning.

At the same time, power generation remains a key emissions-intensive sector due to the continued role of fossil fuels, particularly coal and natural gas, in the generation mix. As a result, the sector is a critical focus area for Malaysia's decarbonisation agenda, given that cleaner electricity can support emissions reduction across multiple sectors in the country. Malaysia's transition is guided by national frameworks such as the NETR and the Malaysia Renewable Energy Roadmap, which aim to increase renewable energy capacity while maintaining energy security, affordability and system stability. Malaysia achieved its interim target of 31% installed renewable energy capacity by December 2025, providing a strong platform for the next phase of renewable energy expansion.

At the same time, the transition of the power generation sector must be managed carefully. Renewable energy expansion needs to be supported by sufficient grid investment, storage solutions, system flexibility, reserve margin management and enabling market mechanisms. This is particularly important given the intermittency of solar generation and the need to maintain reliable baseload and dispatchable capacity. As a result, natural gas is expected to continue playing an important transition role in supporting system stability as Malaysia progressively reduces reliance on coal and scales up renewable energy deployment.

As such, power sector participants need to invest in cleaner generation, improve operational efficiency, strengthen grid resilience and align with national energy transition priorities. Given the sector's strategic importance, immediate disengagement from conventional generation may create risks to energy security and affordability. Instead, a managed transition approach allows the Bank to support Malaysia's renewable energy ambitions while maintaining disciplined climate risk management. Overall, the Power Generation sector remains central to Malaysia's low-carbon transition. The sector's progress in renewable energy deployment, supported by national policy direction, provides a strong foundation for continued decarbonisation.

AmBank Group's Progress

- **The sector Physical Emission Intensity improved from 468 $kgCO_2e$ per MWh in FY2024 to 325 $kgCO_2e$ per MWh in FY2025 (-29% vs the FY2025 Target Pathway of 455 $kgCO_2e$ per MWh)**

The improvement was primarily driven by a continued increase in renewable energy exposures within AmBank Group's portfolio, reflecting the Group's growing support for lower-emission power generation assets. This was complemented by natural portfolio reductions, including the maturity of financing to a coal-fired power producer.

In line with the sectoral progression, Malaysia's power generation landscape is progressively shifting in line with the NETR, which aims to accelerate renewable energy deployment, diversify the generation mix, and support a more sustainable electricity system. As renewable energy capacity continues to expand, the overall emissions intensity of the sector is expected to moderate over time, particularly as new investments are increasingly directed towards solar, hydro, biomass, biogas and other lower-carbon power sources. At portfolio level, AmBank Group's increased allocation towards renewable energy counterparties has helped reduce the average emissions intensity of the sector pathway. The reduction was further supported by lower exposure to carbon-intensive generation, particularly coal-fired power. While conventional power generation remains relevant to Malaysia's energy security and system reliability, the portfolio shift demonstrates AmBank Group's progressive alignment with the national transition agenda.

Decarbonisation Levers – Power Generation

- Aligned to Malaysia's commitments outlined in NETR, we will not finance new greenfield coal fired power plants (CFPPs).
- We will increase allocation of capital to finance renewable energy projects and continue supporting our customers to deliver the development of renewable energy needs.
- We will also work with customers with high dependence on coal to facilitate and accelerate transition to renewable and low-carbon energy sources.
- We will regularly engage with customers to understand their interim targets and track progress. This may entail also selective on-boarding of new customers with established clear transition plans and net zero targets that are aligned to the trajectory of the sector.

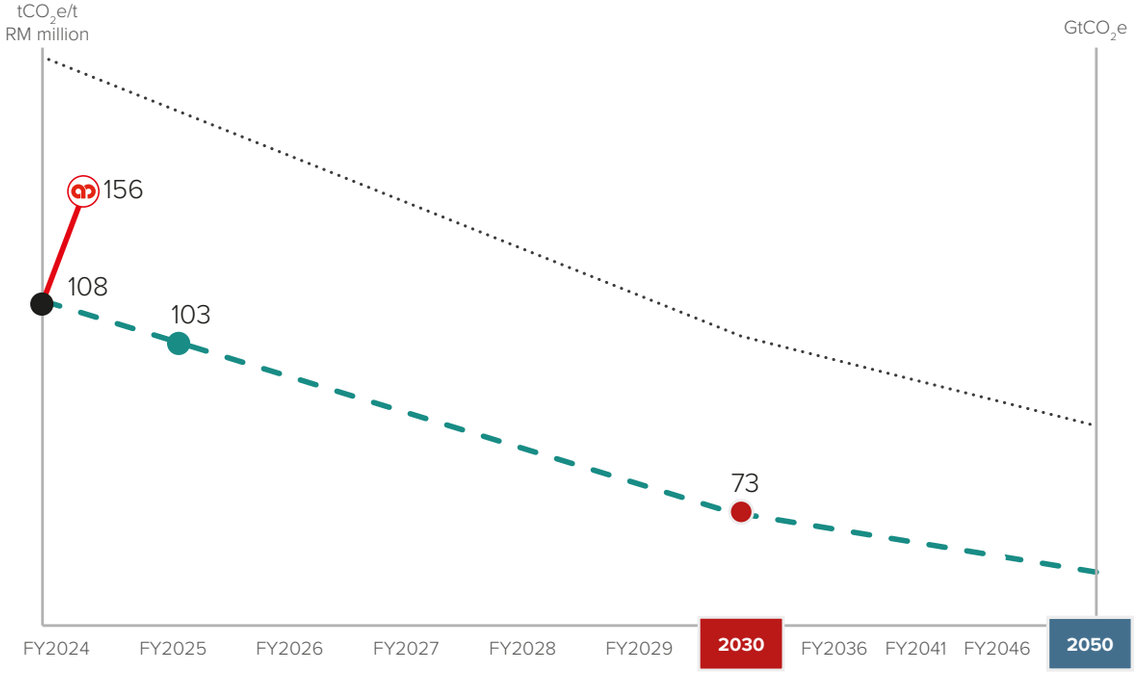
Transition Risk

Oil and Gas Sector

On Track — *Below or at Target*
Slightly Off Track — *Up 10% above target*
Off Track — *Up more than 10% above target*

Portfolio Decarbonisation for Oil and Gas Sector

Off Track



FY2025 vs Target Pathway: **+51%**

AmBank Group Performance (FY2025)
AmBank Group Target Pathway (FY2025)
Reference Pathway ($GtCO_2e$)

Baseline FY2024

108 tCO_2e/RM million
Financed Emission Lending Intensity (FELI)

Near Term Target

2030 Target –
73 tCO_2e/RM million

Reference Scenario:
International Energy Agency (IEA) Announced Pledges Scenario (APS) 2030

Value Chain:
Integrated National Oil & Gas Company, Exploration and Production Companies, and Crude Oil Refineries

Emission Scope:
Scope 1 and Scope 2 emissions

Sector Overview

The Oil & Gas sector remains a strategic pillar of Malaysia's economy and energy system, supporting domestic energy security, industrial activity, fiscal contribution, Liquefied Natural Gas (LNG) exports and the wider oil and gas services and equipment ecosystem. The sector continues to play an important role across the upstream, midstream and downstream value chain, including exploration and production, gas processing, petrochemicals, refining, storage, distribution and export activities. The sector outlook remains steady, underpinned by ongoing upstream activity, gas developments and downstream value-chain expansion. At the same time, the sector remains emissions-intensive due to emissions generated across exploration, production, processing, liquefaction, refining and transportation activities. Key sources of emissions include fuel combustion, flaring, venting, methane leakage, process energy use and energy-intensive downstream operations. As such, the sector represents both a material climate risk exposure and a critical transition sector, particularly given Malaysia's continued reliance on natural gas for power generation, industrial use and LNG exports.

Malaysia's energy transition is guided by the NETR, which recognises the need to balance decarbonisation with energy security, affordability and economic resilience. The NETR sets out key transition levers, including energy efficiency, renewable energy, hydrogen, bioenergy, green mobility, and carbon capture, utilisation and storage. Collectively, these levers provide a structured pathway for reducing emissions while preserving the reliability and resilience of Malaysia's energy system. Within this transition context, natural gas is expected to continue playing an important role as a transitional fuel. This is particularly relevant for Malaysia given its established gas infrastructure, LNG capabilities, and position as a regional energy supplier. As the country scales up renewable energy and other low-carbon solutions, natural gas can support system stability, industrial energy needs and energy security during the transition period. Industry players are also advancing decarbonisation initiatives across the oil and gas value chain. These include operational efficiency improvements, methane emissions reduction, flaring reduction, electrification of operations where feasible, biofuels, lower-carbon LNG, and enhanced emissions monitoring. PETRONAS, for example, has outlined its aspiration to achieve net-zero carbon emissions by 2050, supported by efforts to reduce emissions from core operations and invest in lower-carbon business areas such as carbon capture and storage, bio-based value chains, hydrogen and cleaner energy solutions. This reflects the broader direction of the sector, where oil and gas players are expected to continue supporting energy security while progressively aligning their operations and investments with Malaysia's long-term decarbonisation agenda.

The sector continues to balance three key priorities: (i) maintaining energy security, (ii) supporting Malaysia's economic and industrial base, and (iii) progressing decarbonisation in line with the national net-zero agenda. The outlook remains broadly resilient, however, this remains dependent on the prevailing geopolitical environment and potential challenges affecting global oil and gas supply.

AmBank Group's Progress

- **The sector Portfolio Weighted Average Lending Intensity (FELI) has increased from 108 tCO_2e per RM million in FY2024 to 156 tCO_2e per RM million in FY2025 (+51% vs the FY2025 Target Pathway of 103 $kgCO_2e$ per MWh)**

The increase in FY2025 was primarily driven by carbon accounting complexities associated with one major borrower, where a temporary contraction in the borrower's asset base resulted in a higher calculated financed emissions intensity. As FELI is influenced by both emissions and asset values, short-term movements in borrower-level financial or asset values can create technical fluctuations in portfolio intensity, even where the underlying operational emissions profile may not have changed proportionately.

The FY2025 increase should be viewed as partly technical in nature rather than a clear indication of broad-based deterioration across the Oil & Gas portfolio. We expect this effect to stabilise in the ensuing years as the borrower's asset position normalises and as data quality and carbon accounting methodologies continue to mature.

Nevertheless, the outlook remains subject to external uncertainties. The pace of stabilisation may be influenced by the prevailing geopolitical environment, volatility in global oil and gas markets, and ongoing challenges affecting energy supply. These factors may affect production levels, asset values, capital expenditure and financing requirements across the sector.

Decarbonisation Levers – Oil and Gas

- We will continue to support our customers to transition to a low-carbon business model, offer transition financing for the upstream Oil & Gas customers to decarbonise their operations and exploration of low carbon fuels and renewable energy as part of the diversification strategy.
- We will regularly engage with customers to understand their interim targets and track progress and may selectively on-board new customers who establish clear transition plans and net zero targets that are aligned to the trajectory of the sector.

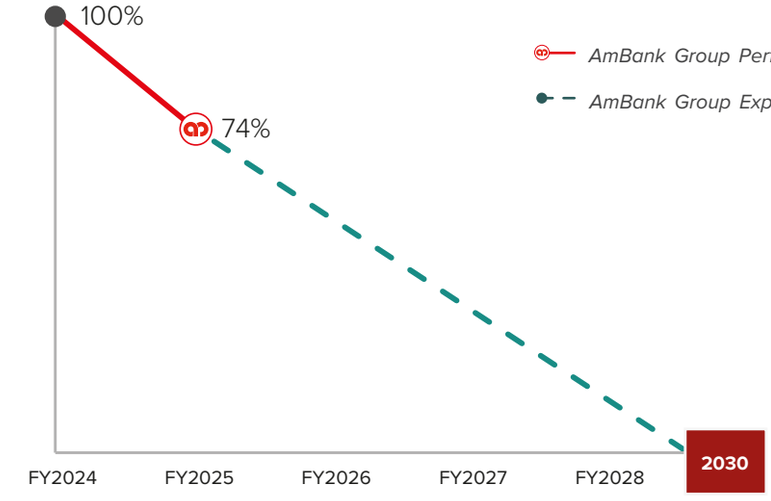
Transition Risk

Thermal Coal Mining

On Track — Below or at Target
Slightly Off Track — Up 10% above target
Off Track — Up more than 10% above target

Portfolio Decarbonisation for Thermal Coal Mining

On Track



Baseline FY2024

100% index at outstanding balance as at 31 March 2024

Net Zero Target

Phase out existing exposure to customers in thermal coal mining sector by 2030

Reference Scenario:
Progressive outstanding reduction balance with zero exposure in 2030

Value Chain:
Thermal Coal Mining

Sector Overview

Thermal coal remains a key component of regional energy systems, particularly across the region where energy security, affordability and baseload power needs continue to support near-term demand. Under the IEA Net Zero pathway, unabated coal-fired power generation is expected to be phased out globally by 2040.

Malaysia's energy system has historically relied on imported coal, particularly for electricity generation in Peninsular Malaysia. However, the policy direction is now shifting more clearly towards an orderly coal phase-down. Malaysia has announced plans to reduce the country's coal-fired power plant fleet by 50% by 2035 and fully retire coal-fired power plants by 2044, ahead of the earlier NETR indication of an almost complete coal phase-out by 2045. This transition is supported by Malaysia's broader energy transition ambition, including renewable energy capacity targets and grid modernisation initiatives. Malaysia has also stated that no new coal power plants are in the pipeline, reinforcing the long-term structural decline of coal within the national power mix.

AmBank Group's Progress

AmBank Group's exposure to Thermal Coal Mining has continued to decline, reflecting tangible progress in managing down exposure to this high-carbon sector. Based on the latest dataset, portfolio exposure reduced from the 2024 baseline of 100% to 74% in FY2025. The reduction has been supported by active portfolio monitoring, controlled risk appetite and closer scrutiny of existing customer facilities.

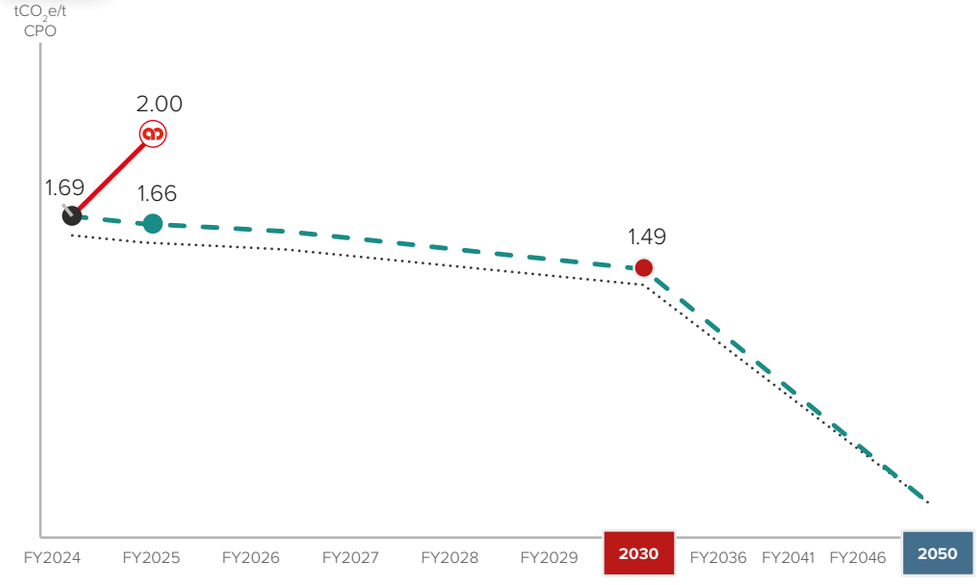
Exposure movements may be sensitive to customer-specific factors, including repayment timing, facility utilisation, refinancing requirements and operating performance. As such, short-term fluctuations may occur, but the overall direction remains consistent with AmBank Group's sustainability and climate risk management objectives.

Palm Oil Sector

On Track — *Below or at Target*
Slightly Off Track — *Up 10% above target*
Off Track — *Up more than 10% above target*

Portfolio Decarbonisation for Palm Oil Sector

Off Track



FY2025 vs Target Pathway: **+20%**

AmBank Group Performance (FY2025)
AmBank Group Target Pathway (FY2025)
Reference Pathway

Baseline FY2024	*1.69 tCO_2e/t CPO* *Physical Emission Intensity (PEI)*
Near Term Target	*2030 Target–* *1.49 tCO_2e/t CPO*

Reference Scenario:
SBTi FLAG Commodity Pathway for Palm Oil (Regional) Augmented for NETR and National Biomass Action Plan

Value Chain:
Oil Palm Plantations, Crude Palm Oil Milling, Integrated Palm Oil Companies

Emission Scope:
Scope 1 and Scope 2 emissions

Sector Overview

The palm oil sector remains a key economic engine for Malaysia, supporting rural employment, smallholder livelihoods, export earnings, downstream processing, and the wider food, oleochemical, biodiesel and bioenergy value chains. The sector continues to play a strategic role in Malaysia's agro-commodity landscape, given its contribution to domestic economic activity, rural development and global edible oil supply. The sector remained resilient in 2025, supported by steady global demand for edible oils, firm crude palm oil prices and improving production conditions. Malaysian Palm Oil Board data shows continued production and export activity across crude palm oil, palm kernel products, oleochemicals and biodiesel, reflecting the sector's broad commercial relevance across both upstream and downstream segments. Notwithstanding this resilience, the sector continues to face structural and operational challenges. These include ageing palm profiles, labour dependency, yield optimisation, climate-related risks, biological threats, replanting requirements, and rising sustainability expectations from international markets. These pressures reinforce the need for continued investment in productivity improvement, mechanisation, traceability, certification and sustainable land management.

Transition Risk

Malaysia continues to strengthen the sector's sustainability platform through the Malaysian Sustainable Palm Oil (MSPO) certification scheme. MSPO provides a national framework to support responsible production across plantations, smallholders, mills and supply chains, with emphasis on legality, traceability, independent verification and sustainable agricultural practices. The framework also supports Malaysia's ability to respond to evolving market requirements, including deforestation-free supply chain expectations and sustainability-related export standards. From a decarbonisation perspective, the most prominent opportunities are at the milling and waste management stages. Key levers include methane capture from palm oil mill effluent, biogas generation, biomass utilisation, renewable energy production and improved circular economy practices. The industry has made measurable progress in this area as there are 170 out of 446 palm oil mills who have installed biogas facilities, exceeding the National Agrocommodity Policy target of 155 mills in 2025. This contributed to an estimated 4.9 million tonnes of CO_2e emissions reduction, demonstrating the sector's progress in converting waste management challenges into renewable energy and emissions reduction opportunities.

Despite the effort, one key challenge for the sector still persists; the availability, quality and consistency of sustainability-related data. Data collection and disclosure across plantations, mills, smallholders and downstream players remain uneven, particularly given the fragmented nature of the supply chain and varying levels of reporting maturity among industry participants. This creates challenges in measuring emissions accurately, assessing land-use practices, tracking methane reduction initiatives, verifying traceability and monitoring progress against decarbonisation targets. Improving data quality and disclosure will therefore be critical to strengthen transparency, support credible sustainability claims and enable more effective climate risk assessment.

AmBank Group's Progress

- **The sector Physical Emission Intensity increased to 2.00 tCO_2e per tonne of Crude Palm Oil (CPO) in FY2025 (+20% vs the FY2025 Target Pathway of 1.66 tCO_2e per tonne of CPO)**

The higher intensity in FY2025 was mainly driven by portfolio composition effects. A key factor affecting the FY2025 assessment was the limited availability of borrower-level emissions data. For several small and mid-sized counterparties, emissions data was either not disclosed or not sufficiently granular to support direct measurement. As a result, performance for these exposures had to be estimated using proxy assumptions. While this approach is necessary to ensure portfolio coverage, it may result in more conservative or less precise emissions intensity estimates, particularly where actual operational data is unavailable.

These counterparties typically operate with varying levels of sustainability maturity, operational efficiency and emissions reporting capability, which contributed to higher estimated portfolio intensity during the year. In addition, one of the Group's key palm oil customers recorded an increase in reported GHG intensity during the year, which further contributed to the upward movement in the portfolio's overall emissions intensity. The increase was attributable to a combination of operational and production-related factors.

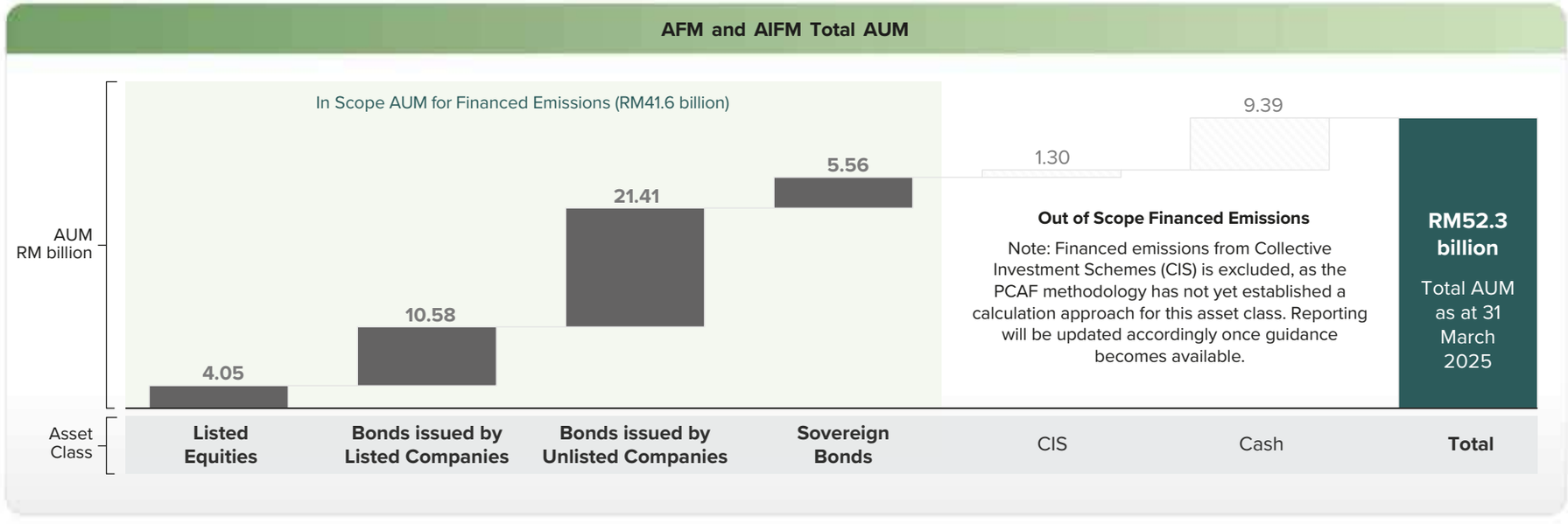
AmBank Group will continue to strengthen customer engagement on emissions disclosure, traceability, certification and transition planning. Priority areas include encouraging borrowers to improve data reporting, disclose production and emissions information, adopt methane capture or biogas solutions where feasible, and enhance alignment with recognised sustainability standards such as MSPO.

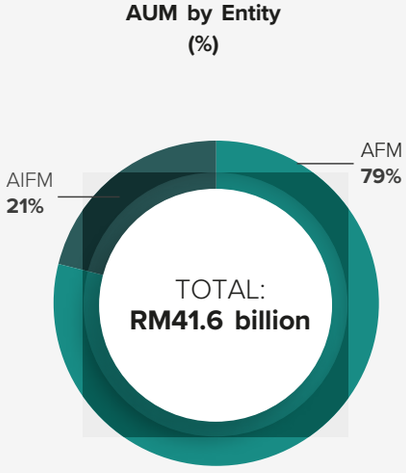
Decarbonisation Levers – Palm Oil

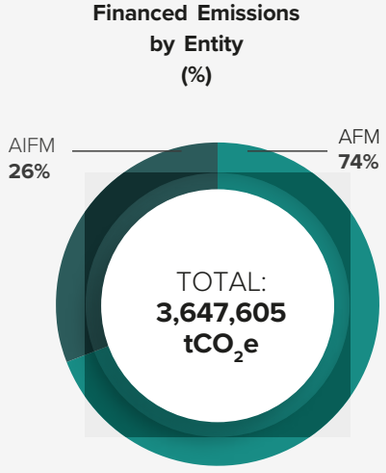
- We continue to support our customers' aspirations in pursuing sustainable palm oil certifications such as MSPO and Roundtable on Sustainable Palm Oil (RSPO), as these reflect their commitment to sustainable practices.
- We will continue to support our customers to transition to a low-carbon business model, offer transition financing for the Palm Oil customers to decarbonise their operations.
- We will regularly engage with customers to understand their interim targets and track progress of their transition plans and net zero targets that are aligned to the trajectory of the sector.
- We will continue to uphold to the No Deforestation, No New Peat, No Exploitation (NDPE) commitment across all financing activities.

Financed Emissions for Asset Management Business *IFRS S2: 29(a)(vi)*

In the financial year, the Group expanded the Scope 3 Category 15: Investments (also known as "Financed Emissions") data to include the asset management business, covering AFM and AIFM, reflecting emissions as at 31 March 2025. This represented RM41.6 billion or 80% of AFM and AIFM's AUM per the PCAF methodology. Total financed emissions amounted to 3,647,608.70 tCO_2e.







Financed Emission by Asset Class

Asset Class	Percentage AUM (%) excluding CIS and cash holdings	Financed Emissions (tCO_2e)	Financed Emissions (%)	PCAF Score (Weighted Average)
Listed Equities	10.0	274,728.61	7.53	1.31
Bonds issued by Listed Companies	25.0	567,229.50	15.55	1.51
Bonds issued by Unlisted Companies	51.0	2,479,058.25	67.96	2.93
Sovereign Bonds	13.0	326,592.34	8.95	2.00
TOTAL	**100.0**	**3,647,608.70**	**100.00**	**2.30**

Transition Risk

Enterprise Emissions *IFRS S2: 29(a)(i), 29(a)(iii), 36(a)(b)(c)(d), 36 (e) (i)(ii)*

GHG Emissions – Scope 1 – 436 tCO_2e, an increase 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.

GHG Emissions – Scope 2 – 21,365 tCO_2e, an increase 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).

After applying eligible market based instruments, the Group's market based (net) Scope 2 emissions for FY2026 were 11,051 tCO_2e. This figure represents the residual emissions remaining after accounting for verified instruments such as RECs and green electricity contracts.

Target parameters:

Elements	Description
Metric used	Absolute Scope 1 and Scope 2 GHG emissions (tCO_2e)
Objective	Climate change mitigation
Scope of application	Group wide operations
Target period	FY2024 (base year) to FY2031
Base year emissions	16,636 tCO_2e
Target type	Absolute emissions reduction with offsets
Target	Carbon Neutral by 2030 (Scope 1 and Scope 2)

Elements	FY2024 (baseline)	FY2025	FY2026
Scope 1	60	62	436©
Scope 2 (Location-based emissions)[1]	16,576	16,375	21,365©
Total Scope 1 & 2	16,636	16,437	21,801
Net Scope 2 (Market-based emissions)[2]	12,102	5,849	11,051©

For detail on emission reduction initiatives, refer to the Responsible Consumption chapter on pages 189 to 190 of this report.

© *Data has been subjected to an external independent limited assurance. Refer to the Independent Limited Assurance Report on 242 to 245 of this report.*

1 *Location-based emissions reflect the GHG emissions associated with the average electricity grid where energy consumption takes place.*

2 *Market-based emissions reflect the emissions associated with the electricity we have procured, including any green energy purchases (e.g. TNB's Green Energy tariff) and applied contractual instruments such as Renewable Energy Certificates (RECs).*

Scope 3 Emissions (tCO_2e)	FY2025	FY2026
Category 1: Purchased Goods and Services	31,160	33,834
Category 2: Capital Goods	3,045	3,445
Category 5: Waste Generated in Operations	169	225
Category 6: Business Travel	837	1,030
Category 7: Employee Commuting	11,423	10,761
Category 13: Downstream Leased Assets	N/A	17
TOTAL	**46,634**	**49,312**

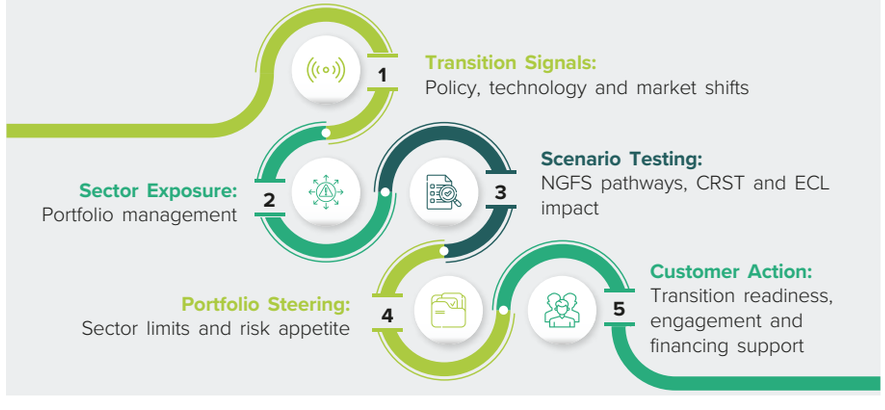
Note: For FY2026, Scope 3 has been expanded to include category 1, 2 and 13.

AmBank Group's total Scope 3 GHG emissions increased to 49,312 tCO_2e primarily driven by the expansion of the Group's Scope 3 reporting boundary which includes Category 1 (Purchased Goods and Services), Category 2 (Capital Goods), and Category 13 (Downstream Leased Assets).

For details on the operational boundaries, methodologies, assumptions, sources and computation of the respective scopes and categories, refer to the Methodologies chapter on pages 206 to 208 of this report.

MOVING FORWARD

As transition pressures intensify, our focus will be on translating transition risk insights into clearer portfolio steering and decision-making, aligned with Malaysia's national climate commitments. The Net Zero Transition Plan will remain a key reference point, guiding how we monitor hard-to-abate sectors, assess financed emissions intensities review sector concentrations and identify exposures requiring closer oversight. We will also continue to engage customers on transition readiness and credible decarbonisation plans, while strengthening our own progress towards our 2030 targets and supporting Malaysia's broader low-carbon transition.



Cybersecurity and Data Privacy Risk

Given today's hyper-connected financial landscape, cybersecurity and data breaches are identified as a sustainability-related risk, as this is mission critical to AmBank Group's role as a trusted financial institution, whereby incidents can lead to financial loss, service disruption and regulatory consequences, while also affecting our reputation. Amid rising threats, strong cyber resilience and data protection practices support stable operations, reinforce customer confidence and enable us to grow our digital banking franchise in a secure and responsible way.

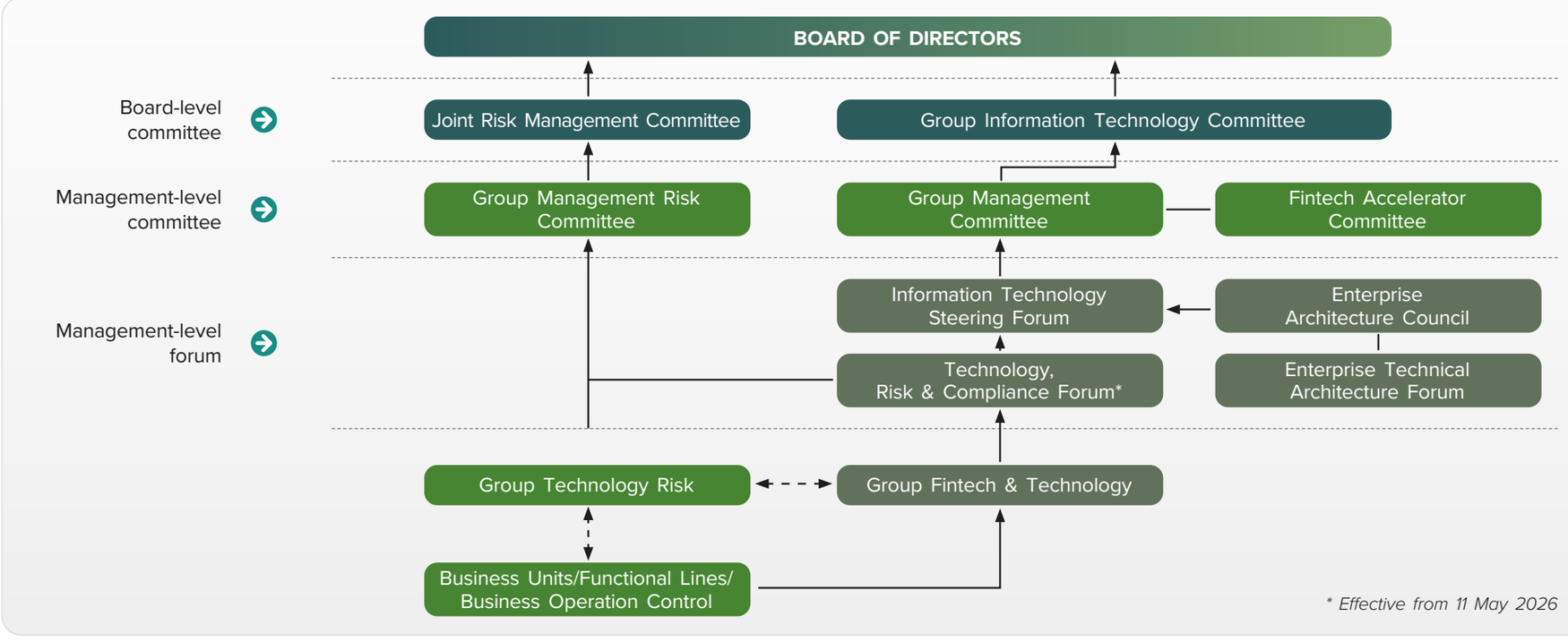
GOVERNANCE

Cybersecurity and data governance ensures clear accountability from the Board through to operational teams, and is integrated into the Group's broader risk management and strategic decision-making processes. Cyber risks are considered alongside business strategies, major investments and regulatory expectations.

Cybersecurity and data privacy are supported by key internal frameworks and policies covering information security, data governance as well as regulatory aligned requirements such as Personal Data Protection Act (PDPA) 2010 and Personal Data Protection (Amendment) Act 2024, and BNM Management of Customer Information and Permitted Disclosures (MCIPD) and Risk Management in Technology (RMiT).

Oversight and Accountability *IFRS S1: 27(a)(i)(ii)(iii)(iv), 27(b)(i)(ii)*

We retain ultimate accountability for cybersecurity and risk associated with data breaches at the Board level, recognising it as a key operational and strategic risk. Oversight is exercised through a combination of Board and management committees, councils, and forums that ensure alignment between risk oversight, technology execution and regulatory compliance.



Cybersecurity and Data Privacy Risk

Board Oversight Structure

Cybersecurity and data privacy risk directly influences how we allocate resources, manage our portfolios and sustain long-term competitiveness. Related risks influence how we shape our strategic priorities, investment decisions and overall business direction.

Level	Committee	Role in Cybersecurity and Data Privacy
Board	Board of Directors and Risk Management Committee (RMC)	Provides oversight in managing information technology and cyber risks.
	Group Information Technology Committee (GITC)	Provides oversight of the Group's cybersecurity, technology and digital strategies, including Cyber Risk Strategy which covers IT infrastructure plans, control measures, and cyber risk exposures, prior to escalation to the Board.

The Board, together with RMC and GITC, take cybersecurity and data breach considerations into account when overseeing the Group's strategy, digitalisation agenda and technology related decisions and risk management processes. This includes oversight of the adequacy and effectiveness of the cybersecurity controls, technology system and Group readiness to detect and prevent cyber-attacks supported by relevant policies and frameworks. In doing so, the Board, RMC and GITC have considered the trade-offs between accelerating digital innovation and maintaining strong cyber resilience, operational stability and regulatory compliance.

The Board is kept informed of cybersecurity developments through regular and structured reporting through RMC and GITC. This includes quarterly updates on the Group's cybersecurity posture, covering high severity cybersecurity and data breach incidents, vulnerabilities and threat intelligence, as well as an annual Cybersecurity Threat Briefing delivered by the Group Chief Information Security Officer and supported by external expertise. Current board composition ensures that relevant experience in technology and cybersecurity exists to support effective oversight of digital and technology-related risks. The GITC has three members with relevant technology and cybersecurity experience.

IAR *For a summary of key activities of RMC and GITC, refer to pages 203 to 204 and 224, respectively in the Integrated Annual Report 2026. For the Board Skills Matrix, refer to page 148 in the Integrated Annual Report 2026.*

Management Oversight Structure

Level	Committee/Individuals	Role in Cybersecurity and Data Privacy
Management	Group Management Risk Committee (GMRC)	Reviews and deliberates on enterprise risks, including cybersecurity, and receives escalations from other management councils and forums. This includes reviewing 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.
	Group Chief Fintech and Technology Officer (Group CTFO)	Provides leadership and guidance to Fintech and Technology teams in managing the Group's technology-related functions, covering cybersecurity, big data, Artificial Intelligence (AI), digital business and digital solutions. The accountability is distributed across key functions to ensure that cybersecurity risk is effectively managed across both risk and technology domains.

Level	Committee/Individuals	Role in Cybersecurity and Data Privacy
Management (continued)	Group Chief Information Security Officer (CISO)	Establishes cybersecurity governance and policies/frameworks and monitors overall cyber resilience and compliance. The Group CISO reports directly to the Group Chief Risk Officer (Group CRO), supporting independence in risk oversight.
	Group Technology Information Security Officer (TISO)	Accountable for and drives technology security strategy, security architecture and controls, manages cyber threats and incidents and ensures secure implementation of technology initiatives. The Group TISO reporting chain is to the Group Chief Fintech and Technology Officer.
	Group Chief Data and AI Officer (CDAO)	Leads the data and AI strategy, driving value creation, innovation, and risk management. Accountable for data quality, governance, and responsible AI, the role enforces policies and controls aligned with BNM and PDPA 2010/2024. The CDAO embeds privacy-by-design, security-by-design, and model risk practices, chairs the AI Governance Working Group, and partners with the Data Protection Office (DPO), CISO, TISO, Compliance, Risk, Legal, and Technology. This role builds enterprise capability through Centres of Excellence and data scientist programmes, ensuring resilience, regulatory compliance, and measurable outcomes.
	Data Protection Office (DPO)	Leads and oversees the organisation's data protection strategy, ensuring full compliance with legal and regulatory requirements while safeguarding personal data. This includes developing and implementing cost-effective measures, policies, frameworks, and technologies that prioritise customer privacy, minimise financial risks from breaches, and strengthens overall data security. Additionally, the role involves providing strategic guidance on data protection investments and fostering continuous professional development within data and AI teams to keep pace with evolving industry standards and best practices.
	Group Compliance	Supports the management of data breaches and security incidents by providing compliance oversight, regulatory guidance and escalation support through the Operational Risk Reporting and Management System (ORMS) and Security Incident Response Procedures (SIRP).

Capability and oversight of cybersecurity, data protection, and emerging technologies is further strengthened through externally accredited training programmes and internal briefings to the Board and senior management, including sessions on cybersecurity awareness, AI, emerging cyber threats, cyber risk posture, and AI-related impact on the banking sector.

Incentives and Accountability *IFRS S1: 27(a)(v)*

Cybersecurity is embedded into our performance management framework to ensure accountability is reinforced through measurable outcomes, not just governance structures.

Senior management, including the CISO, Group CRO, Group CTFO, and TISO, are assessed against cybersecurity-related KPIs within their annual scorecards. These focus on areas such as regulatory conformance, progress against cybersecurity maturity targets, maintenance of key certifications and the completion of workforce-wide training.

The Group Risk Appetite Framework (GRAF) and Key Risk Indicators (KRI) which covers technology, cybersecurity and data breach, are reviewed and approved by the Board annually.

Cybersecurity and Data Privacy Risk

STRATEGY *IFRS S1: 33(a)*

AmBank Group adopts a proactive, multi-faceted and cross-dimensional approach to cybersecurity while emphasising "data-centric security". These are treated as strategic enterprise-wide risks which are supported by progressive enhancement and enforcement on the following key aspects:

1. Technical Security Controls
2. Alignment with Regulatory Frameworks and Directives
3. Operational and Process Uplift
4. Security Awareness

The Group has in place a three-year Cyber Risk and Security Strategy which is established in alignment to the Group's WT29 strategy and emerging threats, technology and regulatory landscape. The strategic plan is reviewed progressively to ensure momentum is maintained and continues to be relevant as we progress whilst sustaining a cyber resilient ecosystem.

Our cybersecurity approach reflects the continued expansion of digital banking, increased reliance on technology infrastructure and a growing ecosystem of third-party partners. These developments increase our exposure to cyber risk and require ongoing strengthening of controls, resilience and response capabilities to support stable operations and maintain customer trust.

Several structural factors are central to how we prioritise and manage cybersecurity:

Digitalisation of Banking:
The continued growth of platforms such as AmOnline and mobile banking has increased digital customer touchpoints, with over 86% of retail transactions conducted online as at 31 March 2026

Use of AI and Advanced Analytics:
Increasing use of AI and advanced analytics across operations enables faster detection and smarter response but also introduces additional considerations around model governance, data integrity and system security

Third-Party Ecosystems:
Integration and dependence on third-party connectivity may increase exposure to supply chain vulnerabilities and third-party cyber incidents

Legacy Systems:
Older infrastructure may present vulnerabilities if not continuously upgraded to meet current security standards

Evolving Threat Landscape:
Cyber threats continue to grow in sophistication, requiring ongoing investment in detection, response, and system resilience

Regulatory Expectations:
Regulatory expectations around cybersecurity controls, maintaining data integrity, privacy and incident response timelines have grown.

Cybersecurity and Data Privacy Risk Landscape and Financial Implications *IFRS S1: 30(a)(b)(c), 32(a), 33(a)(b), 34(a)*

The Group considers these risks across different time horizons, recognising that their nature, severity and implications differ over time. These time horizons reflect how cyber risks are expected to affect operational performance, strategic objectives and long-term business sustainability, and are consistent with management's approach to strategy, risk management and capital allocation.

Time Horizons	Definition	Relevance to Cybersecurity and Data Privacy Risk
ST **Short term**	1-3 years	Cybersecurity and data privacy risk is expected to have an immediate impact on operations due to the increasing sophistication and frequency of cyber attacks. This risk is managed as part of day to day business activities, with a focus on early detection, rapid response and maintaining system availability, regulatory compliance and stakeholder confidence.
MT **Medium term**	4-10 years	Cyber risks and digital resilience are expected to influence the achievement of strategic business objectives, including revenue protection, business continuity and operational resilience. Accordingly, these risks are integrated into the Enterprise Risk Management (ERM) framework and considered in strategic planning and governance oversight.
LT **Long term**	>10 years	Over the longer term, sustained cyber resilience across the value chain is expected to affect the organisation's ability to adapt to evolving digital threats, regulatory expectations and customer trust. Ongoing compliance monitoring, internal controls and reporting mechanisms across value chain activities support long term resilience and sustainable business performance.

Cybersecurity and data privacy risk affects our business model through several key channels. Exposures arise across our value chain, including upstream dependencies on technology providers, our internal operations and downstream customer interactions across digital platforms.

Risk Areas	Description	Potential Impact
Customer Data and Privacy	We manage sensitive personal and financial data for more than three million retail customers, as well as commercially sensitive corporate information	Regulatory obligations, legal liability, reputational impact and loss of customer trust
Operational Continuity	Cyberattacks on core banking systems, payment infrastructures or digital platforms could disrupt our ability to process transactions and deliver services	Financial losses, regulatory scrutiny, service disruptions and customer attrition
Financial Crime and Fraud	Cyber vulnerabilities may be exploited for fraud, including account takeover, business email compromise and unauthorised transactions	Direct financial losses, customer compensation and regulatory action
Third-Party and Concentration Risk	Dependence on key technology providers and platforms creates exposure to cyber incidents affecting critical vendors	Correlated disruptions, operational impact and systemic risk exposures
Reputational Impact	Cyber incidents can lead to loss of customer confidence and negative public perception	Long-term brand impact and reduced customer retention

Cybersecurity and Data Privacy Risk

We assess both current and anticipated financial effects of cybersecurity and data privacy risks across our operations, financial performance, and long-term prospects. In FY2026, the Group incurred over RM33 million in operating expenditure (OPEX) for infrastructure and expense covering cybersecurity applications, controls, enterprise monitoring capabilities, and data protection. This is recognised as part of Personnel Costs and Establishment Costs in other operating expenses disclosed in Note 36 of the Financial Statements. In addition, the Group incurred capital expenditure (CAPEX) of approximately to RM2 million covering IT security systems involving network detection and response, regulatory and risk-related controls. This is recognised as part of Computer Equipment. Overall, the total expenditure amounted to RM35 million.

In the short term, the Group has budgeted approximately RM35 million for CAPEX and OPEX-related cybersecurity investments to address evolving cyber threats, including system maintenance and monitoring. These costs support operational resilience and aim to mitigate the risk of financial disruption, regulatory penalties, and unplanned cash outflows from cyber incidents.

As for data privacy, additional operating expenses and capital expenditure are expected in the short to medium term as the Group enhances controls and systems to address data privacy requirements.

These investments reflect the Group's ongoing commitment to maintaining a secure and resilient operating environment for its customers and stakeholders.

Scenario Analysis for Cybersecurity Identification *IFRS 44 (a) (ii)*

The Group conducts stress testing using plausible cyber threat scenarios, including ransomware attacks, insider data leaks and third-party breaches to map potential impact across reputational, regulatory, financial and operational dimensions. The outcomes are presented to management committees semi-annually. Factors considered for this exercise are presented below.

Dimension	Description
Inputs and Parameters	Informed by: emerging risk and industry threat intelligence; internal data (incidents, financials, audit reports); internal risk assessment outcomes; and BNM's Stress Test Policy Document.
Risk Assessment	Risks are rated on an impact-likelihood matrix and captured in the Risk Register. Stress testing quantifies key loss variables: • Regulatory fines • Loss of business revenue/opportunity cost (systems offline) • Inability to execute transactions/lawsuits • IT restoration costs — forensics, vendors, hardware replacement, cyber insurance
Mitigating Actions	• Staff awareness and training • Periodic phishing simulations • Network intrusion detection and malware propagation controls • IT due diligence on third-party vendors • Technology Risk Assessment (TRA)

Cybersecurity as a Strategic Enabler *IFRS S1: 33(a)*

While cybersecurity is a core risk management priority, it also supports our broader strategic objectives. Strong cybersecurity and data protection capabilities reinforce customer confidence, support stable operations and enable the continued expansion of our digital banking services.

The Group's IT Security strategy and Cyber Risk strategy are reviewed and updated every three years to take into consideration infrastructure or technology transformation while remaining adaptable in a rapidly evolving digital landscape. This timeframe allows the adoption of a proactive, phased approach which aligns technology investments with long-term business goals, scalability and security maturity.

The 3-year roadmap is developed with the following intended outcomes:

- **Cost Optimisation:** Allowing for forecasting of future expenses, which reduces unexpected capital expenditure and avoids overspending on redundant security tools.
- **Scalability and Flexibility:** Creating a scalable infrastructure to support transformation and operational excellence initiatives.
- **Alignment with Business Strategy:** Ensuring spending is directly tied to business growth and strategies.

Sustained investment in cyber resilience and data protection supports secure digital growth, while the use of advanced analytics and threat intelligence enhances our ability to detect, respond to and manage emerging risks more effectively.

RISK MANAGEMENT

We manage cybersecurity and data privacy risk through structured processes embedded across technology, risk and operational functions. These processes integrate threat intelligence, preventive and detective controls, incident response and recovery planning within the Group's enterprise risk management framework.

Managing Cybersecurity Risk *IFRS S1: 44(a)(i)(ii)(iii)(iv)*

The Group adopts a structured and proactive approach to manage cybersecurity and data privacy risk. It spans the full risk management cycle from risk identification to monitoring and reporting.

	Key Mechanisms & Tools Used	Objective
Identify	Key Risk Indicators (KRIs) and Key Control Testing (KCT) as part of the Risk Control Self-Assessment (RCSA) process	Effectively identify emerging cyber threats, detect vulnerabilities and potential risks of cybersecurity incidents and data breaches across departments, and strengthen controls.
Assess & Control	Cyber Resilience Maturity Assessment Tracker	Structured risk assessment framework, covering KRIs to assess vulnerabilities and improve Cyber Resilience Maturity Posture, while ensuring alignment with evolving regulations (Risk Management in Technology (RMiT), Securities Commission Guidelines on Technology Risk Management, and Labuan Financial Services Authority (Labuan FSA) guidelines covering technology risk and cybersecurity.
	Technology Risk Watchlist	Aligned with the Cyber Risk Strategy and Cyber Resilience Maturity domains, this risk assessment acts as an early warning system, providing an avenue to proactively identify and track high-risk areas and emerging vulnerabilities and mitigate technology and cyber-related risks.
	Third Party Risk Management	Perform third-party security risk assessments, reviews on outsourced service providers and implement corrective measures to maintain compliance with cybersecurity standards.
	Security Operations Centre (SOC 2.0)	SOC 2.0 advanced real-time incident response, automated threat detection and recovery capabilities, with strengthened data security covering Endpoint Detection & Response (EDR), User and Entity Behaviour Analytics (UEBA) and enhanced Data Loss Prevention (DLP) controls.
	Dedicated Cybersecurity Control Teams	The Blue Team focuses on detecting and responding to potential cyber threats. The function includes strategic planning, security advisory, security operations, vulnerability management, threat hunting and digital forensic and incident response. The Red Team is part of the Group Technology Risk function focusing on Planning and Operations, Critical Review, Analysis and Advisory.
Monitor & Report	Cyber Threat Intelligence Platform	This predictive cyber intelligence system detects and mitigates zero-day cyber threats before they escalate, ensuring real-time protection of digital banking assets and sensitive data. This reduces the likelihood and impact of cyber incidents through early threat identification and prevention.
	Security Monitoring and Insider Threat Detection	Real-time threat monitoring capabilities using behaviour analytics to detect unusual and suspicious activities, and insider threats before breaches occur.

The above is further supported through a comprehensive cybersecurity upskilling programme that delivers e-learning modules, awareness campaigns, and newsletters to enhance cybersecurity knowledge to ensure continuous awareness of evolving cyber threats for AmBank Group employees.

Cybersecurity and Data Privacy Risk

Data Privacy and Protection *IFRS S1: 44(a)(i)(ii)(iii)(iv)*

We manage personal data through defined governance structures, policies and operational controls across the data lifecycle. This is integrated into technology risk, cybersecurity and privacy controls, ensuring consistency across digital initiatives and platforms. Key components include:

Component	Approach
Data Inventory and Classification	Maintain a centralised updated mapping of personal data across systems with appropriate data classification applied.
Privacy Impact Assessments	Assess and mitigate privacy risks for high-risk products and systems prior to deployment.
Data Minimisation and Retention	Collect limited data that is required for business and regulatory purposes, and enforce appropriate retention schedules.
Data Subject Rights	Processes to manage access, correction and consent withdrawal requests within defined timelines.
Cross-Border Data Transfers	Governance over transfers, including contractual safeguards and adequacy assessments.
Breach Management and Notification	Structured escalation, containment and notification processes aligned with PDPA and BNM MCiPD requirements, including timely notification to regulators and affected customers where required.

These measures are supported by Group-wide frameworks, including the Data Governance Framework, Data Management Policy and Data Privacy Framework, alongside clearly defined data ownership and stewardship roles to strengthen accountability for data quality, integrity and appropriate usage.

Integration into Enterprise Risk Management *IFRS S1: 44(c)*

Cybersecurity risk is integrated into our Enterprise Risk Management Framework as part of operational risk, ensuring consistent oversight, measurement and escalation. This integration is operationalised through the following mechanisms:

Risk and Control Self-Assessments (RCSA):
Conduct structured assessments across business units to identify vulnerabilities and prioritise mitigation actions

Operational Risk Capital Assessments:
Inclusion of cyber risk scenarios in capital planning under Internal Capital Adequacy Assessment Process (ICAAP)

Key Risk Indicators (KRIs):
Monitoring of cybersecurity thresholds, with escalation where limits are breached

Incident Management:
Structured processes to record, assess, quantify and review cybersecurity incidents, including root cause analysis and control improvements

Continuous Monitoring:
Proactively review emerging risks, including third-party and supply chain exposures

Regular Reporting and Escalation:
Cybersecurity risks are monitored through structured reporting to management and Board committees, supported by escalation protocols and independent assurance where required

Lines of Defence *IFRS S1: 44(a)(v)*

Cybersecurity risk management is supported by a three lines of defence model, ensuring clear segregation of responsibilities and independent oversight across the Group:

1 **First** Line — Business and technology teams manage day-to-day cyber risks and implement controls across operations

2 **Second** Line — Risk and compliance functions establish frameworks, provide oversight and challenge risk assessments

3 **Third** Line — Internal audit provides independent assurance on the effectiveness of cybersecurity controls, governance and risk management processes

Cybersecurity and Data Privacy Programmes *IFRS S1: 33(a)(b)*

We continue to strengthen our cybersecurity and data protection capabilities through targeted programmes that enhance monitoring, governance and workforce readiness.

Cybersecurity and Data Governance Implementation

We continue to strengthen cybersecurity and data protection through targeted initiatives that enhance monitoring, governance and workforce capability.

- **Enhancing Monitoring and Threat Detection Capabilities:** Enhancing monitoring and detection through SOC upgrades, predictive threat intelligence and behavioural analytics is continuous process
- **Data Ownership and Stewardship Model:** Established clear accountability across critical data domains to improve data quality, integrity and usage
- **Data Privacy Guideline Implementation:** Embedded guidelines across the organisation to govern the handling of personal data, including requirements relating to mandatory and optional consent, such as the use of customer data for marketing communications
- **Integration into Systems and Controls:** Embedded data governance and privacy requirements into technology platforms, cybersecurity controls and digital initiatives to strengthen consistency and compliance

Workforce Awareness and Capability Building

We embed continuous awareness and capability building across employees, Board members, customers and relevant third parties, which are delivered through a mix of digital platforms, virtual sessions and in-person engagements.

- **Phishing Simulations and Awareness Programmes:** Conducted structured phishing exercises and awareness initiatives to improve detection of social engineering threats
- **Training and Communication:** Delivered ongoing training, workshops and communication campaigns to reinforce cybersecurity practices and regulatory expectations
- **AI Capabilities and Governance:** Introduced targeted training and governance measures, supported by an AI governance framework, to strengthen the responsible, ethical and secure use of AI and advanced analytics across the Group. This supports the Group's broader use of AI and advanced analytics in areas such as fraud detection, transaction monitoring, eKYC and customer analytics

Cybersecurity and Data Privacy Risk

METRICS AND TARGETS

We internally monitor a comprehensive set of cybersecurity indicators to assess our risk posture, operational resilience and data protection performance. These metrics are complemented by a target that focuses on one of the most critical areas of cyber risk management. The internal indicator provides a clear view of progress and areas requiring further improvement and include both operational indicators and customer impact measures to provide a more complete view of cybersecurity risk exposures.

Cybersecurity Scorecard *IFRS S1: 46(b)(i)(ii), 48, 49, 50(a)(b), 53*

Metric	FY2025	FY2026	Target
Leaks, thefts, and loss of customer data	16	27	Zero tolerance for material data breaches

Our cybersecurity posture continues to strengthen, reflected through improvements in detection speed, incident response, vulnerability remediation and workforce awareness. These gains are supported by sustained investment in monitoring capabilities, including the expansion of our Security Operations Centre and the deployment of advanced analytics.

The increase in total recorded incidents noted above is immaterial as it is driven by enhanced detection capabilities, particularly following the implementation of user behaviour analytics and expanded monitoring across cloud environments, resulting in greater visibility of lower-severity events while critical and high-severity incidents remain stable.

Progress against key targets remains on track, particularly in cyber maturity, third-party risk coverage and workforce readiness, although continued focus is required to further improve detection and response times, strengthen vulnerability remediation and maintain zero tolerance for material data breaches as our digital ecosystem continues to expand.

Continued enhancements to monitoring, including the expansion of SOC capabilities and deployment of advanced tools such as UEBA and DLP solutions, have further strengthened detection and response capabilities across the Group.

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

Maintaining the highest standards of integrity is fundamental to our role as a financial institution where we are exposed to a wide range of financial crime risks, including fraud, money laundering, terrorism financing, proliferation financing, sanctions breaches, bribery, corruption and market misconduct. Upholding strong ethical standards and preventing such activities are critical to protecting stakeholders and preserving confidence in our operations.

Failures in governance, controls or conduct may result in regulatory penalties, increased compliance and remediation costs, operational disruptions, reputational damage and potential loss of correspondent banking relationships, all of which can adversely affect our financial performance and long-term prospects. At the same time, maintaining robust compliance and a strong culture of integrity enhances stakeholder trust, supports continued access to capital and reinforces our resilience in an increasingly complex and evolving risk environment.

GOVERNANCE

Oversight of integrity and financial crime prevention is firmly embedded within our governance structure, with clear accountability across the Board, management committees and operational levels. This ensures that ethical conduct, regulatory compliance and financial crime risk management are consistently integrated into, risk oversight, decision-making and day-to-day operations.

Oversight, Roles and Responsibilities *IFRS S1: 27(a)(i)(iii)(iv)*

The Board retains overall accountability for the oversight of integrity and financial crime risks across the Group, including ensuring that internal controls, policies and compliance frameworks are in place. The Board is supported by the RMCs of the respective banking entities which assist in overseeing the effectiveness of the Group's risk management and compliance practices relating to financial crime and integrity matters. The RMC is also responsible for reviewing and evaluating the performance of the Group Chief Compliance Officer who leads and oversees the compliance of ABC, AML, Countering Financing of Terrorism (CFT), Countering Proliferation Financing (CPF) and Targeted Financial Sanctions (TFS) requirements.

The Board and Board-level committees were regularly informed of developments relating to ABC and AML/CFT/CPF/TFS in eight Board meetings and six RMC meetings through structured reporting and established governance processes respectively. Material issues, significant events, or regulatory developments are escalated to the Board and relevant committees on a timely and ad hoc basis, where required. In FY2026, there were no incidents related to ABC, AML, CFT, CPF and TFS.

At a high level, the Board and its committees are apprised of the following matters which are non-exhaustive:

- Regulatory compliance status and developments, including updates on new regulatory requirements, supervisory expectations and outcomes of regulatory engagements or inspections;
- Financial crime risk indicators and trends, covering AML/CFT/CPF monitoring, sanctions screening and emerging risk typologies;
- Significant compliance incidents, if any, including root-cause analysis, remediation progress and measures implemented to prevent recurrence;
- Effectiveness of control frameworks, including outcomes of compliance monitoring, testing and independent assurance reviews across ABC, AML, CFT, CPF and TFS areas;
- Customer Due Diligence (CDD) and Know Your Customer (KYC) metrics, including risk-rating distribution, proportion of Politically Exposed Persons (PEPs), Relatives and Close Associates (RCAs) and Politically Exposed Corporations (PECs), volume of customers flagged with screening alerts and status of periodic reviews (including overdue cases), among others;
- Suspicious Transaction Reporting (STR) reporting trends and key observations;
- ABC and integrity-related matters, including conflicts of interest, gifts and hospitality monitoring, and training completion rates; and
- Remediation of regulatory findings, including progress tracking and closure status.

Management-level Accountability *IFRS S1: 27(b)(i)(ii)*

At the management level, the Group Management Governance and Compliance Committee (GMGCC) is chaired by the Group Chief Executive Officer and comprises the Group Chief Compliance Officer, Group Chief Risk Officer, Chief Operations Officer, Group Chief Fintech & Technology Officer, Banking Entity Chief Executive Officers and Managing Directors of Lines of Business. This cross-functional composition ensures holistic oversight and effective coordination across the Group. The committee oversees the implementation and effectiveness of governance, compliance and financial crime risk management practices including monitoring regulatory developments, emerging risks, control effectiveness and remediation efforts.

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

The GMGCC convened six times during FY2026. Among its key responsibilities is reviewing information that is reported and escalated, including but not limited to, AML/CFT Transaction Monitoring, STR key statistics and trends, AML/CFT/CPF/TFS non-compliance issues and new or revised AML/CFT/CPF/TFS regulations.

Group Compliance, under the direction of the Group Chief Compliance Officer is responsible for overseeing the implementation of the Group's ABC and AML/CFT/CPF/TFS programmes and control frameworks, ensuring adherence to applicable regulatory requirements, organisation-wide implementation of compliance programmes and monitoring measures, delivery of training and awareness programmes and providing regular reporting to the Board and Senior Management to ensure alignment with legal, regulatory and ethical requirements.

AmBank Group adopted a three lines of defence model to oversee integrity and financial crime governance in its day-to-day operations.

Three Lines of Defence

Governance Structures and Accountability

	Level	Role in Integrity and Financial Crime Governance
1	**Business Units**	Execute controls, perform due diligence and ensure compliance in day-to-day operations
2	**Risk and Compliance**	Provide independent oversight, develop frameworks and policies, and monitor adherence to regulatory and internal requirements
3	**Internal Audit**	Provide independent assurance on the effectiveness of governance, risk management and control processes

Culture and Capability Building *IFRS S1: 27(a)(ii)*

A strong culture of integrity underpins and reinforces the Group's governance structure. Leadership sets the tone from the top through consistent communication and clear expectations, embedding transparency, accountability and ethical behaviours across the organisation. This is supported by mandatory training and awareness initiatives to ensure employees understand their responsibilities and uphold our standards of conduct.

Governance effectiveness is further strengthened through targeted capability building at the Board, Shariah Committee and senior management levels, including specialised training on ABC, Section 17A of the Malaysian Anti-Corruption Commission (MACC) Act and the T.R.U.S.T. (Top-Level Commitment, Risk Assessment, Undertake Control Measures, Systematic Review, Monitoring and Enforcement, Training and Communication) principles, and AML/CFT/CPF/TFS, equipping leaders with the knowledge and capability to exercise effective oversight of financial crime risks.

For details, refer to the Governance chapter on page 55 of this report.

STRATEGY

Exposure to Risks and Our Strategic Approach *IFRS S1: 30(a), 32(a), 33(a)(b)*

Integrity and preventing financial crime directly influence how we allocate resources, manage our portfolio and sustain long-term competitiveness in an increasingly complex regulatory and risk environment. Related risks influence how we shape our strategic priorities, investment decisions and overall business direction.

Regulatory pressure and compliance expectations

Implication for the Group
Higher compliance costs, potential supervisory and operational constraints

Strategic Approach
Strengthen governance and compliance capabilities to improve regulatory alignment and support long-term market access

Technology and digital risks

Implication for the Group
System vulnerabilities and higher cost of maintaining effective detection systems and controls

Strategic Approach
Leverage automation, data analytics and AI to improve efficiency and long-term cost management

Evolving financial crime landscape

Implication for the Group
Increased exposure to sophisticated, cross-border, and harder-to-detect threats

Strategic Approach
Invest in advanced analytics and monitoring capabilities to enhance detection and resilience

Third-party ecosystem risks

Implication for the Group
Exposure through vendors, intermediaries and correspondent banking relationships

Strategic Approach
Enhance due diligence to strengthen ecosystem integrity and partner confidence

Operational and control vulnerabilities

Implication for the Group
Risk of internal misconduct or control breakdowns affecting financial and reputational performance

Strategic Approach
Strengthen internal controls and awareness to improve organisational resilience

Market and regulatory shifts

Implication for the Group
Increasing compliance investment may affect competitiveness

Strategic Approach
Proactively invest in compliance capabilities to build resilience and gain early-mover advantage

Reputational exposure

Implication for the Group
Potential loss of customer and investor confidence impacting business growth

Strategic Approach
Reinforce ethical conduct to protect trust, as well as differentiate and strengthen market positioning

Workforce and culture risks

Implication for the Group
Misconduct or weak ethical culture affecting control effectiveness

Strategic Approach
Build and sustain a strong culture of integrity to support performance, accountability and talent retention

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

Leveraging Technology and Data *IFRS S1: 33(a)(b)*

The Group leverages technology and data as a core enabler of its integrity and financial crime prevention strategy. Our compliance framework is designed to detect, prevent and respond effectively to financial crime risks such as ML, TF, PF, bribery, fraud and corruption. This not only improves operational efficiency but also reinforces public trust by ensuring we stay ahead of increasingly sophisticated threats. Digital tools and automation that enhances efficiency, accuracy and resilience include:

1 eKYC and Real-Time Screening	• Customer onboarding and sanctions screening are powered by digital tools that allow identity checks and sanctions list screening. • Automated, real-time screening and risk-rating capabilities for the onboarding of individual deposit customers, with phased rollout planned for additional products and customer segments to strengthen enterprise-wide financial crime controls. • Daily customer screening against the latest sanctions lists and internal watchlists.
2 AML Transaction Monitoring System	• Supplemented by network analysis conducted within a risk-based framework, enhancing its ability to detect complex and interconnected suspicious activities. This overlay is further enriched by risk intelligence sourced from public media, regulatory advisories, internal reports of questionable activity from the frontline and support units, as well as positive screening matches identified through the periodic screening process and other relevant data sources.
3 AML System Threshold Optimisation and Data Analytics	• Automated ongoing monitoring capabilities to identify live transactions with potential sanctions and fraud risk indicators, strengthening real-time detection and response.
4 Deepfake and Scam Detection	• New controls include advance document tampering and facial liveness detection to combat scam-related identity manipulation including deepfake attacks, by verifying the authenticity of live human presence during biometric authentication. • Upgraded the e-KYC facial recognition module by implementing Multi-Face-ID screening for SME customers, enabling the blocking of blacklisted facial profiles within the consortium database and introduced additional internal system controls to further strengthen fraud detection and prevention capabilities.
5 System Integration	• All tools are interconnected with our core banking platform to enable seamless alerts and audit trails.

Raising Awareness *IFRS S1: 33(a)(b)*

We regularly conduct training and awareness initiatives to reinforce the importance of ethical conduct, timely reporting of misconduct, familiarise employees with available reporting channels and ensure understanding of whistleblower protection. Training covers both internally curated and externally delivered training such as:

- **Annual ABC refresher training for all employees**, reinforcing awareness of ABC requirements, reporting obligations and expected standards of conduct; and
- **Targeted integrity and compliance programmes**, delivered with external subject matter experts including MACC and legal advisers, to strengthen the Board, Shariah Committee, Senior Management and Group Compliance personnel's understanding of corruption risk, legal responsibilities, emerging risks and effective oversight.

These programmes are designed to enhance not only employees' capability to understand, identify and manage corruption risk but to further enhance effective oversight and decisioning from the Board and management respectively.

Through our Compliance Culture Programme, we delivered 26 training sessions tailored to different employee categories with at least 95% participation rate, ensuring comprehensive coverage across the organisation.

ABC, AML, CFT, CPF, TFS and Sanctions Risk Landscape and Financial Implications

IFRS S1: 30 (b), 32(a), 34(a)

Integrity and governance are core disciplines that create trust, resilience and regulatory confidence across the Group. High standards of integrity, effective financial crime controls and strong governance are continuous and non-negotiable obligations that apply at all times and are not predefined based on specific time horizons. This is because:

- Integrity and financial crime controls are a critical component of the financial ecosystem which demands prioritisation and must be embedded consistently across the organisation;
- Compliance and ethical conduct are foundational requirements with no predetermined end date; and
- In line with regulatory expectations, integrity, AML/CFT/CPF/TFS and governance are embedded as continuous disciplines across the Group rather than time-bound initiatives.

Hence, the effects and benefits of integrity and financial crime prevention and associated efforts will continue over time, with standards reinforced continuously and consistently across all periods.

We assess both current and anticipated financial effects of integrity and financial crime risks and opportunities across our operations, financial performance and long-term prospects. The Group does not have any material litigation which would materially affect the financial position of the Group.

In FY2026, the Group incurred total operating expenditure (OPEX) relating to compliance and financial crime risk management amounted to RM48.4 million, covering personnel, computerisation and professional services. This is recognised as part of other operating expenses disclosed in Note 36 of the Financial Statements. In addition, the Group incurred capital expenditure (CAPEX) of RM5.4 million for system and control enhancements. Overall, the total expenditure to strengthen the Group's ABC and AML/CFT/CPF/TFS compliance framework and architecture amounted to RM53.8 million.

Looking ahead, the Group expects compliance-related operating and capital expenditure to increase in the short to medium-term in line with evolving regulatory expectations, enhancements of AML/CFT/CPF 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 capital expenditure and operating expenditure in FY2027.

Short Term (Current Impact)

- **Compliance and control costs:** Increased expenditure on AML/CFT controls, sanctions screening, fraud detection systems and regulatory compliance requirements
- **Operational constraints:** Enhanced due diligence and monitoring processes may extend onboarding timelines and affect transaction processing efficiency
- **Loss prevention and cost avoidance:** Reduced exposure to fraud losses, penalties and remediation costs through stronger controls and monitoring
- **Trust and pricing advantage:** Strong governance and integrity support stakeholder confidence, contributing to improved access to capital and risk-based pricing

Medium Term (Anticipated Impact)

- **Regulatory and compliance regulations:** Ongoing regulatory tightening increases the need for continuous investment in systems, data infrastructure and compliance frameworks
- **Technology and capability investments:** Rising costs associated with advanced analytics, automation and cybersecurity, as well as demand for specialised talent
- **Ecosystem and cross-border risks:** Potential constraints in correspondent banking relationships and cross-border transactions if standards are not met
- **Market confidence and differentiation:** Strong governance positioning enhances investor confidence and strengthens competitive positioning in the market
- **Workforce stability:** A strong culture of integrity supports employee engagement and reduces misconduct risk

Long Term (Strategic Impact)

- **Cost of capital and funding access:** Strong integrity and governance frameworks may reduce perceived risk and support improved access to funding
- **Business resilience and continuity:** Robust controls and ethical practices safeguard operations against major disruptions and systemic risks
- **Downside risk mitigation:** Reduced likelihood of significant penalties, sanctions or reputational damage over time
- **Competitive positioning:** Differentiation through strong governance and trusted reputation supports sustainable growth and long-term value creation

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

Strategic Priorities and Outlook

The Group's strategic direction focuses on strengthening its integrity framework and enhancing resilience against increasingly sophisticated financial crime risks. This includes continued investments in advanced monitoring technologies, enhanced risk assessment capabilities and more rigorous customer due diligence to ensure early identification and mitigation of emerging threats.

Maintaining a strong culture of integrity remains central to this approach. We will continue reinforcing ethical conduct through leadership oversight, clear governance structures and ongoing engagement with employees and stakeholders. At the same time, stringent controls, anti-bribery measures and whistleblower protection will be upheld to ensure transparency, accountability and alignment with regulatory expectations.

Supported by ongoing audits, proactive regulatory engagement and continuous enhancement of governance and compliance practices, we aim to remain resilient, maintain stakeholder trust and uphold the highest standards of integrity in a dynamic and evolving risk environment.

RISK MANAGEMENT

Risk Identification and Assessments *IFRS S1: 44(a)(i)(iii)(iv)*

We apply a structured, risk-based approach to identify and assess financial crime and integrity-related risks across our operations. This is anchored in enterprise-wide risk assessments and transaction-level due diligence processes, enabling risks to be identified and managed at both systemic and customer levels.

At an enterprise level, we conduct annual Money Laundering (ML)/Terrorism Financing (TF)/Proliferation Financing (PF) and ABC risk assessments, evaluating inherent and residual risks across business units, products, delivery channels and geographic exposures. These assessments inform the design and enhancement of controls, allocation of resources and prioritisation of higher-risk areas, ensuring that mitigation efforts remain proportionate and risk-focused. At the customer and transaction level, risks are assessed through robust due diligence and ongoing monitoring processes embedded throughout the customer lifecycle. These processes are designed to support early risk identification, timely escalation and effective risk mitigation.

Assessment Area	Approach
Sanctions and Watchlist Screening	Screening conducted at onboarding and periodically to ensure sanctions compliance and alignment with the bank's risk appetite.
Customer Due Diligence (CDD)	Verification of customer identity, background and risk profile in line with regulatory requirements
Enhanced Due Diligence (EDD)	Additional scrutiny applied to higher-risk customers, sectors and transactions
Politically Exposed Persons (PEP), Relatives and Close Associates (RCA) and Politically Exposed Corporations (PEC) Screening	Identification and assessment of politically exposed persons, related parties and politically connected entities
Third-Party Due Diligence	Integrity checks on vendors and intermediaries to mitigate external risks

These processes are supported by continuous monitoring tools, sanctions screening and transaction surveillance systems, enabling early detection of suspicious activity and strengthening our ability to respond to evolving financial crime threats and mitigate financial crime risks.

Policies and Frameworks *IFRS S1: 44(a)(ii)(c)*

Our risk management approach is underpinned by a comprehensive suite of policies and frameworks that define expected standards of conduct, control requirements and regulatory compliance standards. These are regularly reviewed and updated to reflect evolving regulatory expectations, emerging risks and industry best practices, ensuring continued relevance and effectiveness.

Core Policies and Frameworks:

Policy/Guideline	Purpose
Code of Ethics and Conduct	Defines standards for ethical behaviour, conflicts of interest, confidentiality and responsible decision-making
Group Compliance Framework	Defines the Group's framework for ensuring consistent compliance with laws, regulations and ethical standards, with a zero-tolerance stance on non-compliance, supported by prompt reporting and strict enforcement to protect the Group's integrity and reputation.
AML/CFT/CPF and TFS Policy	Establishes controls for customer due diligence, monitoring, sanctions compliance and regulatory reporting obligations

Policy/Guideline	Purpose
Know Your Customer (KYC), Customer Identification and Due Diligence Policy	Sets requirements for customer identification, verification and risk assessment
e-KYC (Onboarding Solution) Policy	Governs digital onboarding processes and identity verification controls
Politically Exposed Persons (PEP) Policy	Provides framework for identifying and assessing politically exposed persons
Anti-Bribery and Corrupt Practices Policy	Defines the Group's zero-tolerance stance and controls aligned with MACC Act Section 17A
No Gift Policy	Prevents conflicts of interest arising from gifts, entertainment or inducements
Whistleblower Protection and Report Investigation Policy	Provides secure reporting channels and safeguards against retaliation
Managing Conflict of Interest Policy	Requires disclosure, management and mitigation of personal or professional conflicts
Capital and Operational Authority Delegation Policy	Strengthens approval controls, accountability and segregation of duties
Group Procurement Policy	Ensures integrity, transparency and due diligence in third-party engagements
Technology Risk Management Framework	Governs the identification, assessment and management of technology-related risks
Disciplinary Management Guideline	Defines investigation, enforcement and disciplinary processes for employee misconduct

Regulatory and Governance Frameworks:

We also align our control environment with both regulatory requirements and recognised international best practices, including:

- AML/CFT/CPF and TFS framework aligned with BNM, SC and Labuan Financial Services Authority (LFSA) requirements as well as international standards, including the Financial Action Task Force (FATF) Recommendations and Wolfsberg Principles;
- e-KYC framework incorporating secure digital onboarding controls, including biometric verification, liveness detection and independent validation measures to prevent impersonation, identity fraud, and mule account creation;
- Fraud and Mule Account Risk Management framework supporting national fraud initiatives;
- Anti-bribery and Corruption framework, aligned with the T.R.U.S.T. Principles outlined in the MACC Adequate Procedures Guidelines governing anti-bribery and corrupt practices;
- Ethical and Whistleblowing frameworks, underpinned by the Group's Code of Ethics and Conduct to promote ethical behaviour and support early detection, escalation and remediation of integrity-related risks;
- Board Governance and Risk Management frameworks aligned with FSA, IFSA and MCCG;
- Internal Audit and Compliance frameworks providing independent oversight and assurance;
- Transaction Monitoring and Sanctions Screening frameworks aligned with UN and domestic sanctions requirements; and
- CDD and EDD frameworks supporting early detection, escalation and remediation of financial crime risks.

These frameworks collectively ensure that integrity and financial crime risks are managed consistently and proportionately across the organisation, while maintaining alignment with both local regulations and international expectations.

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

Monitoring, Detection and Surveillance *IFRS S1: 44(a)(v)*

We employ a combination of technology-enabled solutions and structured oversight processes to monitor, detect and respond to financial crime risks on an ongoing basis. Core mechanisms include:

- **Transaction monitoring system** to identify unusual patterns, behaviours and activities indicative of potential ML, TF, PF, fraud or other financial crime risks
- **Automated surveillance and analytics tools** to enhance detection accuracy
- **Sanctions screening** against global and domestic watchlists to ensure compliance with applicable sanctions regimes
- **Ongoing model tuning and parameter refinement** to improve risk sensitivity and reduce false positives

These capabilities are complemented by periodic compliance monitoring and testing, internal audit reviews, internal monitoring and escalation processes, ensuring timely identification and response to emerging risks.

Responsible Business Practices and Controls *IFRS S1: 44(a)(i)(iv)*

We maintain structured controls to ensure ethical conduct and responsible business practices across all operations. These controls are designed to ensure that business activities are conducted transparently, fairly and in full compliance with regulatory and ethical expectations.

Area	Control Approach
Conflicts of Interest	Mandatory disclosure, escalation and mitigation measures including recusal and independent review where appropriate
Advisory Oversight	Pre-approved advisory frameworks, segregation of duties, product suitability checks and independent quality assurance
Data Integrity	Validation processes, supervisory reviews and adherence to data governance standards, and escalation protocols for reporting and correcting data discrepancies
Confidentiality and Records	Access controls, information classification, encryption and defined retention and disposal standards
Employee Training	Mandatory ethics, compliance and regulatory training for all employees
Misconduct Management	Secure, independently managed whistleblowing channel to ensure confidentiality and protection against retaliation, supported by structured investigation processes with clear escalation protocols and independent oversight

These measures collectively support responsible business practices, strengthen stakeholder trust and ensure that ethical standards and integrity remain embedded across the Group's operations.

Speak-Up, Investigations and Enforcement *IFRS S1: 44(a)(i)*

The Group promotes a speak-up culture by providing multiple channels for employees and stakeholders to seek guidance and report concerns in a safe and confidential manner, reinforcing a strong culture of accountability and transparency.

Reporting and advisory mechanisms include:

- Guidance through the Code of Ethics and Conduct and supervisors.
- Direct access to Compliance, Integrity, Legal and Data Governance functions.
- Independent whistleblowing channels with anonymity and non-retaliation safeguards.
- Access to internal and external reporting avenues, including regulators and enforcement authorities.

These mechanisms ensure that allegations of misconduct are assessed, investigated and addressed promptly, fairly and transparently, while reinforcing trust in the reporting process.

Whistleblowing Reporting Process

Concerns raised via

Whistleblower to Ombudsperson

Assessment of concerns raised

- Ombudsperson reviews the concerns and determines if it warrants investigation
- Compliance and/or Internal Audit will gather evidence to establish if the allegations made are with merit and require full investigation or otherwise, presenting the information to the Ombudsman and thereafter to the Board

Independent Investigation Framework

- Conducted by Internal Audit, Group Compliance or external party
- Timeline for completion - up to three months

Submission of investigation report

- Submission to Audit and Examination Committee (AEC) and Board for deliberation
- AEC/Board guided by the provision of law and decide if the case should be reported to relevant Law Enforcement Agencies (LEA)

Reporting to LEA and Domestic Inquiry (DI)

- Case to be reported to LEA upon decision by the Board
- Disciplinary Committee to conduct a DI

Internal publication

Depending on the sensitivity of the cases, AmBank Group will share the lessons learnt upon clearance from Group Legal; without revealing the source from the whistleblowing channel or the investigations carried out

Submission of investigation report

The Person Under Investigation (PUI) may be temporarily suspended from duty while the investigation is on-going. Upon concluding the case and the PUI is found guilty of the offence, disciplinary action will be taken according to the disciplinary matrix

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

Employees and stakeholders who wish to raise a concern or seek guidance may reach out through any of the following channels:

Internal Channel	Escalation Contacts
Management Ombudspersons*	1. Group CEO 2. Chief Human Resource Office (1st Alternate) 3. Group Chief Compliance Officer (2nd Alternate)
Board Ombudsperson**	1. AEC Chairman, AMMB Holdings Berhad (Independent Non-Executive Director) 2. RMC Chairman, AMMB Holdings Berhad (Independent Non-Executive Director) 3. Group Company Secretary (Administrative Role)

* *Concerns involving any of the Management Ombudspersons or Senior Management are to be reported to Board Ombudsperson*

** *Concerns involving a Board member are to be reported to the Chairman of the AMMB Board or Management Ombudsperson*

Where whistleblowers seek independent oversight, concerns may also be reported directly to the relevant authorities, including BNM, SC and the MACC. As trust in these safeguards deepens, speaking up becomes not only possible, but natural.

Non-Compliance, Fines and Penalties *IFRS S1: 44(c)*

We maintain a strong commitment to compliance with all applicable laws and regulations, supported by continuous monitoring, training and oversight mechanisms. The Group has no instances of non-compliance during FY2026. As such, no fines or penalties were imposed.

METRICS AND TARGETS

Targets and Performance Indicators *IFRS S1: 46(b)(i)(ii), 48, 49, 50(a)(b), 53*

Our approach to integrity and preventing financial crime is guided by a set of enterprise-wide targets focused on strengthening governance, enhancing detection capabilities and reinforcing a strong culture of ethical conduct. These targets are supported by quantitative and qualitative indicators used to monitor performance and control effectiveness.

Metric	FY2025	FY2026	Target
Total whistleblower cases escalated	22	**17**	**N/A**
Cases classified as corruption-related post investigation	0	**0**	**0**
Cases that are non-corruption-related post investigation	22	**17**	**N/A**
Anti-Bribery and Corruption			
Percentage of operations assessed for corruption-related risks	100%	**100%**	**100%**
Total number of corruption cases identified from internal reviews	0	**0**	**0**
Anti-Money Laundering			
Enhanced Due Diligence for New Higher Risk Customers	100%	**100%**	**100%**

ASSUMPTIONS AND LIMITATIONS

We assess performance through a combination of compliance outcomes, control effectiveness indicators and supervisory feedback. While certain areas are supported by quantitative targets, others are monitored through structured qualitative assessments.

Some aspects of financial crime risk management do not carry fixed numerical targets due to:

- the regulatory-driven nature of compliance, where effectiveness is assessed against legal and supervisory expectations
- the dynamic and evolving nature of financial crime risks, requiring adaptive controls rather than static thresholds
- the behavioural nature of ethical culture, which is reinforced through training, governance and oversight rather than standalone metrics

Accordingly, we adopt a balanced approach, combining measurable indicators with ongoing evaluation of control effectiveness, audit outcomes and regulatory feedback to ensure continuous improvement.

Strengthening Workforce Capabilities

Talent development is identified as a sustainability-related opportunity as employee capabilities strengthen our ability to innovate, execute strategy, and manage risk. It also enhances our ability to respond to and capture emerging issues and new growth opportunities as well as sustain long-term performance, operational effectiveness and business continuity.

Our approach is aligned with our WT29 strategy, ensuring that capability building supports priorities in digitalisation, operational excellence, and sustainability. By equipping our people with the skills required across technical, digital, leadership and sustainability domains, we enhance our abilities to deliver consistent performance while navigating and adapting to evolving business needs.

GOVERNANCE

Talent and succession management are governed through a structured framework aligned with the Group's strategic objectives. Our Learning and Development (L&D) approach supports talent development, providing a structured and consistent basis for how capability development is prioritised, delivered and monitored across the Group.

Board-level Oversight *IFRS S1: 27(a)(i)(ii)(iii)(iv)*

The Board and the Group Nomination and Remuneration Committee (GNRC) provides oversight of employee development and human capital management covering workforce compositions, a talent pipeline and employee movements.

The Board provides strategic directions and approves key Talent and Succession Management outcomes, including succession plans for C-suite. This oversight is supported by the GNRC, which reviews and recommends proposed succession plans (including appointment/re-appointment), performance evaluation and remuneration of Senior Management for Board approval.

Management-level Oversight *IFRS S1: 27(a)(i)(ii)(iii)(iv), 27(b)*

The Group Talent Council (GTC) is chaired by the Group Chief Executive Officer (Group CEO), with the Group Chief Human Resource Officer (GCHRO) acting as alternate chair in his absence. Members of GTC who are all C-suites, and select direct reports to the Group CEO, act as advisors participating collectively in the group-wide talent and succession management process. They are also responsible to implement all identified talent interventions. The GTC convenes three times annually and develops and monitors succession plans for key management positions and oversees the Group's overall talent management strategy, including talent attraction, retention, development, employee benefits, and related practices. In addition, the GTC conducts annual talent reviews and approves development initiatives such as talent mobility, job shadowing and secondments for specific employees. The GTC deliberates the formulation of the talent and succession management policy and where relevant, recommends for Board approval.

Key areas discussed and deliberated at GTC in FY2026 included:

1. Development and monitoring of succession plans for key management positions and expatriate-filled positions
2. Review of overall Talent Management Strategy covering talent attraction, retention, development, and employee benefits
3. Annual talent review outcomes and development plans including talent mobility, job shadowing and secondment

Management-level accountability for human capital strategy and talent management rests with the GCHRO, who ensures that workforce and talent considerations are embedded in strategic decision-making. The GCHRO is also responsible for providing a Human Capital Report to the Board on an annual basis.

Strengthening Workforce Capabilities

Incentives and Accountability *IFRS S1: 27(a)(v)*

The development of our people is managed through a shared accountability model across leadership, management and employees:

Level	Role in People Development
Senior Management	Sets direction and integrates people-related targets into performance metrics
Managers and Supervisors	Identify skills gaps, guide development and support application of learning in roles
Employees	Take ownership of development through Individual Development Plans (IDPs) and learning pathways

This structure ensures that capability development is not centralised within a single function, but embedded across the organisation.

We reinforce governance on talent development through performance-linked mechanisms that integrate learning into day-to-day operations. People-centric KPIs are incorporated into senior management performance metrics. The performance evaluation of both the Group CEO and GCHRO in FY2026 included future of work programmes completed and implemented as well as Group-wide average training hours per employee. People-centric KPIs are assessed on an annual basis to ensure its relevance and alignment with the strategic objectives of the Group.

Learning-based goals, including IDPs which are reviewed and assessed on a bi-annual basis, guide individual development priorities. Participation and outcomes are tracked to ensure visibility and accountability, helping align development efforts with both organisational needs and individual roles.

The L&D team maintains oversight over the effectiveness of development programmes through structured evaluation and review processes, including post-training feedback from participants and periodic reviews of training partner performance. These mechanisms provide assurance on the quality and relevance of learning programmes, while supporting continuous improvement.

STRATEGY *IFRS S1: 30(a), 33(a)*

Our approach is anchored in our L&D Strategy (FY2025–2029), which is aligned with WT29. Developing our people affects our financial performance through impact on productivity, risk management, talent retention and our ability to deliver strategic initiatives. As the operating environment evolves, employee capability becomes a key determinant of how effectively we respond to disruption, regulatory expectations and new business opportunities. Our L&D approach is guided by a set of principles that ensure consistency in how development is implemented across the Group.

L&D Principles

Continuous Learning Culture
Employees are expected to engage in ongoing formal and on-the-job learning

Employee Ownership
Individuals take responsibility for their development with support from supervisors

Mandatory Compliance Training
Regulatory and required training is completed within stipulated timelines

Career Development Focus
Skills gaps are identified to support progression and succession planning

Alignment with Business Goals
Learning is aligned with job functions and organisational priorities

Learning Effectiveness Measurement *IFRS S1: 33(a)*

TRAINING EFFECTIVENESS

	TECHNICAL	SOFT SKILLS	LEADERSHIP	DIGITAL	SUSTAINABILITY
Skills	Business-specific Skill Needs	Problem Solving, Critical Thinking, Innovative Thinking, Adaptability, Communication	Change Management, Stakeholder Management, Strategic Negotiation, Coaching/Mentoring, Talent Management	Data, AI and Machine Learning, Cybersecurity, User Experience, Operational Excellence	Sustainability Leaning Pathway
Sample Employee Feedback	• I learned how to apply the correct credit risk rating model • Well thought out programme (with) hands-on practical case studies	• Lots of principles could be applied in my working area • Framework is very applicable to solutioning	• Able to relate to own leadership style and apply in daily work • Good to learn about adapting leadership styles to different situations	• Able to adapt immediately • Provides valuable insights that support daily work and enhance digital knowledge and awareness	• Better understanding of decarbonisation pathways for credit decisioning and how to apply it • I have a deeper understanding on climate risk

Beyond participation and scale, we assess how effectively learning translates into capability development and practical application across the five key skill areas: Technical, Soft Skills, Leadership, Digital, and Sustainability. Assessment covers three dimensions: learning objectives, learning experience and content applicability. Average scores for training programmes conducted across these areas in FY2026 range between 4.1 to 4.6 out of 5, indicating strong alignment between programme design and practical application.

These evaluation scores reflect the quality, relevance, and applicability of our learning interventions. To maintain high standards, any training programme that falls below a 3-rating score is assessed and augmented prior to roll out. Improvements may include refining the training content, adjusting delivery methods, or engaging alternative training providers. This approach enables us to uphold training quality and ensures that our workforce is equipped with critical skills needed for sustained performance and growth.

Strategic Implications *IFRS S1: 30(b)*

The Group recognises that employee training and development has strategic implications over different time horizons:

Time Horizon	Definition	Relevance to Employee Training and Development
ST **Short term**	1-3 years	The transition from traditional, compliance focused training to more dynamic and personalised learning approaches is expected to enhance immediate employee engagement, training effectiveness and compliance outcomes. Embedding learning goals and people centric KPIs into performance management supports early accountability for upskilling and capability development.
MT **Medium term**	4-10 years	Dynamic learning approaches embedded into daily workflows are expected to strengthen workforce agility, improve role relevant skills across technical, digital, leadership and sustainability domains and reduce skills gaps. This supports more efficient operations, improved adaptability to regulatory and technological change and lower execution risk arising from capability constraints.
LT **Long term**	>10 years	A sustained culture of continuous learning is expected to future proof the workforce, strengthen innovation capacity and leadership depth and support long-term value creation. A knowledgeable and adaptable workforce enhances organisational resilience and the Group's ability to remain competitive in a rapidly evolving financial landscape.

Strengthening Workforce Capabilities

L&D Programmes

We recognise that workforce capabilities directly affects the Group's ability to execute its business model, adapt to change and create long-term value. Targeted investments in technical, digital, leadership and sustainability capabilities strengthen performance, innovation, operational resilience and succession readiness, while supporting talent attraction and retention across the value chain.

At the same time, we acknowledge that capability gaps, delayed upskilling, weak succession planning or unclear development pathways may limit competitiveness, increase attrition and pose risks to business continuity and regulatory compliance.

These considerations directly influence how we prioritise investments in training, capability building and talent development across the Group.

Capability Prioritisation and Strategic Direction *IFRS S1: 33(a)*

Our strategy is grounded in a forward-looking assessment of employee needs, anchored to BNM's Future Skills Framework (FSF). The FSF provides a structured view of the capabilities required for the future of financial services, spanning technical, digital, leadership, soft skills and sustainability domains. We have aligned our employee capabilities with these requirements and our broader strategic priorities.

This was further strengthened through a Group-wide survey conducted in March 2025, with 1,688 employees, which provided bottom-up insights into capability gaps and development needs across the organisation.

The results highlighted a clear shift in demand towards future-critical skills:

Digital capabilities

Artificial Intelligence/Machine Learning, data and operational excellence, reflecting the increasing importance of automation, analytics and digital delivery.

Cognitive and behavioural skills

problem solving, critical thinking and innovation, which are essential for navigating complexity and change.

Leadership capabilities

coaching, mentoring, and strategic negotiation, to support succession and organisational effectiveness.

These insights ensure that our capability development is not generic, but targeted, demand-driven and aligned with both business needs and employee priorities, enabling more effective allocation of resources and investments.

Strategic Execution through Programmes and Learning Ecosystems *IFRS S1: 33(a)(b)*

Talent Management Programmes

AmBank Group firmly believes that our people are our greatest asset. Reflecting this commitment, the Group established a suite of Talent Development Programmes designed to support identified talent at every stage of their career journey. These programmes represent a strategic investment in cultivating a robust, future-ready leadership pipeline—one that will continue to drive the Group's growth and success in an increasingly dynamic and competitive environment.

Programme	Description	People Reached in FY2026
Executive Education Programme	Designed for C-suite and C-1 leaders, this programme delivers world-class leadership development through premier courses offered by renowned institutions such as the University of Cambridge, University of Edinburgh, and Bayes Business School, in collaboration with the Asian Banking School.	7 participants
Leadership Enhancement & Acceleration Programme (LEAP)	LEAP develops strategic thinking, business acumen, and leadership capabilities among high-potential leaders at SVP level and above. Since its inception in FY2018, a total of six cohorts have been completed.	27 participants
Emerging Leaders Programme (ELP)	ELP accelerates the development of leadership capabilities among emerging talent, ensuring a strong pipeline of future-ready leaders at VP and Senior Manager levels. Since FY2018, nine cohorts have been completed.	32 participants
Being a Talented Manager (BATMAN)	BATMAN equips mid-level managers with advanced management capabilities to take on broader leadership responsibilities. The programme focuses on strengthening confidence and capability to lead teams effectively and drive performance outcomes. Since FY2019, seven cohorts have been completed.	26 participants
Associate Career Elevation (ACE)	Introduced in FY2026, ACE is a talent development programme for high-potential Assistant Managers and Senior Executives. It offers a customised learning journey focused on self-leadership, collaboration, and performance excellence.	23 participants
AmGraduate Management Trainee Programme (AMGRADUATE)	A flagship 18-month programme that integrates graduates into critical business areas through structured training and job rotations. Delivered in collaboration with the Asian Banking School (ABS), it includes a three-month Financial Sector Talent Enrichment Programme (FSTEP), followed by on-the-job training and mentorship. Since FY2017, ten cohorts have been completed.	9 participants
AmDigital Graduate Management Trainee Programme (AMDIGITAL)	A one-year programme designed to build a digitally skilled workforce. It features an intensive three-month training in data science and software engineering, equipping participants with essential digital and analytical competencies. Since FY2023, four cohorts have been completed.	10 participants
AmApprentice Graduate Programme (AMAPPRENTICE)	A sales-focused graduate programme aimed at developing front-line banking professionals into high-performing Relationship Managers and future sales leaders through structured training and mentorship. Since FY2024, three cohorts have been completed.	6 participants

Learning and Development Programmes

We operationalise our people development strategy through a coordinated set of programmes and initiatives designed to build capabilities and support knowledge sharing across the organisation. These programmes collectively address both current business needs and future capability requirements, with a focus on digital skills, leadership development, sustainability, regulatory compliance and innovation.

They are delivered through a mix of structured training, targeted capability-building initiatives and broader engagement platforms, allowing us to scale learning while maintaining relevance across roles and functions. This approach strengthens the resilience of the Group's strategy by ensuring that employees remain adaptable to evolving market conditions, technological disruption and regulatory developments, reducing risk of outdated skills and supporting business performance.

Strengthening Workforce Capabilities

Key Strategic L&D Programmes

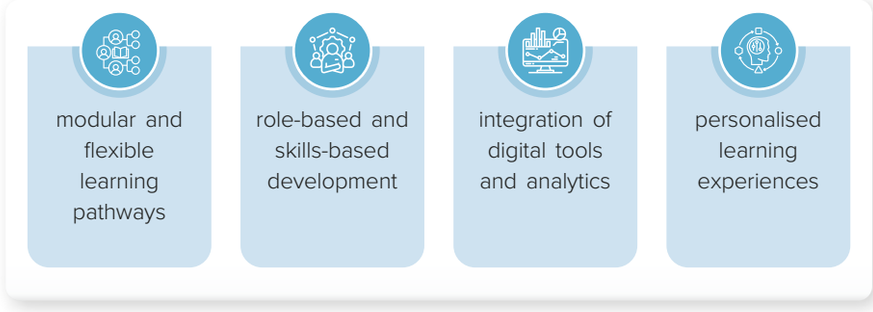
Programme	Description	People Reached in FY2026
Technical and Professional Capability		
Role-based Training Programmes	Role-based training programme designed to strengthen capabilities in credit and relationship management, covering areas such as credit analysis, credit writing, loan restructuring and customer relationship management, as well as sustainability-related capabilities	· 179 employees of Business Banking attended at least 1 training programme focusing on topics such as improving consistency, risk management and service delivery. · 266 employees of Group Wealth Management attended at least 1 training programme covering key areas such as regulatory compliance, professional certifications, licensing programmes, industry-recognised qualifications, technical competencies, sustainability, and digital capabilities. · 214 employees of Investment Banking participated in at least 1 training session focused on capital market practices and trends, risk management, regulatory compliance, underwriting, deal execution, licensing, and professional certifications-capabilities that are critical to delivering high-quality customer advisory and successful deal execution. · 271 employees of Wholesale Banking attended at least 1 training programme encompassing credit, compliance and governance, sustainable finance, regulatory and market alignment, professional certifications, and digital literacy. · 2,506 employees of Retail Banking attended at least 1 training programme covering topics such as sales, branch service lead generation, relationship building, fraud and scam prevention, collection and recovery, organisational adaptability and licensing.
AICB and Chartered Banker Institute Professional Certifications	Professional certification programmes such as Chartered Banker, Sustainable Finance, Climate Risk, Regulatory Compliance and AML/CFT, Regulatory Compliance, Risk Management, Commercial Lending, and Sustainability to strengthen technical and regulatory capabilities	· As of FY2026, AmBank Group has 49 certified Chartered Bankers – including 6 Fellows – reflecting our strong commitment to professional excellence. AmBank Group also achieved a historic milestone by bagging our first-ever Leading Bank for Chartered Banker Award. In FY2026, AmBank Group was also recognised as the financial institution with the highest number of Fellow Chartered Bankers.
Digital Skills		
AmFutureSkills (Pilot Programme)	One-year structured capability-building programme focused on future-critical skills, including AI/ML, data, cybersecurity, operational excellence and user experience. Incorporates skills assessments, profiling, personalised learning pathways and impact tracking	· 500 employees targeted; introduces personalised and outcome-driven learning approach
AmFutureSkills Speaker Series	Speaker series providing exposure to emerging topics such as the future of work, AI, and operational excellence	· Three sessions to date with a total of 1,620 participants, supporting awareness of future trends and skills
42 Malaysia Partnership and Hackathons	Three-year partnership providing exposure to coding, innovation and problem-solving through hands-on hackathons	· Projects include Data Privacy Protector, Data Stewardship and Intelligent Database Navigator; strengthens digital capability and innovation mindset
FACT Campaign (Fraud, AI and Data, Cybersecurity Threats)	Group-wide awareness initiative focused on emerging risks, including AI-driven fraud, data protection and cybersecurity threats	· 650 employees attended, reinforcing employees' awareness in risk management and internal controls. · 6,289 employees attended data-related courses.

Programme	Description	People Reached in FY2026
Sustainability		
Sustainability Speaker Series and Net Zero Sectoral Masterclasses	Sector-focused training sessions covering palm oil, power generation, oil & gas, the built environment, commercial real estate, as well as external speaker series covering specialist topics such as green building certification and carbon markets	· 17,823 hours in total for training, strengthening capability in sustainability and climate-related topics
Leadership		
Fireside Chats, Speaker Series and Coffee Chat Sessions	Engagement platforms with senior leadership and industry speakers to promote knowledge sharing, leadership exposure, organisational alignment and Future of Work	· Ongoing engagement platforms; strengthens collaboration, perspective and learning culture

In addition, we support a broader learning ecosystem that encourages knowledge sharing, collaboration and exposure to diverse perspectives. This includes platforms for engagement with internal and external experts, as well as initiatives that promote cross-functional learning and innovation.

Strategic Outlook *IFRS S1: 33(a)*

We are evolving our approach from a primarily structured and compliance-driven model towards a more dynamic, personalised and impact-focused learning ecosystem. While regulatory training remains essential, we are placing greater emphasis on:



Programmes such as AmFutureSkills will continue to be scaled, supported by a customised platform that enables real-time tracking of learning progress, data-driven insights into capability gaps and targeted development recommendations. This shift is expected to strengthen workforce agility, improve learning outcomes and ensure that capability development remains closely aligned with our long-term strategic priorities.

Financial Implications and Business Impact *IFRS S1: 32(a), 34(a)(b), 35(a)(b)(c)(d), 40(a)(b)(c)*

Strengthening employee capabilities requires investment in training and development, which increases operating expenses in the short term but is expected to enhance productivity, improve service delivery and support revenue growth over the medium and long term.

In FY2026, the Group incurred approximately RM15 million in employee training and development expenditure, reflecting ongoing investment in employee learning, development and talent management. This is recognised as part of other operating expenses (personnel costs) disclosed in Note 36 of the Financial Statements. The anticipated financial effects of these investments are not directly quantifiable as benefits are reflected in broader improvement in productivity, efficiency and performance across the Group.

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 capabilities, improve productivity, service delivery, and operational efficiency.

Strengthening Workforce Capabilities

RISK MANAGEMENT *IFRS S1: 44(b)(c)*

We develop our people through an integrated framework that links capability identification, performance management and programme oversight. This ensures that workforce development remains aligned with business needs.

How We Identify and Manage Opportunities in Employee Development

Area	How It Is Managed
Capability and upskilling	Identified through structured capability assessments and development planning at both departmental and individual levels
Alignment between skills and business needs	Addressed through alignment of training programmes with job functions, performance requirements and organisational priorities
Talent retention and progression	Managed through clear development pathways, learning goals and career-focused capability building
Regulatory and compliance	Monitoring of mandatory training requirements and completion rates

Senior leaders are engaged on a bi-annual basis to co-develop the department-level training plan for their respective teams to ensure alignment with their business focus areas. Development needs are translated into actionable plans through IDPs and learning-based goals, which are embedded into performance expectations. This ensures that capability gaps are continuously identified and addressed rather than reviewed periodically.

Capability development is reinforced through performance mechanisms that embed learning into day-to-day operations.

People-related KPIs link talent development to management accountability

Learning goals and IDPs ensure employees actively address skill gaps

Tracking of learning participation and outcomes provides visibility on progress

Regulatory and compliance requirements are addressed by strengthening employee awareness and behaviour, particularly in areas such as fraud, data protection and cybersecurity. Targeted initiatives reinforce employees' role in identifying and responding to risks, helping reduce exposure to operational and reputational issues. This ensures that capability development extends beyond technical skills to include awareness and judgement in managing risk.

METRICS AND TARGETS *IFRS S1: 46(b)(i)(ii), 48, 49, 50(a)(b)(c)(d), 52, 53*

We track employee capability development and succession planning using a combination of activity-based, outcome-based and effectiveness indicators. These metrics provide visibility on the scale of our learning initiatives, the extent of employee participation, the effectiveness of capability-building efforts over time and readiness of our talent pipeline to support leadership continuity over time.

Where available, we monitor year-on-year trends to assess progress against our learning objectives, evaluate succession readiness and identify areas requiring further intervention.

Indicator	FY2025	FY2026	Target
Talent Development			
Average learning hours per employee, excluding mandatory regulatory training	40 hours	**32 hours**	**32 hours**
Total learning hours, including mandatory regulatory training	574,189*	**681,435**	**No target**
Succession Planning			
MCP: Successor Ratio	1 MCP: 3.1	**1 MCP: 3.1**	**No target**
Key positions with successors (%)	100	**86**	**100**
Talent retention rate (%)	92	**87**	**No target**

* *excluding Asset Management.*

Our continued investment in talent development has strengthened workforce capabilities and supported the development of a leadership pipeline to meet evolving business needs. This is reflected in performance of our learning hours and strong retention, demonstrating the Group's commitment to develop and retaining our workforce.

We will continue to strengthen succession planning, leadership development and critical capabilities to support business growth and the successful delivery of WT29.

Other Sustainability Material Matters

- M3 Customer Experience and Satisfaction
- M4 Digital Innovation
- M5 Financial inclusion
- M8 Employee Well-being and Development
- M9 Diversity, Equity and Inclusion
- M10 Responsible Consumption
- M11 Supporting Communities

Customer Experience and Satisfaction

Customer expectations in financial services continue to evolve as digital banking, fintech innovations and data-driven services reshape how customers interact with financial institutions. Customers increasingly expect seamless and personalised experiences from their banks. For the Group, delivering consistent and responsive customer experiences strengthens trust, deepens long-term relationships and supports sustainable business performance in an increasingly competitive industry.

OUR APPROACH

We serve a diverse customer base ranging from individual retail customers to SMEs, corporates and institutional customers. Given the different needs across these segments, customer experience is primarily managed at the business unit level, allowing each business to tailor its service delivery, engagement channels and solutions.

Customer Segment	Engagement Model	How Customer Experience is Delivered
Retail Customers	Omnichannel retail banking	Customers access banking services through branches, ATMs, digital banking platforms and contact centres. Retail Banking continues to improve customer journeys through digital onboarding, system enhancements and process improvements aimed at reducing turnaround times and improving service consistency across physical and digital channels.
SMEs and Commercial Banking Customers	Relationship-driven engagements	Business Banking adopts a relationship driven model supported by a network of Enterprise Banking Centres and Commercial Banking Centres. Through regular engagements, networking sessions and targeted customer interactions, relationship managers develop deeper insights into customers' business needs and deliver tailored financing and advisory solutions. Beyond financing, AmBank BizCLUB was created to foster meaningful, long-term partnerships among entrepreneurs and the bank. Through curated networking opportunities, knowledge-sharing platforms and direct access to the Group's relationship managers and industry experts, the initiative nurtures a collaborative platform where businesses can connect, exchange insights and grow together. This is further supported by digital platforms such as AmAccess Biz, enabling customers to access banking services seamlessly while benefiting from a secure, reliable and efficient banking experience through continuous platform enhancements and security upgrades.
Corporate Customers	Relationship-driven engagements	Wholesale Banking focuses on a high-touch, relationship-driven model centred on personalised service, deep customer understanding and responsive delivery. Customers benefit from dedicated relationship managers who provide bespoke banking solutions and tailored economic insights to support strategic decision-making and long-term growth. Combined with proactive engagements and advanced digital capabilities, this enables enhanced customer intelligence and a differentiated banking experience. Corporate customers of both our Conventional and Islamic banks are also served via digital channels, namely: i. **AmAccess Corporate:** an online banking service which offers account management and a full range of payment services. ii. **AmAccess Trade:** a web-based trade solution offering a fast and efficient way to access their local and international trade transactions.
Investors and Institutional Customers	Relationship-driven engagements	Customers are serviced through dedicated research analysts and customer-facing teams, providing timely and relevant market insights. Customers are engaged through a range of channels, including research reports, briefings, access market outlook events and investor education sessions. Our digital trading platforms and system enhancements also support access to trading and the user experience.

Across the Group, these efforts are supported by shared service standards, digital platforms and structured feedback mechanisms that capture customer insights and inform ongoing service improvements.

Programmes and Initiatives

Enhancing Digital Customer Journeys

We continue to strengthen digital capabilities to improve accessibility, reduce service friction and enable faster transaction processing across different customer segments.

Digital Onboarding and Straight-Through Processing
Customer segment: Retail customers

Retail Banking introduced tablet-enabled onboarding and digitised application processes to reduce manual steps and improve the speed and convenience of customer onboarding. Straight-through processing capabilities allow applications to move through internal systems more efficiently, improving turnaround times and enhancing the overall customer journey.

Value Created:

- Enabled 158,000 digital application journeys across retail banking products

eFX AmOnline Platform
Customer segment: Retail customers

In December 2025, Group Treasury and Markets under Wholesale Banking launched its eFX AmOnline feature on the Group's AmOnline platform to enhance the Group's digital treasury offering. This platform enables customers to execute foreign exchange transactions conveniently, providing greater efficiency and accessibility. Since its launch, adoption has gradually increased, particularly among non-resident customers. Continuous enhancements have also been implemented to improve the overall user experience and operational turnaround time.

Value Created:

- Recorded approximately 1,000 transactions with RM3.5 million in FX sales volume

Digital Trading Platforms and System Upgrades
Customer segment: Retail investors and institutional trading customers

AmInvestment Bank enhanced customer trading experiences for its stockbroking customers by upgrading both retail and institutional trading platforms. Key improvements include:

- launch of a new online retail trading platform designed to provide investors with enhanced trading tools, stronger cybersecurity safeguards and an integrated reward points system
- deployment of an enhanced institutional trading system, enabling dealers to execute orders more efficiently for both local and foreign institutional investors

These upgrades strengthen trading efficiency, platform reliability and security while improving the overall experience for investors.

Value Created:

- Recorded a 10% increase in retail new customers base

Digital Solutions: AmAccess Biz, AmAccess Corporate, AmAccess Trade
Customer segment: Corporate customers

Wholesale Banking continues to enhance its digital platforms by ensuring the necessary guardrails are in place and in compliance with BNM's latest fraud countermeasures directives. Routine upgrades to maintain the security of banking platforms to protect customers' assets and business activities are continuously carried out to provide customers with a smooth and secure digital experience.

Value Created:

- Provided safe and secure digital platforms for 33,707 corporate customer users

For details on our digital initiatives, refer to the Digital Innovation chapter on pages 169 to 170 of this report.

Customer Experience and Satisfaction

Relationship-Based Customer Engagements

Alongside digital improvements, we maintain strong relationship-based engagement models to better understand customer needs and deliver tailored financial solutions.

SME Relationship Engagements and Customers Partnerships

Segment: SMEs and commercial banking customers

Business Banking strengthened proactive engagements with SME and commercial banking customers through relationship manager-led interactions, networking initiatives and customer engagement sessions that support deeper collaboration and tailored financial solutions.

Value Created:

- Supported more than 60 customer engagement initiatives, encompassing corporate sponsorships, networking events and MOU signing ceremonies
- Contributed RM1.74 billion in revenue in FY2026
- The top 3 finalists of BizRACE Season 4 embarked on an innovation trip to Shanghai and Hangzhou, gaining firsthand insights into how advanced economies leverage IR4.0 technologies and sustainability practices to drive sustainable, future-ready growth

Investment Research and Data Tools

Segment: Institutional investors and fund managers as well as the public

AmInvestment Bank's research teams provide differentiated investment insights and analytical tools that help investors evaluate market positioning and investment opportunities. Offerings include research publications, model portfolios and data-driven analytics platforms.

Wholesale Banking produces reports through the AmBank Group Economics team on market conditions, insights and outlook on a daily, weekly and monthly basis. Thematic reports are also produced on occasion to offer in-depth perspectives into domestic and global economic occurrences such as budget announcements and shifts in global trade policies.

Value Created:

- Portfolio Pulse is AmInvestment Bank's report that analyses the investment positioning of local fund managers to identify market trends, sector preferences and investor sentiment. It tracks approximately RM34.0 billion in assets under management across more than 90 local mutual funds
- Over 50 weekly, monthly and thematic reports were produced and published on AmBank Group's official website during the year

Investor Engagement and Market Education

Segment: Institutional and retail investors

AmInvestment Bank improved investor engagements through market outlook sessions, IPO roadshows and investor education programmes that provide market insights and direct access to industry experts as well as corporate leaders.

Value Created:

- Conducted more than 70 institutional investors access events including company visits and one-on-one meetings with listed companies
- Engaged over 5,000 investors via targeted market outlook events, IPO roadshows and education programmes

Training and Workshops

Segment: SMEs, commercial banking and corporate customers

In Wholesale Banking, the Group Treasury and Markets Sales team organised workshops to educate customers with foreign currency and interest rate exposures on hedging through derivatives.

The Transaction Banking team regularly conducts training on cash management systems to help customers understand key functionalities, such as balance checks, payments and account inquiries. Furthermore, they regularly conduct training on trade products and related processes.

Value Created:

- Held 181 training sessions and workshops, benefitting 719 corporate customers

Customer Insights and Experience Improvement

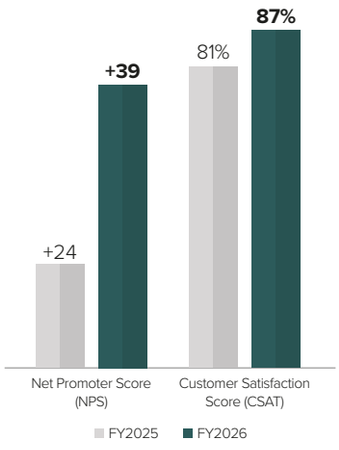
In FY2026, Business Banking conducted a structured customer experience survey to assess service quality and customer satisfaction across key touchpoints for SME and commercial customers. The survey was designed to gather insights on customer expectations, identify service improvement priorities and strengthen the Group's engagement with its SME customer base.

Survey outcomes

- **252 SME and commercial customers participated** in the customer experience survey
- Feedback assessed customer experience across **service delivery, product offerings and relationship management touchpoints**
- Insights helped identify **priority improvement areas**, including turnaround times, service consistency and digital platform reliability

PROGRESS AND PERFORMANCE

Performance Metrics



Enhanced Customer Experience

Our customer experience indicators continued to improve in FY2026, reflecting the impact of ongoing efforts to enhance service quality within retail banking. NPS score increased from +24 to +39, while CSAT improved from 81% to 87%, demonstrating stronger customer satisfaction.

OUTLOOK

In the years ahead, we will continue to strengthen the customer experience across our customer segments by improving service reliability, deepening customer engagement and expanding digital capabilities.

In the short term

Key priorities include improving turnaround time for banking services, strengthening the reliability of digital platforms used by retail and institutional investor customers, and enhancing service consistency across key customer touchpoints.

For the medium term

Enhance operational efficiency and customer engagement through process optimisation and digital service improvements across retail and SME banking. The Group will also strengthen Voice-of-Customer initiatives and relationship management practices to support deeper engagement with SME and priority customer segments. We will also continuously refine and enhance our fund offerings based on customer feedback and market trends and invest in ongoing employee training to strengthen their skills and knowledge. There will also be continued focus on ensuring a comprehensive range of product offerings from our structured product suite to better support the newly established Group Wealth Management arm.

Over the longer term

Deliver more personalised and integrated customer experiences by leveraging advanced data analytics and Customer-360 capabilities. These capabilities will support tailored product recommendations, improved advisory services and seamless omnichannel experiences that combine digital convenience with relationship-based banking. We will also foster a culture of innovation and enhance brand reputation through consistent delivery of high-quality products and outstanding customer service.

Digital Innovation

Banking is becoming increasingly digital, with customers expecting faster and more seamless services while regulators place greater emphasis on system resilience, data governance, and cybersecurity safeguard. For AmBank Group, continued investments in technology, data, and digital capabilities are essential to remain competitive and to support the delivery of secure, reliable, and accessible financial services. It also strengthens operational resilience, supports long-term cost efficiency, and enables more transparent, paperless, and data-driven ways of working.

OUR APPROACH

Strategy and Roadmap

AmBank Group's digital innovation agenda is guided by our Digital Strategy, which remains aligned with the Group's broader WT29 strategic priorities. The strategy focuses on six interconnected pillars that shape how the Group strengthens customer engagements, modernises technology, and develops internal capabilities.

The Enablers pillar supports the execution of the Group Digital Strategy through Upskilling, Governance, Risk and Compliance, Experimentation and Win-win partnerships, enabling value creation across segments. This year, we established the Cloud Centre of Excellence (Cloud CoE), which acts as a cross-functional, enterprise-wide capability to govern, enable, and accelerate AmBank Group's cloud adoption in a secure, compliant, and cost effective manner. It serves as the central authority to define cloud standards, operating models, and guardrails, while enabling business and technology teams to adopt cloud services with confidence and speed.

Board Artificial Intelligence (AI) Day

On 15 October 2025, we organised our second Board AI Day, showcasing five AI use cases focused on enhancing productivity, strengthening risk mitigation and improving customer experience. The session was supported by our key technology partners.

AMBANK GROUP'S DIGITAL STRATEGY

The above guides the Group's approach to enhancing digital customer journeys, strengthening data and technology capabilities, and building the talent and partnerships needed to support innovation. This strategy will be reviewed on an annual basis for relevancy and focus.

Key strategic priorities during the year included:

- Modernising legacy systems to improve scalability, resilience, and API-based integration across platforms
- Strengthening digital channels such as AmOnline and AmAccess Biz
- Expanding automation and embedding analytics across credit, AML, onboarding, and operational decision workflows
- Improving omnichannel customer journeys and digital onboarding
- Strengthening platform ownership to maintain greater control over critical banking infrastructure

These priorities support the Group's broader objective of delivering more seamless customer experiences while improving operational efficiency and risk oversight across the Group.

Digital Innovation

Governance and Oversight

During the year, the Group continued shifting from early pilots and fragmented experimentation towards more formalised, enterprise-wide governance, with greater standardisation in documentation, oversight and lifecycle controls across digital and AI-related initiatives. The governance ecosystem spans six major groups, each responsible for distinct but interconnected aspects of digital, data, and technology oversight.

Key Governing Body	Role
Board Oversight Group IT Committee (GITC)	Provides Board-level oversight of technology strategy, cyber resilience, and major digital investments.
Architecture and Solution Design Oversight • Enterprise Technology Architecture Forum (ETAF) • Enterprise Architecture Council (EAC)	Reviews solution design, architecture standards, and integration impact to ensure new systems remain scalable, secure, and aligned with long-term technology design principles.
Technology Risk and Compliance Technology Risk and Compliance (TRaC)	Provides oversight of the Group's key technology risk, regulatory compliance, audit matters, and remediation progress, ensuring issues are monitored, managed, and escalated in a timely and structured manner.
Data and AI Governance • Data Governance Council (DGC) • AI Governance Working Group (AIGWG)	Oversees enterprise data governance, AI lifecycle oversight, and responsible AI practices, including data quality, model inventories, maturity tracking, and deployment assessments.
Execution Oversight Group Fintech and Technology (GFT)	Acts as the central execution nucleus for major digital programmes, coordinating delivery teams, system owners, architecture, security, and delivery partners to translate strategy into operational systems.
Innovation Oversight Fintech Accelerator Committee (FAC)	Provides an avenue for technology and business units to prioritise and accelerate decisions around modern technology.

Technology Risk Management and Safeguards

The Group applies a set of enterprise frameworks and controls to ensure that technology adoption remains secure and resilient. Together with the Group's governance and escalation structure, these controls ensure that digital initiatives are reviewed through risk, ethics, security and compliance lenses before deployment.

Area	Key Controls
Cloud Risk Management	Cloud Adoption Principles define how cloud services are deployed and managed, including architecture standards, service model preferences, and security requirements. The Cloud Services Adoption SOP establishes approval processes, operational readiness checks, and safeguards aligned with BNM's Risk Management in Technology (RMiT) Policy Document, while vendor governance expectations and sandbox environments support controlled testing before production deployment.
Data Risk Management	Enterprise data governance defines ownership of datasets, strengthens data lineage, and metadata management and introduces processes to monitor and improve data quality used in analytics, risk monitoring, and regulatory reporting. These controls are supported by access restrictions, data handling safeguards, and privacy requirements aligned with PDPA obligations.
Responsible AI Controls	The Responsible AI guideline introduces lifecycle oversight for AI models, including requirements for explainability, bias testing, ongoing monitoring, model inventories and structured governance assessments before deployment. Human oversight remains embedded in decisions that carry significant financial or regulatory implications, with the framework aligned with relevant regulatory and policy expectations, including the PDPA, BNM guidance, and Ministry of Science, Technology, and Innovation (MOSTI) principles.
Cybersecurity and Technology Controls	Identity and access controls, secure API standards, vulnerability testing, and continuous monitoring support system resilience. Vendor governance and incident response procedures further strengthen protection across digital platforms and infrastructure.

Programmes and Initiatives

Elevating Customer Value Through Digitalisation

We continued to strengthen our core digital platforms in FY2026 as part of our broader digitalisation agenda under WT29. The Group focused on improving customer journeys, expanding self-service capabilities and reinforcing controls over key digital channels to support more efficient and accessible banking experiences.

Digital Banking Platform Enhancements

We invested in improving AmBank Group's core digital banking platforms to support smoother onboarding, servicing and transaction journeys across channels. The introduction of the Mobile Application Terminal (MAT) further streamlined onboarding and approval processes across several products, significantly reducing approval turnaround times across CASA, credit cards, auto finance and mortgage products. Enhancements to digital servicing features, including more streamlined submissions and improved service consistency across channels, also helped improve accessibility and reduce variability in customer experience.

TURNAROUND TIME VIA MAT TABLET (THEN VS NOW)

CASA & FD	CREDIT CARD	AUTO FINANCE	MORTGAGE
50 MINS → 20 MINS	3 DAYS → 1 HOUR	5 DAYS → 1 DAY	7 DAYS → 2 DAYS
From Onboarding to Approval	*From Onboarding to Approval*	*From Onboarding to Acceptance*	*From Onboarding to Acceptance*

Driving Efficiency Through Automation

We expanded automation across credit, operations and compliance in FY2026 to streamline workflows, reduce manual intervention, and improve processing consistency across key functions.

Credit Paper Automation (CPA)

Automated credit paper preparation by extracting financial data, performing screening checks, and consolidating information required for credit assessments. In December 2025, the initiative moved from pilot to production and now integrates multiple internal systems and external data sources to support structured credit workflows. Following go-live, CPA entered a controlled stabilisation phase supported by readiness checks, monitoring dashboards, defect tracking, and clearly assigned operational ownership.

Value Created:

- Accelerates credit paper preparation while improving consistency in financial data extraction and reducing manual effort across credit workflows.
- Strengthens traceability and control across credit workflows.

Integrated Screening within CPA

Integrated screening checks such as CTOS verification, AML checks, company background searches and market intelligence directly into CPA workflows. These checks now run across multiple systems through automated orchestration to support more efficient due diligence.

Value Created:

- Reduces repetitive screening across multiple systems while improving consistency of checks.
- Strengthens reliability of decision-support information used in credit and risk assessments.

Robotic Process Automation (RPAs)

Automated high-volume operational tasks across operations, credit, AML, and KYC processes, including data entry, document handling, screening activities and system retrieval tasks. During the year, AmBank Group expanded these automations across multiple workflows to support faster and more reliable processing.

Value Created:

- Shortens processing cycles while reducing manual errors in repetitive tasks.
- Frees staff capacity to focus on higher-value work and operational oversight.

Digital Innovation

Building Data and AI Capabilities

Building stronger data and AI capabilities remained a key focus in FY2026, supporting better decision-making, clearer oversight and more effective risk management across the Group.

Key initiatives included:

Strengthening data foundation and governance by improving data lineage, ownership, and quality controls across key systems. These efforts enhance the reliability and traceability of data used in analytics, monitoring, and reporting while strengthening auditability across control-sensitive processes.

Improving AI governance and lifecycle oversight through the AI Governance Working Group supported by the AI Framework Gap Analysis and AI Maturity Improvement Plan. These initiatives strengthen documentation, explainability, bias testing, lifecycle monitoring and overall AI maturity, enabling the Group to scale AI use cases in a controlled and responsible manner.

Applying AI and advanced analytics across operational and risk processes, including document intelligence for automated extraction, scoring model enhancements, onboarding checks, AML threshold optimisation, and predictive analytics for segmentation and early warning. These capabilities accelerate decision support, reduce manual review, strengthen monitoring across risk-sensitive functions, and provide timelier insights for sales targeting, risk assessment, and operational planning.

Enhancing innovation and digital engineering capabilities through collaboration with 42 Malaysia. The partnership supports hackathons, experimentation and rapid prototyping initiatives while providing access to emerging engineering talent and modern technology development practices.

Modernising Platforms and Infrastructure

We continued to strengthen the technology foundation that support secure, scalable and resilient digital services. This included infrastructure modernisation, clearer cloud guardrails, and a stronger architecture approach to support future growth.

Key initiatives included:

Virtualising the Direct Credit System (DCS) to improve system availability, strengthen recovery capability, support smoother downstream processing across payment operations, and deliver measurable operational, and financial value.

Simplifying legacy architecture and expanding API-first integration patterns to improve interoperability between systems, strengthen architecture discipline and support scalable delivery of digital services across the Group.

Reducing reliance on physical storage by digitising records and strengthening electronic document workflows. This initiative addresses the scale of legacy physical documentation across the organisation while reducing paper consumption, lowering physical storage needs, and improving traceability for operational oversight, and sustainability reporting.

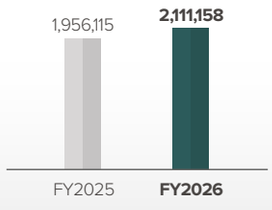
PROGRESS AND PERFORMANCE

Performance Metrics

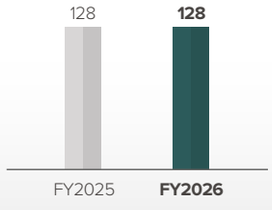
Digital innovation remains a key enabler of our transformation journey, helping us deliver seamless customer experience while improving operational efficiency. The following metrics highlight the adoption and usage of our digital platforms, demonstrating how customers are increasingly embracing digital channels for their banking needs.

AmOnline

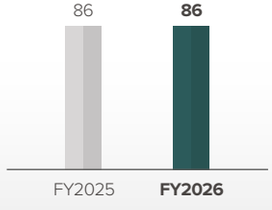
Registered users



Average number of monthly online transactions
(million)

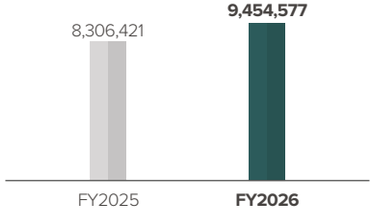


Online transactions
(%)

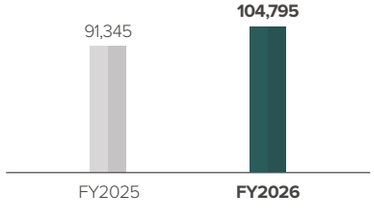


AmAccess Biz

Volume of transactions



Value of transactions
(RM million)



	FY2025	FY2026	% increase
Number of total registered companies	52,225	**57,271**	**10**
Number of total registered companies using the platform	27,990	**28,769**	**3**
Total transactions from Digital Tokens (%)	69	**72**	**4**
Total deposits supported by AmAccess Biz (RM million)	9,042	**9,347**	**3**

OUTLOOK

Building on the foundation established in FY2026, we will continue scaling digital capabilities across the organisation as the Group moves from foundational build-out towards more formalised, enterprise-wide implementation, while maintaining strong governance, cybersecurity safeguards, and regulatory alignment.

In the short term, priorities include enhancing digital journeys across AmOnline and AmAccess Biz, expanding automation across operational and risk processes, and embedding AI and analytics more widely into customer, risk, and operational decision making. These efforts aim to improve onboarding speed, service responsiveness, and operational efficiency.

As we look to the future, the Group aims to embed AI, data, and automation across core business processes, from credit and risk management to customer engagement and operations. This will support more intelligent decision-making and greater personalisation.

Alongside these developments, we will continue to strengthen governance frameworks covering responsible AI, data lifecycle management, and cybersecurity to ensure innovation remains secure, transparent, and aligned with regulatory expectations.

Financial Inclusion

Financial inclusion plays a critical role in enabling individuals, small businesses and underserved communities to participate meaningfully in the economy. By facilitating access to suitable and affordable financial services, financial institutions help households build financial resilience and enable SMEs to grow, invest and create employment. For AmBank Group, supporting financial inclusion not only contributes to broader economic development but also strengthens our ability to serve emerging customer segments and build long-term relationships across the business lifecycle.

OUR APPROACH

Our most structured financial inclusion programmes currently relate to SMEs served through the Business Banking division, reflecting our role in supporting enterprise growth and economic participation across Malaysia.

Focus Areas	How It Supports Financial Inclusion
Driving Operational Excellence Internally to Support our SME Business Segment	Access to financial services is enhanced through streamlined processes, digital solutions and integrated banking platforms that improve customer experience and accessibility. In FY2026, the Group continued to optimise core systems and automate key processes to improve turnaround times, consistency and scalability.
SMEs Resilience and Relationship-Driven Engagements	Provides tailored financing, cash management and trade facilities designed to support SMEs at different stages of their business lifecycle. Through customer segmentation, Relationship Managers maintain close engagement with SME customers to better understand their financing needs, operational challenges and growth plans. This enables us to provide more relevant financial solutions, advisory support and timely assistance. In FY2026, we strengthened our presence across key growth regions, including Penang, Klang Valley, Southern Malaysia and East Malaysia, through targeted market expansion and strategic recruitment. We enhanced our 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. The Group also support customers experiencing financial difficulties through proactive engagement, repayment assistance and restructuring arrangements, helping businesses navigate temporary challenges.
Market Access and Ecosystem Connectivity	Beyond financing, we support SMEs by connecting them to broader business opportunities, funding pathways and regional networks. Through initiatives such as the Foreign Direct Investment (FDI) Desk, supply chain financing, government-supported financing schemes, Road to Capital Markets and Qard Microfinancing, we enabled businesses from microentrepreneurs to establish SMEs, access funding, build market connections and participate more effectively in the broader economy.
Capability Building and SME Development	Financial and operational capabilities of SMEs are strengthened through structured learning platforms, financial literacy initiatives, advisory support and ecosystem partnerships. Through initiatives such as AmBank BizCLUB, we provide SMEs with access to knowledge, industry expertise, mentoring and networking opportunities, helping them build resilience, improve business performance and achieve sustainable growth.

To better understand the needs of SMEs and emerging businesses, we apply customer segmentation and relationship management practices that help tailor financial solutions to different business profiles. These include:

- **Customer segmentation** based on industry, business size, years in operation and employee base to align products and services with SME needs
- **Ongoing engagements by relationship managers** to understand financing requirements, operational challenges and growth plans across the business lifecycle
- **Regular financial reviews** to ensure financing structures remain aligned with customers' evolving financial goals and business circumstances
- **Customer service channels, enquiry platforms and periodic customer satisfaction surveys** that capture feedback and service experience from SME customers

These practices help ensure that financial solutions remain relevant to the needs and growth stages of SMEs.

In addition, the Group is strengthening its approach to managing higher-risk SME accounts through structured portfolio monitoring and engagement strategies designed to resolve arrears and support customers experiencing repayment difficulties, while maintaining prudent portfolio discipline.

Programmes and Initiatives

Expanding Access to SME Financing

We provide financing solutions designed to address structural barriers that SMEs may face when accessing formal banking services, such as variable revenue cycles, limited collateral or shorter operating histories.

Credit Guarantee Schemes

Government-backed guarantee programmes that allow the Group to extend financing to SMEs which may lack sufficient collateral or credit history for conventional loans.

Value Created:

- Expanded financing access for viable SMEs which may otherwise face challenges obtaining credit
- Supported working capital, business expansion and operational investment
- Allocated RM300 million under the SME Portfolio Guarantee Scheme this year, contributing to a cumulative RM5 billion in financing extended to more than 6,000 SMEs since 2016

SME Growth and Capital Access

Supported SME progression through improved access to financing and IPO readiness advisory, enabling transition to capital markets and strengthening business resilience.

Value Created:

- Over 150 high-impact projects supported across critical sectors, including industry, logistics, green technology, and sustainable property development

Financial Inclusion

Strategic Government Schemes

We support SMEs through various government schemes, enabling them to sustain operations, accelerate digital transformation and progressively embed sustainable practices.

Scheme	Amount disbursed (RM mil)	Account holders
AgroFood Facility	290	137
SME Automation and Digitalisation Facility	99	97
All Economic Sectors Facility	402	355
PENJANA Tourism Facility	3	8
Disaster Relief Facility	8	13
Low Carbon Transition Fund	58	36
High Tech and Green Facility	214	80
Targeted Relief and Recovery Facility	272	790

Value Created:

- **Total Disbursed:** RM1,346 million
- **Account holders:** 1,516

Strengthening SME Capabilities and Knowledge

Beyond financing, we support SME development and SME capabilities through AmBank BizCLUB, a structured SME development platform that provides businesses with access to education, advisory support and industry networks. BizCLUB brings together training programmes, expert engagement and ecosystem partnerships to support SMEs in areas such as financial management, digitalisation, sustainability practices and Industry Revolution 4.0 (IR 4.0) adoption to integrate advance digital technologies into manufacturing and economic sectors.

In FY2026, we hosted a series of BizDIALOGUE sessions, engaging over 200 businesses. These sessions focused on the future of retail and manufacturing through AI, while also raising awareness of government grants and financial support available to companies seeking to expand their digital adoption.

Value Created:

- More than 14,800 SMEs engaged nationwide through the AmBank BizCLUB initiatives

Supporting SME Growth and Market Expansion

As SMEs mature, their needs evolve towards larger funding sources, investment partnerships and access to broader markets. We support this transition by helping businesses strengthen their capital readiness and connect with investors and international economic opportunities, enabling them to scale and participate more actively in regional growth.

Key Programmes:

Road to Capital Markets

An SME development initiative designed to guide businesses on their journey towards accessing capital markets. Through advisory engagement and educational sessions, the programme helps SMEs understand the requirements, opportunities and risks associated with pursuing debt issuances, acquisitions or public listings.

Value Created:

- More than 70 SME customers supported in FY2026, generating approximately RM6.32 billion in loans and RM86.5 million in revenue

Cross-border Ecosystem Development

We support SMEs in accessing broader business opportunities through our dedicated China and Korea desks. By connecting businesses to international supply chains, trade networks and investment opportunities, we help SMEs expand their market reach and participate more actively in regional economic growth.

Value Created:

- Facilitated over RM2.0 billion in approved facilities across FY2025 to FY2026, supporting business expansion and cross-border economic participation

Supporting SME Resilience

In addition to supporting business growth, we work with SME customers experiencing financial difficulties to stabilise their financial position and maintain long-term participation in the banking system. These efforts form part of the Group's responsible portfolio management approach, which seeks to balance customer support with prudent credit risk management.

Arrears Engagement and Resolution

Working closely with SME customers facing repayment challenges to resolve outstanding balances and restore repayment stability.

Restructuring and Repayment Adjustment

Exploring appropriate restructuring options, including revised repayment arrangements or waivers where applicable, to help viable businesses regain financial stability.

Financial Difficulty Support and Managed Transitions

Developing structured approaches to support higher-risk SME accounts through engagement with customers and partners, helping minimise financial distress while maintaining responsible portfolio oversight.

Through these measures, we aim to support SMEs through periods of financial stress while maintaining sustainable lending practices.

Uplifting the Underserved Communities

iTekad Programme

AmBank Islamic supports micro-entrepreneurs through the iTekad programme, providing working capital alongside training in digital marketing, financial management and product development, including practical workshops in branding and videography.

Value Created:

- Allocated RM2.05 million through collaborations with five implementation partners, namely Ibupreneur, Teraju Ekonomi Asnaf Sdn Bhd (TERAS), Pahang Skills Development Centre (Pahang Skills), Right Track Education (RTE) and Universiti Malaysia Kelantan (UMK), benefiting 235 micro-entrepreneurs

Qard Microfinancing

AmBank Islamic, in partnership with TEKUN Nasional, offers Qard Microfinancing, a Shariah-compliant, interest-free benevolent loan designed for *asnaf* entrepreneurs (Asnafpreneur) to start or expand businesses.

Value Created:

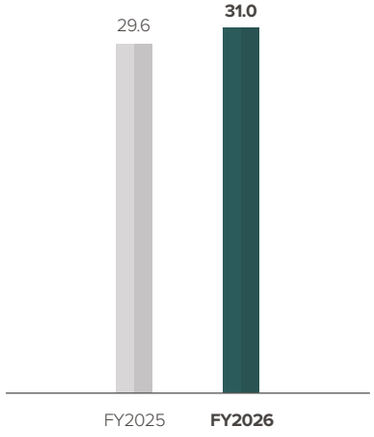
- Provided an initial funding of RM0.5 million to low-income micro-entrepreneurs who have poor access to conventional banking, featuring a repayment tenure of up to 18 months. In FY2026, RM94,000 has been disbursed to 20 micro-entrepreneurs

Financial Inclusion

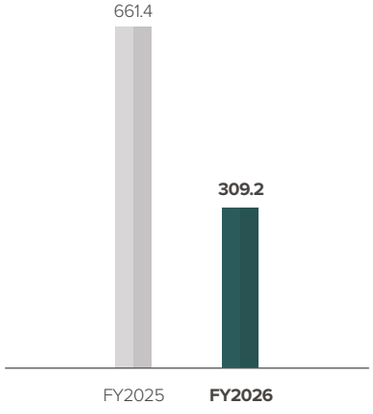
PROGRESS AND PERFORMANCE

Performance Metrics

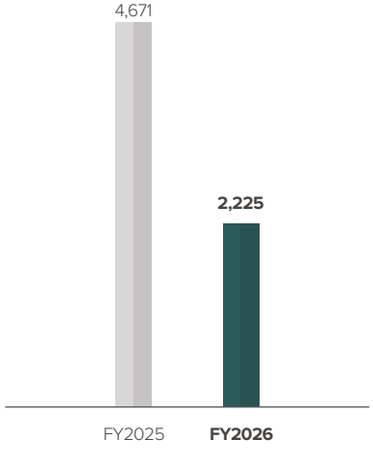
Total loans/financing to SME businesses (RM billion)



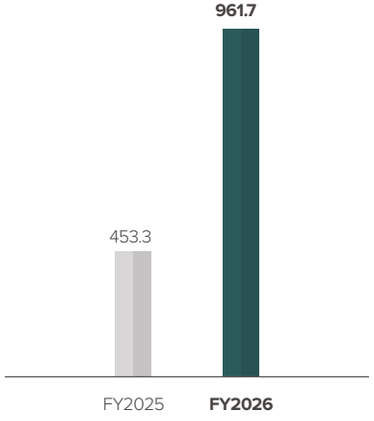
Total loans/financing disbursed for affordable housing schemes (RM million)



Total number of affordable homes purchased



Total financing disbursed to lower-income communities (RM million)



OUTLOOK

Looking ahead, we will continue supporting SMEs and underserved segments by strengthening access to financing, enhancing business capabilities and supporting businesses across their growth journey.

- **Short-term priorities** focus on strengthening internal credit foundations and frontline capability to better serve underserved SME segments. This includes enhancing credit guidelines and underwriting consistency, improving relationship manager capabilities and strengthening monitoring frameworks to support responsible SME financing.
- **Medium-term priorities** centre on improving accessibility and efficiency through technology and data. We will leverage digital processes, analytics and automation to reduce approval turnaround times, simplify documentation requirements and expand structured SME programme lending.
- **Long-term ambitions** focus on positioning AmBank Group as a leading SME banking franchise that supports businesses across their full lifecycle. By combining data analytics, digital capabilities and advisory engagement, we aim to deliver more inclusive and personalised financial solutions at scale.

Employee Well-Being

In a fast-paced and highly regulated environment, maintaining employee well-being is essential to helping them to perform effectively especially in executing our business strategy. We recognise that our people well-being extends beyond the workplace and is also influenced by physical health, mental resilience, financial security and a supportive work environment. That is why we are committed to building a workplace where every employee feels cared for, respected and supported throughout their career while empowering them to thrive, both personally and professionally.

OUR APPROACH

At AmBank Group, we recognise that a supportive workplace enables our people to perform at their best. By paying attention to the different elements that shape well-being, we aim to provide the resources and flexibility employees need to thrive. This is underpinned by the Group's P²ACE values, which foster a positive, inclusive and supportive workplace culture across the financial, physical, mental and social pillars.

AmBank Group's Approach to Prioritising Employee Well-being

To learn more, see pages 178 to 179 | *To learn more, see pages 179 to 180* | *To learn more, see page 181* | *To learn more, see page 181 to 182*

To ensure our employees feel supported, well-being initiatives are anchored across the four pillars outlined above. The Group adopts a multi-pronged approach to raise awareness, drive positive behaviour change and encourage the adoption of healthy, sustainable habits. This commitment goes beyond oversight, with leaders actively participating in well-being initiatives and providing flexibility for employees to step away from work when needed to attend these programmes.

Employee Benefits

We provide a range of benefits that offer flexibility and support across different stages of life and work. In FY2026, we reviewed and thereafter maintained these offerings to ensure they remain competitive and responsive to evolving employee expectations.

Dimension	Benefit	Description
Financial	Life and Personal Accident Insurance	Provides financial security for employees' families in unforeseen circumstances.
	Staff Loans*	Offers financial support through reduced rates, empowering employees to achieve personal financial goals.
	Disability and Invalidity Coverage	Ensures financial protection and stability for employees facing disabilities.
Physical	Health and Wellness Benefits	Provides access to essential healthcare, including medical, dental and optical care.
	Paid Sick Leave	Encourages rest and recovery without financial penalty, with up to 30 days of annual leave, including five days without a Medical Certificate.
Mental	Unpaid Leave	Provides flexibility for extended personal time off for major life events or personal growth.
	Annual Paid Leave	Promotes work-life balance with a minimum of 14 days per year.
Social	Parental Leave*	Offers new parents seven consecutive days to foster family bonding.
	Marriage Leave	Supports employees in celebrating their transition into married life with seven consecutive days of leave.
	AmCare Volunteer Leave	Encourages employees to give back to society by allowing up to three additional leave days annually for employees to participate in charitable work or sustainability initiatives on weekdays, weekends or Public Holiday.

** Benefits that are only provided to full-time employees*

Employee Well-Being

Work-Life Balance and Flexibility

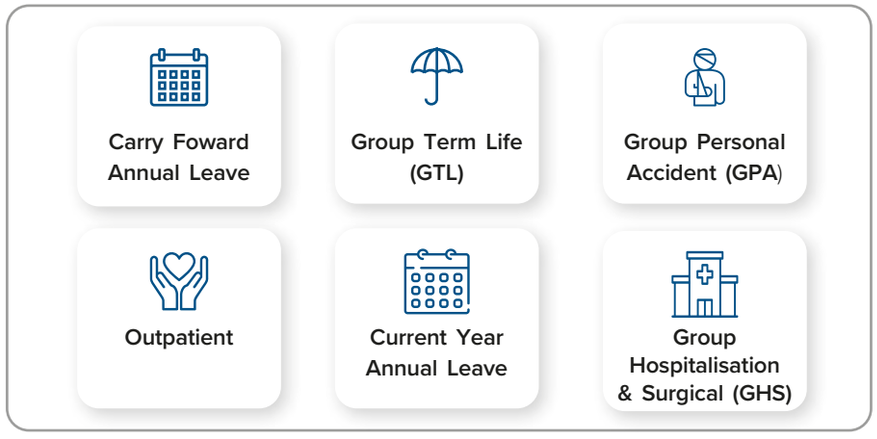
We support work-life balance and flexibility through targeted policies and programmes designed to meet the diverse needs of our workforce. Informed by employee feedback, these benefits continue to evolve to better support our people. Additional flexibility arrangements are available for employees who are not based in branches or on shift work, including:

- **Staggered Working Hours:** Eligible employees may opt for staggered working hours to better manage their commuting, family and personal commitments.
- **Work From Home:** Eligible employees are entitled to work from home one day each week for additional flexibility in managing commitments.

In addition, AmFlex, our flexible benefits platform, enables employees to personalise their benefits according to their individual needs and lifestyles.

How does AmFlex work?

1. Employees are given the option to select their preferred health plan.
2. Employees then customise other benefits, i.e. sale of annual leave and opt for lower benefit entitlement for Outpatient, Group Term Life, Group Personal Accident, Group Hospitalisation and Surgical cover in exchange for flexpoints which carry monetary value.
3. Accumulated flex points can be used to claim against a wide range of items.



PROGRAMMES AND INITIATIVES

Financial Well-Being

Recognising importance of financial security to the overall well-being of our employees, we offer a range of financial wellness initiatives, including competitive compensation and retirement planning options, helping them achieve peace of mind as they pursue their long-term financial goals.

Competitive Salary and Bonuses

Reward performance and ensure competitive compensation

Value Created:

- Competitive compensation and performance-linked bonuses that reward contributions and provide financial clarity.

Private Retirement Scheme (PRS)

Offer additional retirement financial protection

Value Created:

- Supplementary contributions to a private retirement savings plan for employees joining prior to 1 November 2025, with an option to switch to full EPF contributions.

Early Retirement Plan

Provide early retirement options

Value Created:

- Enables eligible employees to plan their retirement timeline, with greater flexibility and choice.

Employee Provident Fund (EPF) Contributions

Support long-term retirement savings

Value Created:

- Strengthening employees' retirement security by allocating 100% of employer contributions to EPF for employees joining on or after 1 November 2025.

Money Management Webinars

Strengthen responsible financial management

Value Created:

- Equips employees with practical knowledge on personal finance, including budgeting, cash flow management, debt management, responsible credit use and awareness of financial responsibilities such as zakat.

Furthermore, we also provide employees with access to exclusive discounts and special deals from selected partners across health and wellness, shopping, food and beverages, as well as gadgets and electronics, helping them enjoy greater value for money and better manage everyday living costs.

Physical Safety and Health

Employee safety is a cornerstone of workplace well-being. Guided by this commitment, AmBank Group has established a robust Occupational Safety and Health (OSH) framework to protect employees from workplace risks. The Group's OSH Management System applies to all employees, ensuring stringent safety protocols across all company sites in Malaysia. Our proactive approach is guided by the following measures:

Comprehensive OSH Training

Enhanced training coverage and frequency to promote safety awareness at all organisational levels.

Annual Safety Audits and Risk Assessments

Ensuring compliance and continuous improvement in workplace safety.

Clear Safety Targets and Strategic Plans

Anchoring risk mitigation in clear, measurable objectives that support ongoing operational refinement.

Our safety framework is supported by internationally recognised certifications that strengthen the management of workplace and commuting-related risks, including:

- ISO 45001:2018 (Occupational Health and Safety) for Menara AmBank and Yap Kwan Seng Branch
- ISO 39001:2012 (Road Traffic Safety Management Systems)

AmBank Group awarded the prestigious Malaysian Society for Occupational Safety and Health (MSOSH) OSH Gold Class 1 Award for 2025 under the Services Sector. This recognition, equivalent to a Very Good OSH Performance rating, was granted following a stringent and comprehensive auditing process conducted by MSOSH.

AmBank (M) Berhad was recognised for its outstanding commitment to road safety when it was awarded with the Occupational Safety and Health Conference-Standard Compliance Stewardship Programme for Enterprises (OSHCOF-ESCAPE) Road Traffic Safety Management Award at the Occupational Safety and Health Conference on Commuting Safety.

Employee Well-Being

OSH Training and Awareness

Strengthening safety capabilities remained a priority in FY2026 as we continued to enhance OSH training across the organisation. During the year, a total of nine OSH training sessions were conducted comprising seven physical sessions and two online sessions, to ensure employees are better prepared to recognise risks and uphold safety standards across their roles. Training programmes covered key occupational safety and health topics, including Workplace Emergency Response, Workplace Safety, Health and Environmental (SHE) Inspection Training, Motorcycle Safe Defensive Riding, OSH-Coordinator (OSH-C) three days Training, ISO 39001:2013 RTSMS and Introduction and Awareness Training.

Safety awareness and emergency readiness were reinforced through targeted OSH training and awareness programmes, particularly for members of the OSH Committees, Emergency Response Team and the building management staff across Malaysia. Training topics included workplace emergency response, SHE inspection, motorcycle defensive riding, OSH-Coordinator certification and ISO 39001:2013 RTSMS introduction and internal audit training. These initiatives strengthened employees' safety awareness, regulatory compliance knowledge and audit capabilities across the workforce, while building internal competency in occupational safety, health and road traffic safety management systems.

Long-Term Physical Well-Being

We recognise that physical well-being helps employees stay focused, energised and productive. Beyond OSH, we promote healthy and balanced lifestyles that support long-term health and performance through regular webinars and health engagement initiatives.

Active Living and Healthy Habits

What We Did	Impact Created in FY2026
Webinar Sessions Facilitated wellness webinars focused on movement, nutrition and healthy eating to support overall well-being.	• Three webinars were carried out with more than 400 employees in attendance.
Employee Assistance Programme (EAP) via AmPower Launched the all-new wellness initiative in partnership with BookDoc to energise lifestyle, elevating well-being.	Provided employees with greater access to personalised wellness resources, encouraging healthier lifestyle.
Corporate Gym Membership Provided employees with free trial of corporate gym membership to promote sustainable healthy physical habits.	• 63 employees participated in the 1-week long free trial, with 76 employees subscribing to an annual membership.

Health Awareness and Disease Management

What We Did	Impact Created in FY2026
Awareness on Medical Conditions Delivered health awareness webinar on common medical conditions, covering prevention, symptoms and lifestyle strategies for diabetes, ischemic heart disease, gastritis and migraines.	• Six webinars were conducted with approximately 400 employees in attendance.
Women's Health Education Promoted understanding of women's hormonal health across life stages, including Polycystic Ovarian Syndrome (PCOS), menstrual health and pre/peri/post menopause.	• One webinar was carried out with approximately 600 employees in attendance.
Health Screenings Organised a Health and Wellness Day at all AmBank Group's Headquarters with various health checks that ranged from blood tests, eye tests breast examinations, physio therapy and many more. Annual influenza vaccinations nationwide were offered to boost better health and reduce risk of contracting influenza.	• Three health and wellness days organised at Bangunan AmBank Group, Menara AmBank and Wisma AmFIRST with approximately 1,100 attendees at all venues. • Influenza vaccinations were made available to employees nationwide with approximately 1,500 employees taking the vaccination.

Whistleblowing Channel

Creating a safe environment to speak up is essential to workplace well-being. AmBank Group provides secure and independent whistleblowing channels that enable employees and external stakeholders to report concerns including harassment or discrimination, supporting trust in how we operate.

For details on whistleblowing mechanisms and procedures, refer to ABC and AML Risk chapter on page 151 of this report.

In addition to internal reporting channels, whistleblowers may also raise concerns directly with the relevant authorities, including BNM, SC, and MACC.

Mental Health

Mental well-being is equally vital as physical health, supporting overall health and resilience. In FY2026, we continued to advance AmBank Group's Wellness and Mental Health Programme, connecting employees with resources and care that promote resilience and balance.

Employee Assistance Programme (EAP)

In addition to wellness programmes, employees have access to mental and emotional well-being support through AmPower where they can access a mental self-assessment tool and qualified clinical psychologists, enabling timely intervention and professional support when needed.

Value Created:

- Approximately 1,000 employees are active users of the AmPower platform.

Stress Management

Organised a physical stress management training session to promote employee well-being through practical techniques focused on mental resilience and healthy lifestyle.

Value Created:

- 25 employees attended the training, strengthening awareness of mental well-being and stress management techniques.

Social Well-Being

Social well-being grows when employees feel connected and supported. At AmBank Group, we foster meaningful interactions through shared experiences, community engagement and initiatives that support both workplace relationships and family life.

AmBagus Talent Competition

Provided a platform for employees to showcase their talents through live performances.

Value Created:

- Featured 10 finalists and 28 choir members, culminating in a performance opportunity alongside Tan Sri Azman Hashim at the AmBagus 2025 Concert.

Mount Kinabalu Expedition

Marked AmBank Group's 50th anniversary through a team-based mountain expedition.

Value Created:

- 50 AmBankers successfully conquered Mount Kinabalu, strengthening teamwork, resilience and employee pride.

Zakat Awareness Campaign

Guided Muslim employees on channeling a portion of their tax contributions towards zakat.

Value Created:

- Raised awareness on zakat contributions, enabling employees to support the less fortunate while fulfilling their social and religious responsibilities.

Employee Well-Being

AmBank Treasure Hunt

Brought employees together through a fun, team-based challenge.

Value Created:

- Encouraged collaboration, bonding and employee engagement through an interactive group activity.

KAG Hiking Series

Promoted active lifestyles and informal engagement across different levels of the organisation.

Value Created:

- Strengthened employee well-being and cross-level interaction through outdoor hiking activities with Senior Management.

Breast Cancer Survivor Charity Drive

Supported community care and awareness for cancer survivors.

Value Created:

- Reinforced the Group's commitment to community support, health awareness and care for cancer survivors.

AmBank Family Run

Gathered employees, families and special guests for a health-focused community event.

Value Created:

- Brought together more than 2,300 participants, promoting health, inclusivity and family bonding.

Family-friendly Facilities

Supports employees in balancing work and family responsibilities through facilities such as on-site childcare and dedicated nursing rooms.

Value Created:

- **What We Provide:** On-site childcare and subsidised early education.
- **Value to Employees:** Affordable childcare with convenient access within the workplace.

Impact Created:
23 children were supported for the FY2025 school year.

Labour Rights and Ethical Conduct

Ethical labour practices and human rights are fundamental to how we operate. We ensure every employee works in a safe, equitable environment where their rights are protected and respected. Our 'Speak Up' culture is supported by multiple reporting channels, including supervisors, HR Business Partners (HRBP), or HR-Industrial Relations (HR-IR). This allows employees to raise concerns with confidence. By following our established Disciplinary Management framework, we ensure that every grievance is handled with the highest level of timeliness, transparency and integrity.

For details on our grievance process, refer to the ABC and AML Risk chapter on page 151 of this report.

Employee Rights Compliance and Resolutions
Zero substantiated complaints on human rights violation and incidents of discrimination.

Protecting employee rights includes ensuring their voices are heard. We encourage transparent dialogue through collective bargaining and maintain strong relationships with the multiple unions representing our workforce. These partnerships ensure that all negotiations are fair and built on a foundation of mutual trust. In FY2026, 37.7% of employees were covered by collective bargaining agreements.

Employee Unions

Kesatuan Pekerja-Pekerja AmBank (M) Berhad	Sabah Banking Employees' Union	Sarawak Bank Employees' Union	Kesatuan Eksekutif AmBank (M) Berhad (Semenanjung)

PROGRESS AND PERFORMANCE

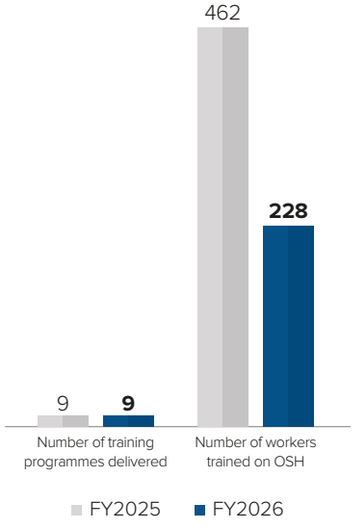
Performance Metrics

Employee well-being is monitored through a combination of leading and lagging indicators. Together, these metrics provide insight into workforce stability, engagement quality and capability depth.

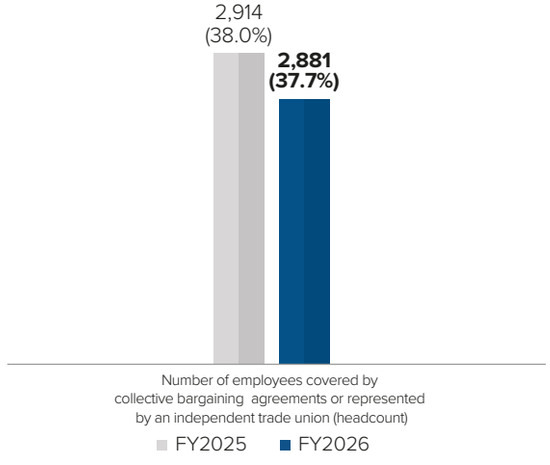
Workplace Safety Performance

Workplace Safety Performance	FY2025	FY2026
Number of workplace fatalities	0	**0**
Lost Time Injury Frequency Rate (LTIFR)	0.17	**0.45**
Lost Time Injury Incident Rate (LTIIR)	0.42	**1.11**

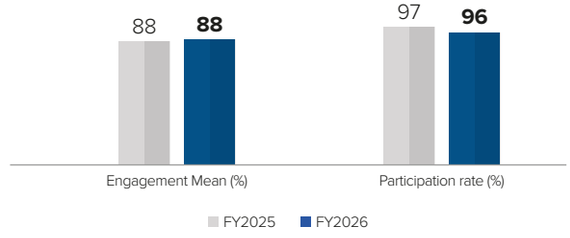
OSH Training and Awareness



Labour Rights



Employee Engagement and Culture Survey



	FY2025	FY2026
Engagement Ratio (Engaged: Neutral: Disengaged)	65:31:4	64:32:4

Employer of Choice Recognition

AmBank Group was recognised in the GRADUAN Malaysia Most Preferred Employer 2025, ranking 3rd overall, a significant rise from 7th place in 2024. The Group was also named First Runner-Up in the Banking and Finance Sector Brand Awards, outperforming major industry peers

OUTLOOK

Moving forward, we will continue to strengthen employee well-being and people development by enhancing support, improving access to benefits and building a workplace where employees can grow, contribute and thrive.

- **Short-term**: Strengthen flexible work arrangements, health and wellness initiatives, open communication channels and benefit awareness to better support employees' immediate well-being and engagement.
- **Medium-term**: Strengthen the adoption of the refreshed P²ACE values and culture across the Group to foster a positive, inclusive and high performing workplace culture.
- **Long-term:** Create a sustainable workplace where employees are supported across the financial, physical, mental and social aspects, empowering them to thrive and perform at their best.

Diversity, Equity and Inclusion

We believe AmBank Group is at its best when our people feel they truly belong. For us, Diversity, Equity and Inclusion (DEI) is a commitment to fostering a supportive environment where every voice is heard and every background is celebrated. By embracing what makes us unique, we build deeper connections with our customers and ensure that as our employees thrive, the Group flourishes alongside them.

OUR APPROACH

Fairness and equal opportunity are at the core of our DEI strategy, guiding our people-management practices from recruitment to leadership development. Guided by the AmBank Group Code of Ethics and Conduct we foster a culture of mutual respect by embedding DEI values into our Group's DNA. This approach translates into tangible support systems, including fair performance evaluations and flexible work practices, ensuring a consistently inclusive environment across all business units.

Talent Management
Attract, retain and develop diverse talent across all levels and functions of the organisation.

Education and Awareness
Provide learning and development opportunities to enhance employees' understanding and skills in diversity and inclusion.

Collaboration and Partnerships
Engage with external organisations and stakeholders that share our commitment to diversity and inclusion.

Our senior leaders actively champion a workplace where every voice is valued. By integrating inclusive principles into our business strategy and directly engaging with employees, our leadership team sets the standard for accountability and social equity across the Group.

Supporting the DEI Culture

We promote equity and inclusion by offering competitive benefits, supporting local talent and underserved communities. These efforts are reflected in the following key areas:

Equity and Inclusion in Action

Fair and Equitable Benefits
We ensure equal access to comprehensive benefits, including healthcare, parental leave, and financial assistance, regardless of gender, religion or seniority, fostering a culture of fairness.

Empowering Underprivileged Talent
We actively recruit from underserved communities, creating pathways for individuals with diverse educational and lived experiences to enrich our workforce and support social mobility.

Local Career Growth
We prioritise local hiring and establish clear career pathways. Our structured mentorship, leadership and performance programmes provide every employee with equal opportunity to advance.

Programmes and Initiatives

Gender Equity and Empowerment

Diversity at the top creates better business outcomes. We believe that a gender-balanced leadership team enhances our perspective and builds deeper trust with our stakeholders. At AmBank Group, we are dedicated to cultivating an inclusive environment where women and all employees are empowered to grow, lead and contribute to our long-term success.

Driving Gender Balance in Leadership

In FY2026, women represented 62.3% of our total workforce, characterised by participation at junior and mid-management levels. We continue to see encouraging results at the leadership level, where female representation remains consistent across both senior management and the Board, supporting long-term gender diversity.

Internal Promotion Rate:
8.4% of females were internally promoted across management and non-management levels.

Diversity of Board Members:
Three female and six male Board members in FY2026.

Empowering Working Parents

At AmBank Group, we believe that family support is a catalyst for gender-balance career growth.

The AmBank Little Explorer (ALEX) Childcare Centre was established in FY2025 to challenge traditional caregiving norms and promote true workplace flexibility. By offering a seamless bridge between professional and family life, ALEX ensures that parenthood is never a barrier to ambition. This year, the centre supported the well-being and development of 23 children.

The Mothercare Room was refurbished to provide a more comfortable and supportive environment for nursing mothers. This dedicated space in Menara AmBank is designed to offer privacy, comfort and convenience, ensuring that those who truly need it may use it with confidence.

International Women's Day (IWD)

To empower the women in our workforce, our International Women's Day campaign, 'Celebrating Women, Inspiring Action,' focused on driving economic empowerment and recognition. By involving male allies in these multi-day events, we emphasised our aim to an inclusive workplace where everyone plays a role in inspiring change.

Social Impact
Collected over seven tonnes of food and electrical appliances for charity, bringing the 2026 IWD theme of 'Give to Gain' to life.

Women's Health Webinar
610 employees joined an expert-led webinar by Prof. Dr. Prasanna Supramaniam on holistic women's health and hormonal wellness.

Employee Recognition
177 employees engaged through our 'Snap & Win' contest and the P²ACE champion recognition ceremony.

Diversity, Equity and Inclusion

MO

Unified through Culture

AmBank Group's values and operations are deeply rooted in Malaysia's multicultural heritage. We are committed to an inclusive environment where every employee, regardless of background, feels valued and heard. For us, embracing diversity is the key to building a collaborative and successful workforce.

Cultural Diversity Programmes

Celebration of Cultural Events:

Beyond Malaysia's major holidays, we honor diverse cultural events to represent all our people. This focus on inclusivity builds a more connected workforce and a culture of shared respect.

Spiritual Wellness:

The Group respects and supports the spiritual journey of our employees. Thus, we have provided dedicated options for:

- **Hajj Leave**: Available for Muslim employees to perform their pilgrimage.
- **Pilgrimage Leave**: Available for non-Muslim employees to undertake their respective spiritual journeys.

Festival Loans:

As part of our commitment to an inclusive workplace, we provide interest-free festive loans to support employees across different cultural and religious celebrations, helping them participate meaningfully in these important occasions.

Age-Inclusive Growth

By bridging generational gaps, we leverage a wealth of experience to stay resilient in a changing market. Years of service reflect the strength of AmBank Group's inclusive workplace culture and position on gender empowerment. Thus, our high tenure rates across the Group show the strength of our inclusive and growth-oriented environment.

AmBank Group Long Service Awards

331 AmBankers were celebrated for achieving significant service milestones with AmBank Group, honoring the dedication and loyalty that drives the Group forward.

Disability and Accessibility Support

We strive for a culture where accessibility is a right, not an afterthought. By providing necessary accommodations and removing workplace barriers, we empower employees of all abilities to lead and grow. We are proud of the foundation we are building, a workplace that values people for their contributions and ensures that every AmBanker has an equal opportunity to thrive.

Fair Compensation and Pay Equity

Fair compensation shows our dedication to equitable pay practices across the Group. Our approach focuses on supporting gender pay equity, applying fair and responsible pay practices and ensuring pay levels support a decent standard of living. In doing so, we reinforce fair and responsible employment practices.

Approach to Fair Income Distribution

Gender Pay Equity

We support gender pay equity through pay practices that are applied fairly and without gender bias.

Fair and Responsible Pay Practices

Compensation is determined with due regard to role requirements, responsibilities, experience, performance and relevant employment considerations, supporting a fair and responsible pay approach.

Decent Standard of Living

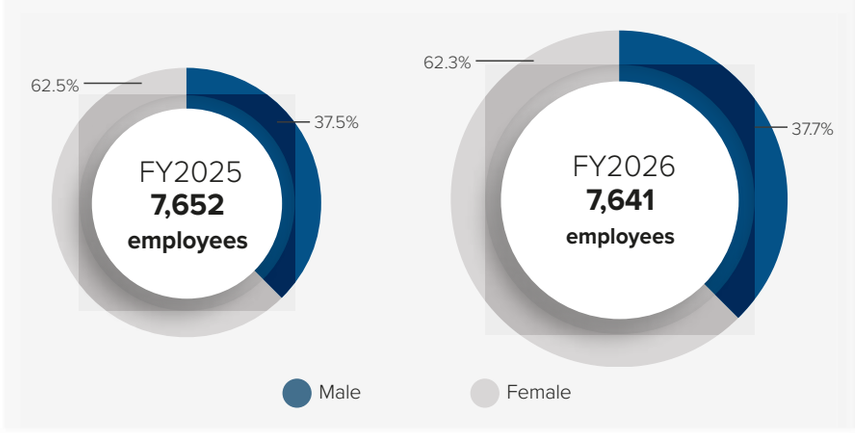
Our pay approach considers employees' financial well-being and cost-of-living needs with all our employees earning above the living wage* threshold of RM3,100 per month. This supports a decent standard of living through fair and responsible pay practices.

* *This covers basic salary, allowances, overtime, bonus, incentives, employer EPF contribution and medical benefits.*

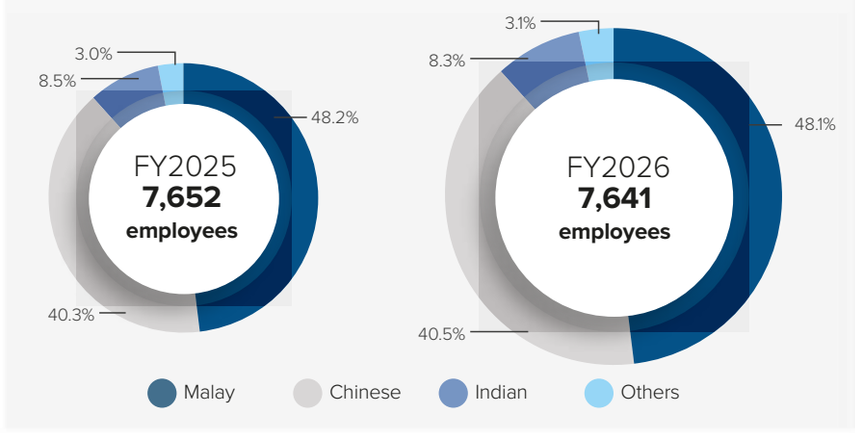
PROGRESS AND PERFORMANCE

Performance Metrics

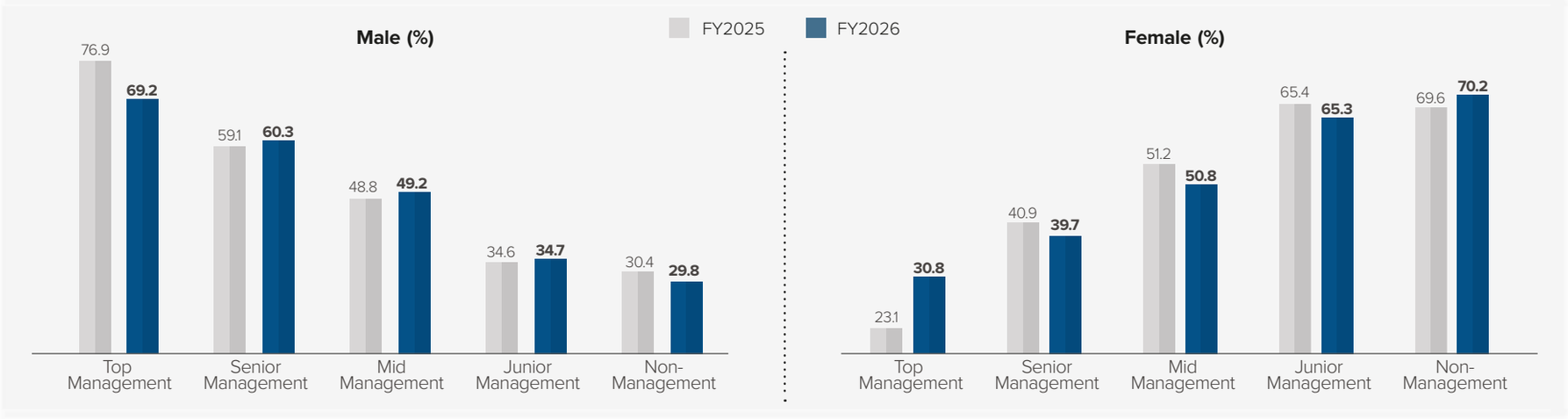
Employment at AmBank Group



Diversity of Employees by Ethnicity



Employees by Working Level* by Gender



** The working level categories used throughout this report are defined as follows: Top Management (C-Suite); Senior Management (Executive Vice President and Senior Vice President; Mid Management (Vice President and Senior Manager), Junior Management (Manager, Assistant Manager, Senior Executive and Executive) and Non- Management (clerical).*

OUTLOOK

As we continue to advance our DEI journey, our focus remains on fostering an inclusive workplace where all employees have equal opportunities to grow and succeed. In the coming years, we will strengthen inclusive talent practices, enhance learning and career development opportunities, regularly review policies and programmes and improve community engagement to create a more diverse, equitable and inclusive organisation.

Responsible Consumption

With natural resources becoming increasingly constrained, responsible consumption focuses on how we manage key resources such as energy, fuel and water across our operations as well as waste management practices, which contribute to our greenhouse gas (GHG) emissions and overall environmental footprint. Improving resource efficiency enables us to reduce emissions, manage costs and strengthen operational resilience, while meeting regulatory expectations and supporting responsible environmental practices. These efforts also reflect growing expectations for organisations to operate sustainably and demonstrate credible environmental stewardship.

OUR APPROACH

We focus on reducing our operational footprint by addressing energy consumption, the primary driver of our emissions. This is anchored in our commitment to achieve Carbon Neutrality for Scope 1 and Scope 2 emissions by 2030, in line with our longer-term Net Zero ambition by 2050. Our approach includes:

- measuring and managing emissions in line with the GHG Protocol
- improving energy efficiency across buildings and operations
- adopting renewable energy solutions where feasible
- strengthening waste and resource management practices

These efforts are supported by a combination of operational improvements and broader system-level levers.

For details on our Net Zero Transition Plan (NZTP) and decarbonisation strategy, refer to the Transition Risk chapter on pages 105 to 108 of this report.

Framework, Policies and Certifications

Our approach is guided by internal policies and external standards that support consistent environmental management and regulatory compliance.

Policies and Practice Guides

Group Energy Policy

Anchors energy management practices that reinforce efficiency across our buildings and operations.

Group Environmental Policy

Establishes the foundation for environmental impact management, providing compliance principles for employees and suppliers while driving continuous improvement.

Environmental and Energy Practice Guide

1. **Environmental Monitoring and Measurement Practice Guide**
   Provides guidance on monitoring, measuring and evaluating environmental performance to ensure compliance, identifying trends and supporting continual improvement.
2. **Environmental Objectives, Targets and Plan Practice Guide**
   Outlines the process for setting environmental objectives and targets and developing action plans to achieve measurable and continual environmental performance improvements.
3. **Environmental Resource Management Practice Guide**
   Guides the effective management of renewable, non-renewable, recyclable, recoverable and reusable resources to promote efficient use and minimise environmental impact.
4. **GHG Accounting and Reporting Practice Guide**
   Describes the approach for identifying GHG emission scopes and boundaries, calculating emissions, reporting data and ensuring accuracy through verification.
5. **Energy Management Practice Guide**
   Establishes procedures for managing energy use efficiently, improving energy performance and reducing energy consumption through systematic planning and controls.
6. **Environmental Waste Management Practice Guide**
   Provides guidance on effectively managing solid and scheduled waste generated by AmBank Group, ensuring compliance with Malaysian regulations and the Group's Environmental Policy.

For details on policies to identify, assess, prioritise and monitor climate-related risks, refer to the Transition Risk chapter on pages 112 to 115 of this report.

We also maintain recognised certifications to support structured monitoring and performance improvement.

Certifications

ISO 14001:2015 Certification (MAB and DF3)

Strengthens environmental management systems across our operations. In FY2026, DF3 achieved certification.

Energy Management Gold Standard (EMGS)

Applies energy efficiency benchmarks and supports the implementation of an Energy Management System at our head office. In FY2026, this was extended to selected leased assets through collaboration with landlords.

Programmes and Initiatives

Enterprise Emissions (Scope 1 and 2)

In FY2026, we strengthened fuel efficiency monitoring and expanded our emissions boundary to include fugitive emissions and stationary combustion sources, improving data accuracy. Scope 2 emissions, primarily driven by electricity consumption, remain our largest operational emissions source and a key lever in achieving our Carbon Neutral (Scope 1 and Scope 2) by 2030 target. In the same financial year, we had expanded our scope 2 emissions to cover off-site ATMs, CRMs, CQMs as well as centralised air-conditioning units across three leased buildings (Menara AmBank, Bangunan AmBank Group and Wisma AmFIRST). During the year, we continued to implement energy efficiency measures, strengthened operational controls and increased the use of renewable energy solutions, including Tenaga Nasional Berhad (TNB) Green Energy Tariffs (GET) and Renewable Energy Certificates (RECs) from Sarawak Energy Berhad (SESCO).

Energy Efficiency Improvements

Air Conditioning Upgrades

Transitioned ageing air-conditioning units to MEPS 5-star rated inverter-type systems for greater energy efficiency.

Impact & Highlights

- Number of units replaced: 173
- Energy savings: 105,045.6 kWh/year
- GHG Reduction: 81.30 tCO_2e

LED Lighting Conversion

Converted neon signages to energy-efficient LED signages.

Impact & Highlights

- Energy savings: 21,000 kWh/year
- GHG Reduction: 16.25 tCO_2e

Variable Refrigerant Volume (VRV) System Implementation

Upgraded conventional air-conditioning systems at the MAB building with VRV systems.

Impact & Highlights

- Energy savings: 3,590 kWh/year
- GHG Reduction: 2.78 tCO_2e

Renewable Energy Adoption

Solar Panel Installation

Phase 1 energy deployment at DF3 and selected branches has been completed.

Impact & Highlights

- Total energy savings for phase 1: 105,900 kWh/year
- GHG reduction: 81.97 tCO_2e

Responsible Consumption

Recognitions in Sustainable Operations

Green Energy Stewardship Gold Award

AmBank Group received the Green Energy Stewardship (Gold) Special Award under the Financial Services sector at the National Energy Awards (NEA) 2025.

AmBank Group recognised for our commitment to advancing green energy stewardship.

Special Mention in the 10 Years and Above – Specialised Category (Non-Strata Office)

AmBank Group's Damansara Fairway 3 (DF3) building received a Special Mention at The Edge Malaysia Best Managed and Sustainable Property Awards. Built in 1997, the 28-year-old facility in Petaling Jaya was recognised for demonstrating how strategic energy-saving retrofits can improve the performance, resilience and sustainability of existing buildings.

Scope 3: Other Indirect Emissions

Indirect emissions arise from activities such as waste, business travel, employee commuting and other value chain sources. While existing measures such as shuttle services and virtual meetings continue to support lower travel-related emissions, our current focus is on strengthening the completeness of our Scope 3 inventory through expanded data collection and boundary coverage.

In FY2025, the Group conducted a Scope 3 materiality assessment, which identified additional categories that were relevant and material to the Group's value chain and emissions profile. Building on this, we expanded our Scope 3 boundary in FY2026 in line with the GHG Protocol to enhance the transparency, comparability and completeness of our emissions reporting.

The expanded Scope 3 inventory now covers:

Category 1: Purchased Goods and Services

Category 2: Capital Goods

Category 13: Downstream Leased Assets

Responsible Waste and Water Management

Waste management is guided by our Environmental Waste Management Practice Guide and aligned with Department of Environment (DOE) requirements, while water management is driven by internal efficiency practices. We also strengthened awareness among staff and contractors through targeted campaigns and training.

In FY2026, we implemented targeted programmes to address key challenges in waste and water management, particularly data fragmentation across leased assets and the need to strengthen operational awareness and practices. Efforts focused on improving data consistency and compliance through closer coordination with landlords and service providers, alongside enhancing staff and contractor awareness through training, infrastructure improvements and recycling initiatives.

Strengthening Data Collection and Management Systems

Designated Environmental Facilities

Introduced recycling centres and scheduled waste storage at BAG, DF3 and Wisma AmFIRST (WAF) to improve waste data collection.

Impact & Highlights

11,801 kg paper was diverted from disposal

Paper and Office Waste

Advanced paper recycling efforts across AmBank Group offices.

Impact & Highlights

100% of paper waste was recycled

e-Waste

Collaborated with Group IT, Admin Control Unit and Global Commercial Real Estate Services (CBRE) to ensure compliant disposal of electronic waste in line with DOE requirements.

Impact & Highlights

Total e-Waste collected: 3,374 kg

Operational Awareness and Capacity Building

Capacity Building

Conducted training for staff and contractors on environmental management practices, including chemical spill response.

Impact & Highlights

Total Participants: 20 staff and contractors trained.

Waste Management Awareness Programme

Conducted three awareness sessions at Menara AmBank on construction and scheduled waste.

Impact & Highlights

Total Participants: 22 attendees

Responsible Procurement Practices

The Group integrates sustainability considerations into procurement activities to encourage responsible sourcing practices and support our sustainability agenda. Through a structured approach built around six key pillars, we aim to ensure sourcing decisions are guided by integrity, accountability, and long-term value creation for our suppliers.

Pillars for Responsible Procurement

- Business Integrity and Governance
- Local Sourcing and Community Development
- Safety and Social Performance
- Risk Management and Resilience
- Environmental Sustainability
- Sourcing Compliance and Reporting

723 local suppliers, representing 90% of total suppliers

81% of procurement spend contributed to local suppliers

For details on procurement-related data, refer to page 39 of the Sustainability Performance Data.

Responsible Consumption

Enhancing Our Procurement Process

Suppliers are assessed against sustainability-related considerations at every stage—from pre-onboarding to ongoing supplier engagement. The assessment covers governance practices, ethical conduct, human rights, social responsibility, and climate and environmental impact.

Step 1:
Pre-Onboarding: Vendor Screening and Qualification

Vendors are assessed against sustainability criteria through structured questionnaires and minimum qualification thresholds.

Step 2:
Onboarding: Compliance with Sustainability Standards

Vendors complete self-assessment and acknowledge AmBank Group's Responsible Procurement Requirements.

Step 3:
Post-Onboarding: Ongoing Engagement and Supplier Development

Vendors are engaged through knowledge sharing and dialogue to strengthen sustainability adoption and long-term alignment.

These expectations are further supported through the Group Procurement Policy, Group Code of Ethics and Conduct, Supplier Code of Conduct, and Group Anti-bribery and Corrupt Practices Policy.

In FY2026, the Group enhanced the Supplier Code of Conduct to further ensure our suppliers reflect the Group's commitment towards sustainable and responsible procurement practices.

Engaging Suppliers on Responsible Business Practices

Beyond supplier screening and compliance, the Group also focuses on continuous supplier engagement to support our broader sustainability agenda and strengthen value chain resilience. This includes supporting and empowering local suppliers through on-going engagement.

Supplier Engagement Day brought together over 50 key suppliers to reinforce AmBank Group's expectations on compliance, anti-bribery and corruption, No Gift Policy and data protection.

PROGRESS AND PERFORMANCE

Performance Metrics

We monitor enterprise-level emissions across Scope 1, 2 and selected relevant Scope 3 categories, with ongoing improvements in data coverage and methodology to enhance accuracy.

Key Savings

Total energy saving from efficiency initiatives:
129,635.6 kWh

GHG reduction of **100.3 tCO_2e** as a result of energy efficiency improvements

These initiatives support ongoing reductions in operational emissions and improvements in resource efficiency.

Scope 3 Breakdown

Scope 3 Emissions (tCO_2e)	FY2025	FY2026
Category 1: Purchased Goods and Services	31,160.06	**33,833.54**
Category 2: Capital Goods	3,044.83	**3,444.71**
Category 5: Waste Generated in Operations	169.00	**225.00**
Category 6: Business Travel	837.20	**1,030.10**
Category 6: Employee Commuting	11,423.23	**10,761.14**
Category 13: Downstream Leased Assets	–	**17.40**
TOTAL	46,634.32	**49,311.89**

For details on Scope 1, 2 and 3 emissions data, refer to pages 10 and 34 to 37 of the Sustainability Performance Data.

As data coverage expands and methodologies are refined, emissions reporting has become more comprehensive, enabling improved identification of emission hotspots and more targeted reduction efforts. While progress has been made through operational initiatives, continued scaling will be required to support the Group's Net Zero 2050 ambition.

OUTLOOK

Looking ahead, reducing our operational footprint remains a key priority. Over time, we will scale these efforts by integrating renewable energy sources and credible carbon offsets where appropriate, supporting our ambition to achieve carbon neutrality for Scope 1 and Scope 2 emissions by 2030. These efforts form part of our broader transition towards Net Zero by 2050.

In parallel, we will continue to refine our Scope 3 strategy, particularly in embedding sustainable waste and water management practices across operations in line with evolving regulatory expectations. In the near term, our priority is to enhance waste segregation practices and improve data quality through stronger monitoring across key premises. Over the medium term, we aim to reduce landfill disposal and improve water efficiency through tighter operational controls, stronger vendor engagement and expanded employee awareness programmes.

Supporting Communities

Community empowerment is more than a social responsibility, it is a strategic pillar for long-term economic stability. By leveraging our resources and expertise, we aim to create a ripple effect of positive change, bridging gaps in financial access, fostering social equity and protecting the environment. For AmBank Group, community impact is fundamental to building a shared future where everyone has the opportunity to flourish.

OUR APPROACH

Our strategy is built on a structured commitment to driving positive societal impact through a combination of financial and non-financial contributions. By aligning our initiatives with national priorities and the UN SDGs, we ensure that our efforts are strategic, measurable and yield lasting benefits for the communities we serve.

AmBank Group's Community Empowerment Framework

This framework drives social progress through a foundation of sustainability and inclusivity. By leveraging strategic partnerships with NGOs, educational institutions and business partners and media, we deliver targeted initiatives that create positive impact, financial inclusion, environmental stewardship and community well-being. Through these collaborations, we are able to amplify our reach, share expertise and create lasting value for the communities we serve. Through targeted initiatives, we focus on delivering meaningful impact in skills development, financial inclusion and community well-being.

AmBank Group Community Empowerment Framework		Money Invested	Beneficiaries
Protecting the Environment and Endangered Species	Champion environmental conservation and protection of vulnerable species through initiatives addressing pollution and climate-related threats.	RM75,000	1,022
Empowering B40 Economic Empowerment	Enhance socio-economic well-being of B40 communities through skills development, entrepreneurship support and access to opportunities.	RM352,319	7,083
Partnerships with Schools and Local Universities	Collaborate with educational institutions to improve learning outcomes and community engagement through financial literacy, mentorship and targeted programmes.	RM1,405,520	21,069
Fight for Zero Hunger Humanitarian Aid	Address food insecurity through humanitarian support and initiatives that improve access to nutrition and food security.	-	1,485
Support People with Physical Disabilities and Critical Illnesses	Provide support through healthcare access, social inclusion and targeted assistance to improve quality of life.	RM10,000	1,334

AmBank Group's Community Principles

- Group Corporate Social Responsibility (CSR) and Sponsorships
- Financial Industry Collective Outreach (FINCO)
- Sustainability
- Festive Staff Donations

Supported by AmBank Volunteer Network and Kelab AmBank Group

Developing a Volunteering Culture

We foster volunteerism by enabling employees to contribute their time and skills to community initiatives, with a long-term aim of achieving a cumulative 50,000 volunteer hours by 2029. To support this objective, we target about 10,000 volunteer hours annually. This strengthens employee engagement and enhances the reach and impact of community programmes.

Two key platforms support employee participation:

1 AmBank Volunteering Network (AVN)

Provides structured volunteering opportunities across the Group, coordinated through our internal Connected Calendar and primary communication channels to ensure seamless participation across the Group.

Connecting AmBankers with the Community

Encouraged hands-on participation in social initiatives, deepening employees' connection with the communities they serve.

Promoting P²ACE Values

Reinforced our P²ACE values: *Principled* in giving back to community, fostering *Collaboration* in volunteering efforts, and *Appreciative* of the community and causes they support through positive and sustainable impact initiatives.

Building a Purpose-Driven Network

Created a community of employees committed to long-term, impactful volunteering efforts.

2 Kelab AmBank Group (KAG)

Drives employee engagement through recreational and team-based activities, while integrating community initiatives to support broader social impact.

Key KAG Community Initiatives

AmBank Family Run 2025

982 participants

4,910 volunteer hours

Fundraising and Donation Drives

Department-led initiatives supporting community needs

Regional Activities with Community Outreach

Hiking and team-building activities integrated with community engagement

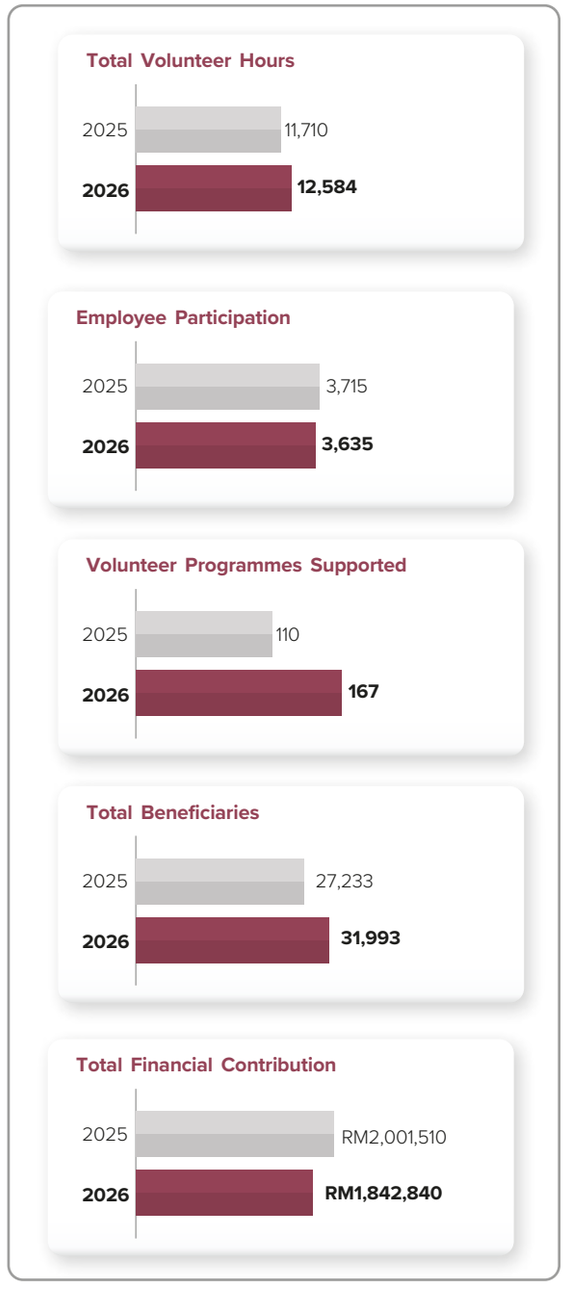
KAG Treasure Hunt (Community Outreach Initiative)

792 volunteers supported

198 B40 families through distribution of essential food and household items, in partnership with *Badan Kebajikan Angkatan Tentera*

PROGRESS AND PERFORMANCE

Performance Metrics



Supporting Communities

Programmes and Initiatives

Protecting the Environment and Endangered Species

eWaste Collection and Management Programme

We partnered with Scrap Computer Trading (SCT) e-waste management to conduct collection drives across our corporate buildings: Menara AmBank (MAB), Bangunan AmBank Group (BAG), Wisma AmFIRST (WAF), and Damansara Fairway 3 (DF3).

Value Created:

- **eWaste collected:** 896.8 kg

Advancing Rural Community Well-Being

To enhance safety and improve living conditions in Orang Asli communities, solar-powered street lights were installed in two Orang Asli villages, *Kg. Batu Putih* and *Kg. Sungai Gayung* in Pahang. Implemented in collaboration with Global Peace Malaysia, the initiative provides reliable lighting that supports residents' daily activities while promoting the use of renewable energy.

Value Created:

- **Community impact:** Over 30 Orang Asli families benefited from improved village illumination and safety
- **Infrastructure installed:** 11 units of solar-powered street lights across two Orang Asli villages

Empowering B40 Economic Empowerment

Zakat Contribution

Through AmBank Islamic Berhad, our Zakat contributions support *asnaf* (eligible recipients under Islamic law) by addressing immediate needs while fostering long-term socio-economic empowerment. By channeling funds across various sectors, we aim to alleviate poverty, improve livelihoods and promote greater social equity across our community footprint.

Value Created:

- **Total zakat contribution:** RM3,994,000
  - **State zakat collection centres:** RM1,014,000
  - **Community programmes:** RM2,980,000
- **Community programmes beneficiaries:** 2,087

Breakdown of Zakat Contribution for Community Programmes:

- **Students/Education Assistance:** RM0.52 million to 1,253 students across ten academic institutions
- **Medical Assistance:** RM0.26 million to 229 *asnaf* patients from four entities for dialysis and medical treatment
- **Islamic Development Activities:** RM0.04 million to 84 *asnaf* from two mualaf development entities
- **Charity Support:** RM0.16 million to 311 *asnaf fakir/miskin* from five entities for home essentials expenses and food products
- **iTekad:** RM1.50 million to 190 *asnaf* microentrepreneurs
- **Qard Microfinancing:** RM0.50 million through strategic collaboration with TEKUN Nasional to support *asnaf* entrepreneurs in business development. In FY2026, 20 asnaf entrepreneurs benefited from this programme.

Qurban Programmes with Al Khadeem Foundation

We ran a Qurban programme in conjunction with Eid Adha where the Qurban meat was distributed to underprivileged communities such as single mothers, *Mualaf*, the elderly and persons with disabilities.

Value Created:

- **Beneficiaries:** 800 individuals received Qurban meat distribution
- **Financial contribution:** RM50,120
- **Volunteer participation:** 5 employee members contributing 15 hours
- **Community impact:** Supported B40 families during festive periods

Partnerships with Schools and Local Universities

Financial Industry Collective Outreach (FINCO)

Through our partnership with FINCO, we support underserved students across four pillars aimed at improving employability and breaking the poverty cycle.

English Proficiency | **Financial Literacy** | **Disaster Relief** | **Life Aspiration**

AmBank Group won Overall Banking FIs with Most Volunteers 2025 by FINCO, FINCO Outstanding Award, Good SENS 2025 – Puvendran Marappan from Group Risk Management and FINCO Highest Repeat Volunteer 2025 – Khairul Amri Aznan of Group Corporate Communication and Marketing.

Value Created:

- **English Proficiency:** Storytelling sessions across 12 schools reaching more than 1,200 students
- **Financial Literacy:** Good SENS programme implemented in multiple states
- **Disaster Relief:** Support for four schools affected by natural disasters
- **Life Aspiration:** Career exposure programmes for post-SPM students
- **Financial contribution:** RM337,425
- **Beneficiaries:** over 12,100 students nationwide
- **Volunteer hours:** more than 400 hours from AmBank employees
- **Schools supported:** over 25 educational institutions

42 Malaysia Programme

Through our ongoing strategic partnership with 42 Malaysia, AmBank Group continued to support the development of future-ready digital talent by providing opportunities for students to strengthen industry relevant skills and gain practical exposure, while facilitating a potential talent pool for the Group.

In FY2026, we organised 42 Malaysia Hackathon 2025, which brought together 23 teams to develop innovative solutions addressing data privacy, stewardship efficiency and intelligent database navigation. The top 10 teams advanced to the Grand Final.

Value Created:

- **Pledged contribution:** RM1 million in FY2026 (RM3 million over three years).
- **Total beneficiaries:** 720 students

MySkills Foundation Strategic Partnership

Through a RM300,000 three-year sponsorship commitment, AmBank Group is supporting 30 at-risk youths annually through the Holistic Transformation and Pre-Vocational Skills Training Programme. Spanning from 2025 to 2027, the programme provides mentorship, life skills development, vocational training and career guidance, equipping young people who have fallen out of the mainstream education system with the skills, confidence and opportunities needed to build brighter and more independent futures.

Value Created:

- **Amount utilised:** RM100,000
- **Beneficiaries:** 30 At-Risk Youths

School Adoption Programmes

These programmes support students through both material assistance and personal mentorship. In FY2026, key initiatives included contributing computers to SK (2) Taman Selayang to enhance digital literacy, donating books to school libraries nationwide, organising educational warehouse tours and *Bicara dari Hati* talks to build resilience, and delivering Raya Shopping Charity support to students across our adopted school network.

Value Created:

- **Beneficiaries:** over 2,500 students
- **Schools supported:** more than 10 adopted schools
- **Financial contribution:** over RM150,000
- **Volunteer engagement:** more than 100 employees

Supporting Communities

Partnerships with Schools and Local Universities

University Collaborations and Career Development

These initiatives support career readiness through mentorship and experiential learning. In FY2026, programmes included mentorship via the FINCO ACE Camp, job shadowing at MAB and BAG, as well as Industry Talks and the Newscaster Challenge to build awareness of emerging trends in finance and technology.

Value Created:

- **Beneficiaries:** 84 underprivileged students aged 18 years old
- **Volunteer engagement:** 16 employees

AmKasih CSR Programmes

The AmKasih Back to School initiative bringing smiles to 1,000 students from SK Sibujaya and SJK (C) Thin Hua Sibujaya where each student received Back to School kits comprising a backpack and essential stationery, equipping them for the new academic year.

We also contributed three units of Huawei Ideahub smart boards for SK Kundasang, a BESTARI primary school to enhance digital learning in classrooms and a collection of educational books to support literacy development.

Value Created:

- **Beneficiaries:** over 2,600 individuals
- **Financial contribution:** over RM215,080
- **Volunteer hours:** more than 200 hours

Fight for Zero Hunger and Humanitarian Aid

The Lost Food Project (TLFP)

For five years, our partnership with the Lost Food Project has helped turn surplus food into meals for vulnerable communities. By rescuing and redistributing food that would otherwise go to waste, we continued to address food insecurity while reducing food waste.

Value Created:

- **Sponsorship contribution:** RM75,000
- **Food rescued:** 71,776 kg of surplus food
- **Meals saved:** 205,070 meals provided to vulnerable communities
- **GHG prevented:** 179,451 kg of GHG emissions avoided
- **Volunteer participation:** 428 employees across 40 TLFP sessions

KSK Food Distribution Programmes

Through our partnership with Kechara Soup Kitchen (KSK), we delivered food distribution initiatives across multiple states, including support for vulnerable and homeless communities ensuring that individuals facing hardship had access to basic necessities.

Value Created:

- **Beneficiaries:** over 2,500 individuals
- **Volunteer engagement:** more than 800 employees
- **Volunteer hours:** over 1,800 hours

Fight for Zero Hunger and Humanitarian Aid

Aid During Festive Seasons

We delivered humanitarian support across festive periods, including Ramadan food distributions, Deepavali community support, Christmas assistance for children's homes and Raya shopping programmes for B40 families.

Value Created:

- **Total reach:** 3,784 beneficiaries

Disaster Relief Support

Guided by our longstanding practice to extend help in times of crises, we partnered with FINCO through FINCO Disaster Relief to support four schools, SK Kg Sau in Mukah, SK Seri Mega in KL, SK Nanga Penyarai in Sarawak and SK Sg Kelamah in Negeri Sembilan, affected by floods and heavy storms. Through this contribution, essential repairs were carried out on school facilities and a surau, while students received new school uniforms, helping them return to learning and recover from the impact of the disaster.

Value Created:

- **Emergency funds distributed:** RM105,803 to affected schools
- **Schools supported:** 4 schools in flood-affected areas

Supporting Communities

Support People with Physical Disabilities and Critical Illnesses

Malaysian Association for the Blind (MAB) Partnership

We partnered with MAB to promote inclusivity through vocational training and employee engagement. This included supporting programmes at their Gurney Training Centre across areas such as office management, IT, wellness and audio production. Additionally, we conducted AVN training for AmBank volunteers to equip them with the knowledge and skills needed to engage effectively and support visually impaired individuals.

Value Created:

- **Financial contribution to MAB Gurney Training Centre:** RM350,000
- **Beneficiaries:** over 70 trainees at MAB Gurney Training Centre
- **Volunteers (AVN training):** 30 employees

Deepavali and Christmas CSR with Welfare Homes

Driven by the generosity of AmBankers and our value of working together, we supported two children's homes – *Rumah Ozanam* and *Kaizen Home* – during Deepavali and Christmas through festive celebrations, a secret Santa programme and donations of essential items, helping create a brighter and more meaningful festive season for children and their caretakers.

Value Created:

- **Beneficiaries:** 264 children and caretakers
- **Financial contribution:** RM27,000
- **Volunteer engagement:** 659
- **Volunteer hours:** 1,374 hours

OUTLOOK

As we move forward, AmBank Group remains dedicated to expanding initiatives such as the AVN, engaging even more employees in meaningful community service and charitable initiatives. In the short term, the Group aims to scale participation across community initiatives and achieve more than 10,000 volunteering hours annually through the implementation of departmental volunteer hour targets. These efforts support our aspiration to contribute a cumulative 50,000 volunteering hours by 2029. Over the medium term, we will deepen long-term partnerships with key NGO partners through multi-year community investment initiatives and skills-based volunteering programmes, while expanding outreach efforts, particularly in East Malaysia, with a focus on rural community development. Looking ahead, AmBank Group will continue to strengthen its role in building resilient and inclusive communities by evolving its programmes in line with changing societal needs and priorities, while sustaining meaningful long term impact.

Methodologies

This section discusses the methodologies for computing the related metrics for the respective SROs detailed from pages 64 to 160. The Group aims to ensure that our reported metrics are accurate, comprehensive and aligned with internationally recognised standards. This methodology document is aligned with the IFRS S2 Climate-related Disclosures Standard which emphasise transparency and consistency in climate-related financial disclosures. It also follows the principles of the Greenhouse Gas (GHG) Protocol, the most widely used framework for GHG accounting and the Partnership for Carbon Accounting Financials (PCAF), which promote transparent sustainability reporting practices. Our GHG calculations encompass Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy) and relevant Scope 3 (other indirect emissions) categories.

By adhering to these standards and protocols, we aim to provide our stakeholders with clear insights into our carbon footprint and demonstrate our ongoing commitment to sustainable business practices. This document provides a detailed explanation of the processes, data sources and assumptions used in our GHG calculations. It also describes the controls and verification mechanisms employed to ensure the integrity of our reporting. AmBank Group remains dedicated to continuous improvement in our GHG accounting and disclosure practices as part of our broader sustainability goals.

RESPONSIBLE FINANCING OPPORTUNITIES *IFRS S1: 50(d) | IFRS S2:.29(d)*

The sustainable financing mobilised metric is based on internal classification frameworks, such as the Group's SFP Framework and STG Financing Guideline.

The SFP Framework adopts product-specific design principles and integrates recognised international and national guidelines, including:

- Green, Social and Sustainability-Linked Loan Principles of Asia Pacific Loan Market Association (APLMA), Loan Market Association (LMA), Loan Syndications and Trading Association (LSTA)
- International Capital Markets Association (ICMA) Green, Social and Sustainability-Linked Bond Principles and Taxonomies
- ASEAN Capital Markets Forum (ACMF) ASEAN Sustainability and Green Bond Standards
- Securities Commission Malaysia Sustainable and Responsible Investment (SRI) Sukuk Framework
- BNM VBI Financing and Investment Impact Assessment Framework
- BNM CCPT Guidelines

The STG Financing Guideline institutionalises our sustainability criteria across lending activities:

Financing Category	Broad Objective
Sustainable Financing	Financing that underscores economic growth and incorporates ESG considerations to achieve sustainable development results aligned to one or more of the 17 UN SDGs.
Transition Financing	Financing that supports the transition of sectors and firms from emissions-intensive business models (i.e. high-emitting and hard-to-abate sectors) to environmentally sustainable alternatives aligned to the goals of the Paris Agreement.
Green Financing	Financing with the dedicated purpose of generating environmental benefits (i.e. climate mitigation or adaptation) or contributing to create or sustain a low-carbon economy.

As classification methodologies continue to evolve, reported figures may be refined over time. Accordingly, these metrics should be interpreted as indicators of portfolio direction and alignment, rather than precise measures of sustainability impact.

Methodologies

Sustainable Financing Mobilised *FN-IB-410a.3.7.5*

The total mobilisation of sustainable financing is reflected across four focus areas, i.e. green financing, affordable and low-income financing, sustainable investments and sustainable capital market issuances. The Group only includes transactions which are recognised as part of the Group's total sustainable financing mobilised, once they have been validated as qualified in accordance with the definitions prescribed in the table below:

Category	Recognition Criteria
Green Financing	
Electric Vehicle (EV) Financing	Hire purchase lending for financing or refinancing of eligible vehicles recognised as "Green" (i.e. full battery EV).
Green Home Financing	Housing loans for financing or refinancing of residential property recognised as "Green" based on specific green building certifications.
Other Green Financing	1. Dedicated financing transactions which meet environmental objectives. 2. Financing transactions that fall within specific classifications within the CCPT issued by BNM 3. Eligible transactions for Government funds and financing schemes. 4. Financing transactions for customers based on a predefined revenue threshold.
Affordable and Low-income Financing	
Affordable Housing Schemes	Financing or refinancing of residential property under special schemes recognised by the Government.
Low-income Home and Auto Financing	Financing or refinancing to applicants below a predefined threshold.
Sustainable Investments (outstanding balance)	
Green Bond/Sukuk Investments	Investments that fall within specific classifications within CCPT – dedicated purpose of funds towards green activities.
Sustainable excluding Green Bond/ Sukuk Investments	Investments whereby its purpose meets at least one socio-economic UN SDG.
Sustainable Capital Market Issuances Facilitated (underwritten portion)	
Sustainable Capital Market Issuances Facilitated (underwritten portion)	1. Green Bonds/Sukuk which meet the ASEAN Green Bond Standards, SRI Sukuk Framework or ICMA Green Bond Principles. 2. Sustainability Bonds/Sukuk which meet the ASEAN Sustainability Bond Standards, SRI Sukuk Framework or ICMA Sustainability Bond Principles. 3. Bonds/Sukuk issued by companies which are recognised as Sustainability-linked.

PHYSICAL RISK *IFRS S2: 29(c)*

Physical risk is monitored through resilience objectives, exposure indicators and qualitative CRST insights.

Operational exposure

We assess climate-related physical risk exposure for the Group's own operations and third-party service providers based on the interaction of geographic location and hazard intensity.

High physical risk exposure on branches, ATMs, Cheque Deposit Machine (CQMs), Cash Recycler Machine (CRMs), Main Buildings, Data Centres and Third-party Service Providers	=	branches + ATMs + CQMs + CRMs + Main Buildings + Data Centres + Third-party Service Providers

* *Note: The number of branches also include kiosks. For ATMs/CQMs/CRMs, the assessment only covers off-site locations as on-site machines located within the branch premises are considered part of the branch. Where multiple machines are located at the same site, it is treated as a single location.*

Portfolio exposure

For mortgages in high flood risk areas, 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.

$$\text{Percentage mortgage portfolio susceptible to high flood risk*} = \frac{\text{Total High Flood Risk Exposure at Default of Mortgage Loans}}{\text{Total Exposure at Default of Mortgage Loan Portfolio}}$$

* *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.*

Methodologies

TRANSITION RISK *IFRS S2: 29(a)(b)*

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

Enterprise Emissions: Scope 1 GHG Emissions

The below reflects the operating and organisational boundaries, sources, methodology, emissions factors and computation of both scope 1 GHG emissions.

Scope 1

Direct emissions from the Group's owned/controlled sources

Operational Boundary

- Fuel consumption of company-owned vehicles
- Fuel consumption of generator set (stationary combustion)*
- Refrigerant gases for air conditioning (fugitive emissions)*

** New*

Organisational Boundary

Operational control of the key entities – AmBank (M) Berhad, AmBank Islamic Berhad and AmInvestment Bank Berhad, including AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd.

Sources

Internal data sources:

- fuel consumption records (milage claims for company vehicles)
- service maintenance reports (for fugitive emissions and stationary combustion)
- management records

Methodology

The Group measures its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (2004) and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). This methodology is applied to the calculation of Scope 1 (direct) and Scope 2 (energy indirect).

Emission Factors

Department for Environment, Food and Rural Affairs (DEFRA) (2025)

Calculation

The Group computes Scope 1 emissions based on the following method:

Mobile Combustion (CO_2e)	=	(Fuel Consumption (L) x Emission Factor (kg CO_2/L)) + (Mileage km x Emission Factor (kg CO_2/km))
Stationary Combustion (CO_2e)	=	Fuel Consumed (L) x Emission Factor (kg CO_2/L)
Fugitive emission (CO_2e)	=	Mass of refrigerant leaked (kg) x Global Warming Potential (GWP)

Enterprise Emissions: Scope 2 GHG Emissions

The below reflects the operating and organisational boundaries, sources, methodology, emissions factors and computation of both scope 2 GHG emissions.

Scope 2
Indirect emissions from electricity consumption
Operational Boundary
Purchased Electricity Consumption (branches, owned and leased buildings)
Organisational Boundary
Operational control of the key entities – AmBank (M) Berhad, AmBank Islamic Berhad and AmInvestment Bank Berhad, including AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd.
Sources
Internal data sources: • metered energy use • utility bills • management records
Methodology
The Group measures its greenhouse gas (GHG) emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard (2004) and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011). This methodology is applied to the calculation of Scope 1 (direct) and Scope 2 (energy indirect).
Emission Factors
Grid Emission Factor methodology, Suruhanjaya Tenaga
Calculation
The Group computes Scope 2 emissions based on the following method: GHG emissions for branches and owned buildings (tCO_2e) = Electricity Consumption (kWh) x Emission Factor ($kgCO_2e/kWh$) Energy use from leased space (kWh) = $\frac{\text{reporting company's area } (m^2)}{\text{building's total area } (m^2)}$ ** building's occupancy rate (e.g., 0.75) × building's total energy use (kWh)* GHG emissions for leased buildings (tCO_2e) = Energy use from leased space (kWh) x Emission Factor ($kgCO_2e/kWh$)

Methodologies

Enterprise Emissions: Scope 3 GHG Emissions (excluding Category 15)

The table below reflects the operating and organisational boundaries, sources, methodology, emissions factors and computation of scope 3 GHG emissions (excluding scope 3 financed emissions).

Scope 3
Indirect emissions from the value chain
Operational Boundary
• Category 1 : Purchase of Goods and Services* • Category 2 : Capital Goods* • Category 5 : Waste Generated from Operations - Waste Diverted from Disposal - Waste Directed to Disposal • Category 6 : Business Travel - Air Travel - Employee Mileage Claims • Category 7 : Employee Commuting - Outsourced Shuttle Service - Employee's Own Commuting • Category 13 : Downstream Leased Assets* * *New*
Organisational Boundary
Operational control of the key entities – AmBank (M) Berhad, AmBank Islamic Berhad and AmInvestment Bank Berhad, including AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd.
Sources
Category 1 : Procurement of goods and services based on financial records Category 2 : Capitalised assets Category 5 : Vendor and management records (building management records covering non-hazardous waste and electronic scheduled waste information system (e-SWIS) for hazardous waste) Category 6 : Internal e-claims and management records Category 7 : Employee commuting survey and management records Category 13 : Management records and utility bills
Methodology
The Group measures its GHG emissions in accordance with the following guidance: • GHG Protocol: Corporate Accounting and Reporting Standard (2004) (for Categories 5 and 6) • GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011) (for Categories 1, 2, 7 and 13) • GHG Protocol Technical Guidance for Calculating Scope 3 Emissions (2013) (for Categories 1, 2, 7 and 13) Specifically for Scope 3 Category 15, the Group measures its financed emissions based on the Partnership for Carbon Accounting Financials (PCAF) methodology.
Emission Factors
International Civil Aviation Organisation (ICAO) Carbon Emission Calculator, Environmentally Extended Input-Output (EEIO) DEFRA (2025) emission factors and announcements for Peninsular Malaysia, Sabah and Sarawak (2024) under the Grid Emission Factor methodology

Scope 3 (cont'd)

Calculation

Category 1 and 2

The Group computes Scope 3 emissions for Category 1 and 2 using the spend-based method, in line with GHG Protocol guidance. Spend value of each item is multiplied by the relevant EEIO emission factors (proxies) to estimate emissions of each item. The total emissions for Category 1 and Category 2 emissions are the sum of all items in the respective category. This approach is used where primary supplier data is unavailable, with ongoing efforts to transition towards more activity-based and supplier-specific data to improve accuracy.

The calculation methods for Category 1 (Purchased goods and services) and Category 2 (Capital goods) are the same.

CO_2e emissions for purchased goods or services	=	**sum across purchased goods or services:** Σ (value of purchased good or service (RM) × emission factor of purchased good or service per unit of economic value (kg CO_2e/RM))
CO_2e emissions for capital goods	=	**sum across capital goods:** Σ (value of capital goods (RM) × emission factor of capital goods per unit of economic value (kg CO_2e/RM))

Category 5

The Group computes emissions from waste generated in operations using the waste-type-specific method:

CO_2e emissions from waste generated in operations	=	**sum across waste types:** Σ (waste produced (tones or m^3) × waste type and waste treatment specific emission factor (kg CO_2e/tonne or m^3))

Category 6

The Group computes emissions from waste generated in operations using the distance-based travel method for business travel (mileage claims and air travel):

CO_2e emissions from business travel	=	**sum across vehicle types:** Σ (distance travelled by vehicle type (vehicle-km or passenger-km) × vehicle specific emission factor (kg CO_2e/vehicle-km or kg CO_2e/passenger-km))

Methodologies

Scope 3 (cont'd)

Calculation (cont'd)

Category 7

The Group computes emissions from employee commuting using the distance-based travel method for shuttle services and average data method for employee's daily commute:

Distance-based travel method

CO_2e emissions from shuttle services	=	**sum across vehicle types:** Σ (distance travelled by vehicle type (vehicle-km or passenger-km) × vehicle specific emission factor (kg CO_2e/vehicle-km or kg CO_2e/passenger-km))

Average-data method

CO_2e emissions from employee commuting =	=	**sum across each transport mode:** Σ (total number of employees × % of employees using mode of transport × one way commuting distance (vehicle-km or passenger-km) × 2 × working days per year × emission factor of transport mode (kg CO_2e/vehicle-km or kg CO_2e/passenger-km))

Category 13

The Group computes emissions from downstream leased assets by allocating emissions from leased buildings based on the floor space utilised:

CO_2e emissions from downstream leased assets	=	**Scope 2 emissions associated with leased assets:** Scope 2 emissions of leased asset = Σ (quantity of electricity, steam, heating, cooling consumed (e.g. kWh) × emission factor for electricity, steam, heating, cooling (e.g. kg CO_2e/kWh)) **then sum across leased assets:** Σ Scope 2 emissions of each leased asset

Financed Emissions: Scope 3 Category 15 (Investments) for Lending and Investments

The below reflects the operating and organisational boundaries, sources, methodology, emissions factors and computation of Scope 3 financed emissions for our lending and investment book.

Scope 3
Indirect emissions from the value chain
Operational Boundary
Category 15: Investments
Organisational Boundary
Operational control of the key entities – AmBank (M) Berhad, AmBank Islamic Berhad and AmInvestment Bank Berhad.
Sources
Category 15: Customer self-reported emissions data where available, supplemented with estimates and proxies
Methodology
The Group measures its GHG emissions in accordance with the following guidance: • Partnership for Carbon Accounting Financials (PCAF) Standard* ** Based on Accounting & Reporting Standard - Part A - Financed Emissions (2nd Edition - December 2022).*
Emission Factors
EXIOBASE emission factors and Suruhanjaya Tenaga (ST) announcements for Peninsular Malaysia, Sabah, and Sarawak under the Grid Emission Factor methodology
Calculation
Category 15 The general methodology to compute financed emissions is reflected below: $\text{Financed emissions} = \sum_i \text{Attribution factor}_i \times \text{Emissions}_i$ *(with i - borrower or investee)* $\text{Attribution factor}_i = \frac{\text{Outstanding amount}_i}{\text{Total equity + debt}_i}$ The Attribution Factor (AF) is calculated by determining the share of the outstanding amount of loans and investments over the total equity and debt of the company/ project. Emissions are obtained from each borrower or investee reported GHG emissions or estimated from physical activity data and/or economic activity data of each borrower/ investee such as turnover and total asset.

Methodologies

Scope 3 (cont'd)

Financed Emissions by Asset Class

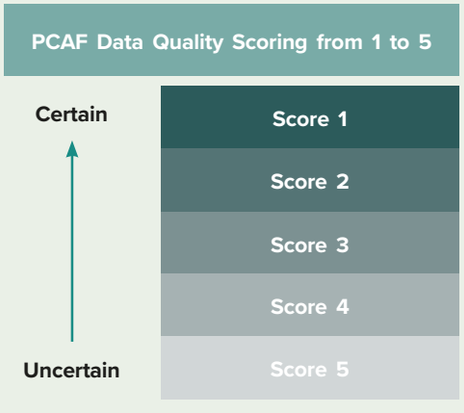
Asset Class	Identification Approach based on AmBank Group's Data
Listed Equity and Corporate Bonds (CB)	**Non-retail Portfolio** All long-term on-balance sheet financial assets, including Fair Value through Other Comprehensive Income (FVOCI) or measured at amortised cost (tagged for 'Long-term Holding' and 'Hold to Maturity'), upon exclusion of money market instruments and short-term investments.
Business Loans (BL) and Unlisted Equity	**Non-retail Portfolio** All other financing granted to a business entity from Wholesale Banking (WB), Business Banking (BB), Retail Banking (RB) (i.e. retail small & medium enterprises) (RSME), and Investment Banking (i.e. Share Margin Financing only) (IB) not elsewhere classified in other asset class.
Project Finance (PF)	**Non-retail Portfolio** Financing from WB, BB, and IB that are assessed under the Project Finance risk model defined by the Group.
Commercial Real Estate (CRE)	**Non-retail Portfolio** Financing with collaterals from WB, BB, and IB are assessed under the CRE risk models defined by the Group. **Retail Portfolio** Financing that have been fully disbursed for the purchase of properties and working capital for (1) Commercial property financing or, (2) home financing secured by commercial and industrial properties as collaterals.
Mortgages	**Retail Portfolio** Financing secured against residential property, i.e. all other home financing not classified as CRE.
Motor Vehicle Loans (MV)	**Non-retail Portfolio** BB's Industrial Hire Purchase (HP) financing with collaterals that are for motor vehicles. **Retail Portfolio** All motor vehicle financing with collaterals.

Data Quality, Assumptions and Limitations

Data Quality PCAF recognises that high quality data can be difficult to come by when calculating financed emissions, particularly for certain asset classes. To provide clarity on the quality of data obtained, PCAF introduced a data quality scoring system ranging from certain (highest quality) to uncertain (lowest quality). The system helps financial institutions assess current data limitations and guides efforts to improve data quality over time. Overall, our data quality score varies across all asset classes, with some GHG emissions data obtained directly from listed customers or subsidiaries of listed companies' reports. Where self-reported data were unavailable, proxies were used to estimate GHG emissions based on the PCAF Financed Emissions Standard.

We recognise that there are challenges in data quality, and data limitations:

a) For non-listed companies which do not report their GHG emissions, their financed emissions are estimated with emission factors based on economic activity data, which may result in higher than actual emissions.
b) In instances where there are neither suitable nor appropriate emission factors, financed emissions are calculated using emission factors based on economic activity data derived from representative proxy companies or using production data sourced from data disclosed by the local industry leaders with prominent presence.
c) Where there is a data lag and different financial year end dates of customers' compared to AmBank Group, the latest available input data would be applicable.



Financed Emissions: Category 15 (Investments) for Asset Management Activities

The table below reflects the operating and organisational boundaries, sources, methodology, emissions factors and computation of Scope 3 financed emissions for our asset management activities.

Scope 3	
Indirect emissions from the value chain	
Operational Boundary	
Category 15: Investments	
Organisational Boundary	
AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd	
Sources	
Category 15: Investees self-reported emissions data where available, supplemented with estimates and proxies.	
Methodology	
The Group measures its GHG emissions in accordance with the Partnership for Carbon Accounting Financials (PCAF) Standard* ** Based on Accounting & Reporting Standard - Part A - Financed Emissions (2nd Edition - December 2022).*	
Emission Factors	
EXIOBASE emission factors and Emission Database for Global Atmospheric Research (EDGAR)	
Calculation	
The general methodology to compute financed emissions is reflected below:	

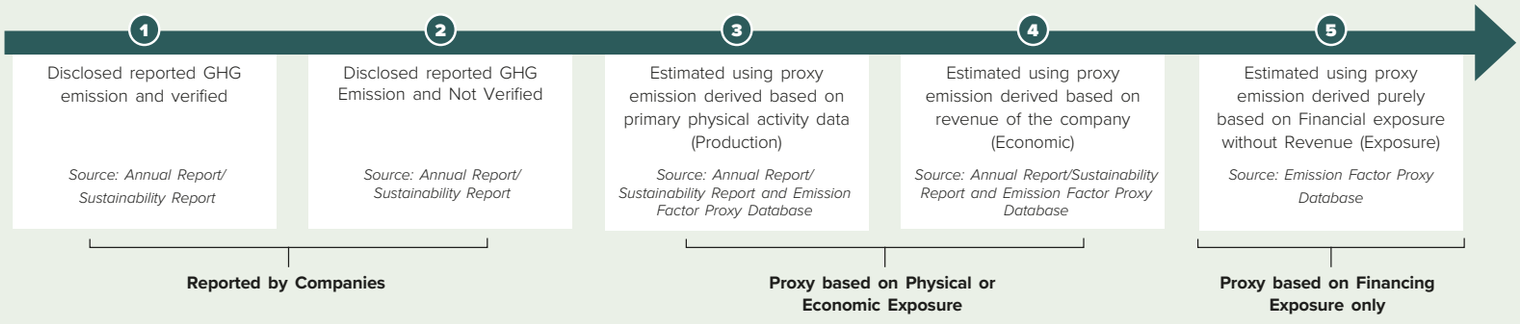
		Listed Equities and Bonds Issued by Listed Companies	*Bonds Issued by Non-Listed Companies*	*Sovereign Bonds*
Share of O/S relative to investees EVIC/Asset or issuing country's GDP	***Attribution Factor***	Total AUM of Investment / Total EVIC/Asset of individual company *Source: Annual Report*	Total AUM of Investment / Total EVIC/Asset of Parent Company *Source: Annual Report*	Total AUM of Investment / Total GDP of Issuing Country *Source: World Bank*
	X			
Total emission emitted by investee companies/ countries	***GHG emissions***	**Scope 1 + Scope 2** Reported Emission *Source: Annual Report/Sustainability Report*	**Scope 1 + Scope 2** Reported Emission of listed parent companies **or** **Proxy Emission from Exiobase**	**Total Reported Emission of the issuing country** *Source: Emission Database for Global Atmospheric Research (EDGAR)*
	=			
	Financed Emissions	***Total portion of emission attributable from the investment in listed companies and bonds issued by listed companies***	***Total portion of emission attributable from the investment in bonds issue by non listed companies***	***Total portion of emission attributable from the investment in bonds by issuing countries***

Methodologies

Scope 3 (Cont'd)

Data Quality, Assumptions and Limitations

PCAF recognises that high quality data can be difficult to come by when calculating financed emissions, particularly for certain asset classes. To provide clarity on the quality of data obtained, PCAF introduced a data quality scoring system ranging from certain (highest quality) to uncertain (lowest quality). The system helps financial institutions assess current data limitations and guides efforts to improve data quality over time. Overall, our data quality score varies across the asset classes:



GRI Content Index

Statement of Use	AMMB Holdings Berhad has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 (FY2026) with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI Standards	Brief Descriptions of the Disclosures	Reference
GRI 2: GENERAL DISCLOSURES 2021		
2-1	**Organisational details** AMMB Holdings Berhad is headquartered in Kuala Lumpur, Malaysia, with a market capitalisation of RM21.8 billion as at 31 March 2026.	Overview of AmBank Group, pages 10 to 15 IAR26: Our Value Creation Business Model, pages 26 to 29
2-2	**Entities included in the organisation's sustainability reporting** This Report covers information pertaining to our five main subsidiaries: AmBank (M) Berhad, AmBank Islamic Berhad, AmInvestment Bank Berhad, AmFunds Management Berhad and AmIslamic Funds Management Sdn Bhd, unless otherwise stated.	About This Report, page 2
2-3	**Reporting period, frequency and contact point** This Report covers the financial year 1 April 2025 to 31 March 2026 (FY2026) unless otherwise specified. The report is prepared annually. Contact Point: Group Sustainability at sustainability@ambankgroup.com	About This Report, page 2
2-4	**Restatements of information** Significant restatements are explained in the relevant sections where they appear.	Sustainability Performance Data, page 31
2-5	**External assurance** To ensure the reliability and credibility of our sustainability disclosures, selected sustainability indicators have been subject to an independent assurance by PricewaterhouseCoopers PLT (PwC).	Independent Limited Assurance Report, pages 242 to 245
GRI 2: GENERAL DISCLOSURES		
2-6	**Activities, value chain and other business relationships** Our core business covers Retail Banking, Business Banking, Wholesale Banking, Investment Banking, Islamic Banking, Group Wealth Management, Life Insurance and Family Takaful Business. In relation to the Group's SROs, this has been identified and assessed across the value chain — upstream, own operations and downstream — taking into account the key activities, business relationships, and stakeholders that influence the Group.	Our Core Business Segments, pages 12 to 15 Alignment to IFRS Sustainability Disclosure Standards, pages 44 to 45
2-7	**Employees** As of 31 March 2026, we have a total of 7,641 employees with 2,878 male employees and 4,763 female employees. These employment numbers are reported year-on-year to show our commitment to tracking consistent data.	Diversity, Equity and Inclusion, page 187 Sustainability Performance Data, page 26
2-8	**Workers who are not employees** As of 31 March 2026, there were 50 contract staff in AmBank Group.	Sustainability Performance Data, page 27
2-9	**Governance structure and composition** Our sustainability governance is led by the Board of Directors, supported by various Board and Management committees such as the Risk Management Committee (RMC), Audit and Examination Committee (AEC), Group Management Committee (GMC), Group Management Risk Committee (GMRC) and Group Sustainability and Climate Risk Council (GSCRC). The Sustainability Framework details the roles and responsibilities of these committees and the council.	Governance, pages 47 to 49 IAR26: Corporate Governance Overview Statement, page 178 IAR26: Sustainability Statement, pages 45, 48, 50, 52, 54 & 56

GRI Content Index

GRI Standards	Brief Descriptions of the Disclosures	Reference
GRI 2: GENERAL DISCLOSURES (cont'd.)		
2-10	**Nomination and selection of the highest governance body** Nomination and selection of board members at AMMB Holdings Berhad and its subsidiaries are determined by the Group Nomination and Remuneration Committee (GNRC).	IAR26: Group Nomination and Remuneration Committee Report, pages 190 to 195
2-11	**Chair of the highest governance body** AMMB Holdings Berhad is chaired by Tan Sri Md Nor bin Md Yusof, who is the Independent Non-executive Chairman and a Member of the Board.	IAR26: Corporate Governance Overview Statement, page 180
2-12	**Role of the highest governance body in overseeing the management of impact** The Board has overall accountability and responsibility of the Group's sustainability strategy pillar, covering sustainability-related risks and opportunities. The Board provides independent and robust oversight to ensure sustainability considerations are fully embedded into the Group's strategic decisions. The Board met 12 times in the financial year.	Governance, page 48 IAR26: Corporate Governance Overview Statement, page pages 179 & 185
2-13	**Delegation of responsibility for managing impact** The Group Chief Executive Officer (Group CEO)'s role includes: • Setting and executing the Group's sustainability agenda, with support from the Senior Management team. The Chief Sustainability Officer (CSO)'s role includes: • Leading the development and implementation of broad-based, group-wide strategic sustainability and climate-related initiatives, enabling sustainable finance and responsible banking. • Spearheading the integration of sustainability across the Group, with support from her team, Group Sustainability.	Governance, page 49
2-14	**Role of the highest governance body in sustainability reporting** This Sustainability Report is approved by AMMB Holdings Berhad's Board of Directors.	About This Report, page 2
2-15	**Conflicts of interest** The Board is guided by the Group's Code of Ethics and Conduct and Managing Conflict of Interest Policy and Guideline, which sets expectations for ethical and professional behaviour.	IAR26: Corporate Governance Overview Statement, page 179 IAR26: Risk Management Committee Report, page 209
2-16	**Communication of critical concerns** The Group has a whistleblower escalation mechanism and whistleblower reporting process as detailed in this report. There have been 17 whistleblower cases in FY2026.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risk), pages 151 to 152 IAR26: Statement on Risk Management and Internal Control, page 233
2-17	**Collective knowledge of the highest governance body** Ongoing professional development of the Board is considered vital to stay abreast of industry trends and best practices. The Group Learning and Development Unit undertakes the role of coordinating, organising and managing the Board's learning and development requirements together with the Group Company Secretary.	Governance, page 55 IAR26: Corporate Governance Overview Statement, pages 186 to 187

GRI Standards	Brief Descriptions of the Disclosures	Reference
GRI 2: GENERAL DISCLOSURES (cont'd.)		
2-18	**Evaluation of the performance of the highest governance body** All Directors undergo an annual Fit and Proper assessment, along with a separate independence evaluation for Independent NEDs, based on regulatory criteria. 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.	IAR26: Corporate Governance Overview Statement, page 182
2-19	**Remuneration policies** The Group has detailed its remuneration policies in the Group Nomination and Remuneration Committee Report in the IAR.	IAR26: Group Nomination and Remuneration Committee Report, pages 191 to 194, 199 to 201
2-20	**Process to determine remuneration** The Group's objectives and approach to remuneration are detailed in the Group Nomination and Remuneration Committee Report in the IAR.	IAR26: Group Nomination and Remuneration Committee Report, pages 199 to 201
2-21	**Annual total compensation ratio** Total remuneration of the top 5 members of management amounts to 2% compared to 98% of total remuneration for the rest of the employees in the Group. Total Remuneration comprises of base salary, fixed allowances, short-term incentive bonus (including deferred bonus paid in the financial year) and long-term incentive grant. This is detailed in the Group Nomination and Remuneration Committee Report in the IAR.	IAR26: Group Nomination and Remuneration Committee Report, page 198
2-22	**Statement on sustainable development strategy** AmBank Group's Sustainability Strategy for FY2026 was anchored on six pillars – Operationalising the Group's Net Zero Transition Plan, Strengthening Climate Risk Management, Strengthening Capability and Capacity, Engaging Customers and Advocating, Deploying a Sustainability Data System and Disclosures of the Highest Quality anchored on the IFRS Standards.	Joint Leadership Statement, page 7 Strategy, pages 57 to 58 IAR26: Leadership Statement, pages 6 to 15
2-23	**Policy commitments** Key policies and guidelines are detailed in the relevant Sustainability-related Risks and Opportunities as well as Sustainability Material Matters chapters. Some key policies/guidelines include: • AmBank Group Sustainability Framework • Sustainable, Transition and Green Financing Guideline • Code of Ethics and Conduct • Anti-Bribery and Corrupt Practices Policy • Whistleblower Protection and Report Investigation Policy • Group Energy Policy • Group Environmental Policy • Group Procurement Policy • AmBank Group Community Empowerment Framework	Governance, pages 51 to 52 O1, R1, R2, R3, R4, and O2 pages 66, 93, 112, 140, 148 to 149, 153 Digital Innovation, page 168 Employee Well-being, pages 178 to 179 Diversity, Equity and Inclusion, page 184 Responsible Consumption, page 188 Supporting Communities, page 194

GRI Content Index

GRI Standards	Brief Descriptions of the Disclosures	Reference
GRI 2: GENERAL DISCLOSURES (cont'd.)		
2-24	**Embedding policy commitments** Sustainability considerations are incorporated in the relevant policies and guidelines to ensure that it is embedded in business decision-making processes and strategies. Our responsible lending stance for example is incorporated in our credit policies.	Governance, page 50 to 53 Strategy, page 57 O1, R1, R2, R3, R4, and O2, pages 66, 92, 112, 140, 148 to 149, 153
2-25	**Processes to remediate negative impact** The Group has in place processes to remediate potential negative impact including addressing grievances, human rights concerns, whistleblower cases and non-compliance.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), pages 151 to 152
2-26	**Mechanisms for seeking advice and raising concerns** The Group has established a Whistleblower Protection and Report Investigation Policy and various grievance mechanisms to facilitate stakeholders to report any issues without fear of repercussion.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), pages 151 to 152
2-27	**Compliance with laws and regulations** We maintain a strong commitment to compliance with all applicable laws and regulations, supported by continuous monitoring, training and oversight mechanisms. The Group had no instance of non-compliance related to ABC or AML. As such, no fines or penalties were imposed in FY2026 for these areas.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), page 152
2-28	**Membership associations** We hold memberships and participate in key industry associations, platforms and initiatives that promote knowledge sharing, policy dialogue and the advancement of responsible banking practices.	Thought Leadership and Industry Engagement, pages 20 to 21
2-29	**Approach to stakeholder engagement** The Group engages regularly with key stakeholder groups through various internal and external platforms to constantly understand their needs and expectations.	Stakeholder Engagement, pages 25 to 29 IAR26: Stakeholder Engagement, pages 30 to 35
2-30	**Collective bargaining agreements** 37.7% or 2,881 employees are covered by collective bargaining agreements.	Employee Well-being, page 182 Sustainability Performance Data, page 19

GRI Standards	Brief Descriptions of the Disclosures	Reference
GRI 3: MATERIAL TOPICS 2021		
3-1	**Process to determine material topics** AmBank Group's materiality assessment was conducted in FY2026, where we engaged selected stakeholders to understand their needs and expectations. The process included (1) identifying sustainability material matters and impact, (2) assessing severity and likelihood and (3) prioritising and validating these material matters. We also looked at financial impact materiality in determining our Sustainability-related Risks and Opportunities.	IAR26: Sustainability Statement, page 41 Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32
3-2	**List of material topics** Following the impact materiality assessment, we identified 11 material matters, reflecting areas where our activities, products, services and business relationships create the most significant impact on stakeholders, the economy, the environment and society.	Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 33 to 43 IAR26: Sustainability Statement, page 43
M1: RESPONSIBLE FINANCING		
3-3	**Management of material topics** We integrate sustainability within financing, investment and advisory activities by offering products and services that support sustainable outcomes and drive positive impact.	O1 (Responsible Financing Opportunities), pages 64 to 85 Sustainability Performance Data, pages 3 to 4
M2: CLIMATE AND ENVIRONMENTAL RESILIENCE		
3-3	**Management of material topics** We ensure resilience across businesses and portfolios by embedding sustainability considerations within financing, investment and advisory decisions, to manage and mitigate negative environmental and climate impact.	R1 and R2 (Physical Risk and Transition Risk), pages 86 to 132 Sustainability Performance Data, pages 5 to 10
M3: CUSTOMER EXPERIENCE AND SATISFACTION		
3-3	**Management of material topics** We ensure that we meet evolving customer needs and safeguard their financial interests, building the foundation for loyalty and trust, while consistently delivering excellent service.	Customer Experience and Satisfaction, pages 162 to 165
417-3	**Incidents of non-compliance concerning marketing communications** The Group has recorded zero incidents of non-compliance concerning marketing communications.	Sustainability Performance Data, page 11

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GRI Standards	Brief Descriptions of the Disclosures	Reference
M4: DIGITAL INNOVATION		
3-3	**Management of material topics** We enhance customer and stakeholder experience through digital solutions and technology-enabled process improvements to deliver more seamless, accessible and efficient interactions across channels.	Digital Innovation, pages 166 to 171
201-3	**Infrastructure investments and services supported** AmBank Group established an enterprise-wide Cloud CoE to strengthen governance and accelerate secure, compliant and cost-effective cloud adoption across the Group. AmBank Group continues to enhance its core retail and corporate digital banking platforms to support smoother onboarding, servicing and transaction journeys across channels, resulting in an 8% growth in AmOnline registered individuals and 10% growth in AmAccess Biz registered companies.	Digital Innovation, pages 166 and 171 Sustainability Performance Data, page 12
M5: CYBERSECURITY AND DATA PRIVACY		
3-3	**Management of material topics** We protect stakeholder data and ensure resilience against potential cyber threats and privacy breaches through robust governance structures, security systems and stringent risk measures.	R3 (Cybersecurity and Data Privacy Risk), pages 133 to 142
418-1	**Substantiated complaints concerning breaches of customer privacy and losses of customer data** There were 10 complaints related to breaches of customer privacy which were resolved.	Sustainability Performance Data, page 13
M6: FINANCIAL INCLUSION		
3-3	**Management of material topics** We offer accessible, affordable and suitable financial products and services to underserved and unserved segments to strengthen financial health and inclusion.	Financial Inclusion, pages 172 to 176
203-1	**Infrastructure investments and services supported** The Group's BizCLUB programme, which covers BizCONFERENCE, BizDIALOGUE and BizRACE have benefitted over 14,800 businesses to date, with the Group having invested RM8.32 million since its inception to facilitate SMEs' business skills development and capability building.	Financial Inclusion, pages page 174 Sustainability Performance Data, page 14
203-2	**Significant indirect economic impact** The Group has disbursed RM1.35 billion to more than 1,516 applicants of government schemes such as the Low Carbon Transition Facility, AgroFood Facility and Targeted Relief and Recovery Facility.	Financial Inclusion, page 174

GRI Standards	Brief Descriptions of the Disclosures	Reference
M7: INTEGRITY AND PREVENTING FINANCIAL CRIME		
3-3	**Management of material topics** We uphold 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.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), pages 143 to 152
205-1	**Operations assessed for risks related to corruption** 100% of the Group's operations are assessed for corruption-related risks and all AmBankers attest that they at all times, will abide by the requirements of the AmBank Group Policy on Anti-Bribery and Corrupt Practices.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), page 152
205-2	**Communication and training about anti-corruption policies and procedures** 100% of members of the Board have received communications and training on the Group's anti-bribery and corruption procedures and policy.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), page 146 Sustainability Performance Data, page 15
205-3	**Confirmed incidents of corruption and actions taken** There were no incidents of corruption in FY2026.	R4 (Anti-bribery & Corruption and Anti-money Laundering Risks), page 152 Sustainability Performance Data, page 15
207-1	**Approach to tax** The Group is committed to responsible and transparent tax practices, ensuring compliance with all applicable laws, while contributing to broader economic and community development. In cases of uncertainty, external experts are consulted such as tax agents and legal advisors, to assess risks and inform the Board.	Not Applicable
207-2	**Tax governance, control, and risk management** The Group is committed to responsible and transparent tax practices, ensuring compliance with all applicable laws, while contributing to broader economic and community development. In cases of uncertainty, external experts are consulted such as tax agents and legal advisors, to assess risks and inform the Board.	Not Applicable
415-1	**Political Contributions** There were no political contributions made by the Group in FY2026.	Sustainability Performance Data, page 16

GRI Content Index

GRI Standards	Brief Descriptions of the Disclosures	Reference
M8: EMPLOYEE WELL-BEING AND DEVELOPMENT		
3-3	**Management of material topics** We support employee health, safety, well-being and advance career development to build a capable and resilient workforce.	Employee Well-being, pages 177 to 183 O2 (Strengthening Workforce Capabilities), pages 153 to 160
401-2	**Benefits provided to full-time employees that are not provided to temporary or part-time employees** Parental leave and staff loans are benefits that are only provided to full-time employees.	Employee Well-being, page 177
401-3	**Parental leave** All permanent employees were entitled to parental leave. 3.3% of male and 2.4% of female employees took parental leave. 100.0% of male and 99.2% of female employees returned to work after parental leave ended.	Employee Well-being, page 177 Sustainability Performance Data, page 19
403-1	**Occupational health and safety management system** The Group has a robust Occupational Safety and Health (OSH) framework that protects employees from workplace risks. AmBank Group's OSH Management System, covers all employees and has maintained ISO 45001:2018 certification for Menara AmBank and Yap Kwan Seng Branch.	Employee Well-being, page 180
403-4	**Worker participation, consultation, and communication on occupational health and safety** In FY2026, we continued to provide OSH training to equip employees with essential skills to mitigate risks and uphold safety standards across diverse job functions.	Employee Well-being, page 180 Sustainability Performance Data, pages 17 to 18
403-5	**Worker training on occupational health and safety** We conducted various physical and virtual OSH trainings, with 228 workers trained in FY2026.	Employee Well-being, page 183 Sustainability Performance Data, page 17
403-6	**Promotion of worker health** AmBank Group supports employee well-being through financial, physical, mental and social well-being initiatives.	Employee Well-being, pages 178 to 183
403-9	**Work-related injuries** The Group recorded 1 Lost Time Injury Incident Rate (LTIR).	Employee Well-being, page 183 Sustainability Performance Data, page 17
403-10	**Work-related ill health** The Group recorded zero workplace fatalities.	Employee Well-being, page 183 Sustainability Performance Data, page 17
404-1	**Average hours of training per year per employee** The average training hours for male employees and female employees was 90 and 89 hours respectively.	Strengthening Workforce Capabilities, page 160 Sustainability Performance Data, page 21

GRI Standards	Brief Descriptions of the Disclosures	Reference
M8: EMPLOYEE WELL-BEING AND DEVELOPMENT (cont'd.)		
404-2	**Programmes for upgrading employee skills and transition assistance programmes** The Group invested RM15 million in training and development programmes in FY2026. These programmes cover leadership, graduate, early career programmes, digital skills, sustainability training and industry-recognised certifications.	O2 (Strengthening Workforce Capabilities), pages 156 to 159 SSustainability Performance Data, page 23
404-3	**Percentage of employees receiving regular performance and career development reviews** All employees receive a regular performance and career development review. The Group conducts bi-annual performance reviews and development-focused performance reviews to support and help the growth of its employees.	O2 (Strengthening Workforce Capabilities), page 160 Sustainability Performance Data, page 20
M9: DIVERSITY, EQUITY AND INCLUSION		
3-3	**Management of material topics** We promote a fair, inclusive and respectful workplace that values and treats all employees equally.	Diversity, Equity and Inclusion, pages 184 to 187
401-1	**New employee hires and employee turnover** The Group reports its new employee hires and employee turnover by age group, gender and region.	Sustainability Performance Data, pages 31 to 32
405-1	**Diversity of governance bodies and employees** 33.0% of the Board of Directors, 30.8% of Top Management and 39.7% of Senior Management comprise women.	Diversity, Equity and Inclusion, page 187 Sustainability Performance Data, page 27
406-1	**Incidents of discrimination and corrective actions taken** No incidents of discrimination were recorded and therefore no corrective action was required.	Sustainability Performance Data, page 20
M10: RESPONSIBLE CONSUMPTION		
3-3	**Management of material topics** We foster 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.	Responsible Consumption, pages 188 to 193
302-1	**Energy consumption within the organisation** 29,691,693 kWh of energy was consumed in FY2026.	Sustainability Performance Data, page 34
303-5	**Water Consumption** 166 Megalitres of water was consumed in FY2026.	Responsible Consumption, page 190 Sustainability Performance Data, page 39

GRI Content Index

GRI Standards	Brief Descriptions of the Disclosures	Reference
M10: RESPONSIBLE CONSUMPTION (cont'd.)		
305-1	**Direct (Scope 1) GHG emissions** Scope 1 emissions of 436 tCO_2e 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.	R2 (Transition Risk), page 132 Sustainability Performance Data, pages 34 to 35
305-2	**Energy indirect (Scope 2) GHG emissions** Scope 2 emissions of 21,365 tCO_2e 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).	R2 (Transition Risk), page 132 Sustainability Performance Data, pages 35 to 36
305-3	**Other indirect (Scope 3) GHG emissions** The Group recorded 49,312 tCO_2e for Scope 3 indirect emissions from Purchased Goods and Services (new), Capital Goods (new), Waste Generated in Operations, Business Travel, Employee Commuting and Downstream Leased Assets (new). As part of our progressive disclosure approach, these new additional categories have been disclosed in FY2026.	R2 (Transition Risk), page 132 Sustainability Performance Data, page 37
305-4	**GHG emissions intensity** The Group recorded 4.2 tCO_2e/RM million of GHG emission intensity from Scope 1 and Scope 2, and 9.6 tCO_2e/RM million from Scope 3 (excluding category 15).	Sustainability Performance Data, page 34
305-5	**Reduction of GHG emissions** The Group achieved GHG emissions reduction of 182 tCO_2e through energy efficiency improvement initiatives.	Responsible Consumption, page 193
306-1	**Waste generation and significant waste-related impact** The Group's waste disclosure covers both hazardous and non-hazardous waste.	Responsible Consumption, pages 190 and 191
306-2	**Management of significant waste-related impact** AmBank Group implemented structured paper recycling efforts across its offices and raised awareness through programmes on waste management across the Group. Furthermore, through digitalisation, we promoted paperless workflows to cut reliance on printed documents and reduce paper waste.	Responsible Consumption, pages 190 and 191
306-3	**Waste generated** The Group generated 469,661 kg of waste in FY2026.	Sustainability Performance Data, page 37
306-4	**Waste diverted from disposal** 16,893 kg of total waste was diverted from disposal by the Group.	Sustainability Performance Data, page 37

GRI Standards	Brief Descriptions of the Disclosures	Reference
M10: RESPONSIBLE CONSUMPTION (cont'd.)		
306-5	**Waste directed to disposal** 452,768 kg of total waste was directed to disposal.	Sustainability Performance Data, page 37
204-1	**Proportion of spending on local suppliers.** 81% of procurement spend was contributed to local suppliers	Responsible Consumption, page 191 Sustainability Performance Data, page 39
308-1	**New suppliers that were screened using environmental criteria** 38 (or all) new suppliers were screened using environmental criteria.	Sustainability Performance Data, page 39
414-1	**New suppliers that were screened using social criteria** 38 (or all) new suppliers were screened using social criteria.	Sustainability Performance Data, page 39
M11: SUPPORTING COMMUNITIES		
3-3	**Management of material topics** We foster inclusive economic growth and shared prosperity for our communities through responsible investment, partnerships and programmes that improve resilience and well-being.	Supporting Communities, pages 194 to 200
201-1	**Direct economic value generated and distributed** The Group has invested over RM1.8 million in community programmes in FY2026.	Supporting Communities, page 195 Sustainability Performance Data, page 40
413-1	**Operations with local community engagement, impact assessments, and development programmes** AmBank Group's Community Empowerment Framework covers five community pillars, involving various programmes to empower communities. Overall, the CSR initiatives benefited 31,993 individuals.	Supporting Communities, page 195 to 200 Sustainability Performance Data, page 40

IFRS Content Index

The following indicators for the IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information, IFRS S2: Climate-related Disclosures and Industry-based Guidance for IFRS S2 have been prepared for disclosure and are reflected in the relevant sections of the AmBank Group Sustainability Report 2026.

IFRS S1: GENERAL REQUIREMENTS FOR DISCLOSURES OF SUSTAINABILITY-RELATED FINANCIAL INFORMATION

IFRS S1 PILLAR	IFRS S1 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
GOVERNANCE	27 (a)	Information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities. Specifically, the entity shall identify that body(s) or individual(s) and disclose information about:	• Governance, pages 47 to 56 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 143 to 144 • Strengthening Workforce Capabilities, pages 153 to 154
	27 (a) (i)	How responsibilities for sustainability-related risks and opportunities are reflected in terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	• Governance, pages 48 to 53 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 143 • Strengthening Workforce Capabilities, page 153
	27 (a) (ii)	How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities.	• Governance, pages 54 to 55 • Cybersecurity and Data Privacy Risk, page 141 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 146 • Strengthening Workforce Capabilities, pages 153 and 157
	27 (a) (iii)	How and how often the body(s) or individual(s) are informed about sustainability-related risks and opportunities.	• Governance, pages 51 to 54 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 143 • Strengthening Workforce Capabilities, page 153
	27 (a) (iv)	How the body(s) or individual(s) takes into account sustainability- related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.	• Governance, pages 51 to 53 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 143 • Strengthening Workforce Capabilities, page 153
	27 (a) (v)	How the body(s) or individual(s) oversee the setting of targets related to sustainability-related risks and opportunities and monitor progress towards those targets including whether and how related performance metrics are included in remuneration policies.	• Governance, page 56 • Cybersecurity and Data Privacy Risk, pages 135 and 142 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 148 • Strengthening Workforce Capabilities, pages 154 and 160

IFRS S1 PILLAR	IFRS S1 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
GOVERNANCE	27 (b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability-related risks and opportunities.	• Governance, pages 49 to 54 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 143 to 144 • Strengthening Workforce Capabilities, pages 153 to 154
	27 (b) (i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	• Governance, pages 49 to 54 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 143 to 144 • Strengthening Workforce Capabilities, pages 153 to 154
	27 (b) (ii)	Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	• Governance, pages 50 to 51 • Cybersecurity and Data Privacy Risk, pages 133 to 135 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 143 to 144 • Strengthening Workforce Capabilities, pages 153 to 154
STRATEGY	30 (a)	Describe the sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	• Strategy, pages 58 to 60 • Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32 • Cybersecurity and Data Privacy Risk, page 137 • Anti-Bribery and Corruption (ABC) and AntiMoney Laundering (AML) Risk, page 145 • Strengthening Workforce Capabilities, page 154
	30 (b)	Specify time horizons – short, medium or long term – over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur.	• Strategy, page 61 • Cybersecurity and Data Privacy Risk, pages 137 to 138 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 147 • Strengthening Workforce Capabilities, page 155
	30 (c)	Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	• Alignment to IFRS Sustainability Disclosure Standards, pages 44 to 46 • Cybersecurity and Data Privacy Risk, pages 137 to 138 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 147 • Strengthening Workforce Capabilities, page 155

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IFRS S1 PILLAR	IFRS S1 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
STRATEGY	32 (a)	A description of the current and anticipated effects of sustainability-related risks and opportunities on the entity's business model and value chain.	• Alignment to IFRS Sustainability Disclosure Standards, pages 44 to 46 • Cybersecurity and Data Privacy Risk, pages 137 to 138 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 145 and 147 • Strengthening Workforce Capabilities, page 159
	33 (a)	How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making.	• Cybersecurity and Data Privacy Risk, pages 136 to 138, 141 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 145 to 146 • Strengthening Workforce Capabilities, pages 154 to 159
	33 (b)	Progress against strategic plans in response to sustainability risks and opportunities	• Cybersecurity and Data Privacy Risk, pages 137 to 138, 141 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 145 to 146 • Strengthening Workforce Capabilities, pages 157 to 159
	34 (a)	Effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects)	• Strategy, page 61 • Cybersecurity and Data Privacy Risk, pages 137 to 138 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 147 • Strengthening Workforce Capabilities, page 159
RISK MANAGEMENT	44 (a) (i)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about the inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes).	• Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32 • Strategy, page 62 • Cybersecurity and Data Privacy Risk, pages 139 to 140 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 148, 150 to 152
	44 (a) (ii)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks.	• Strategy, page 62 • Cybersecurity and Data Privacy Risk, pages 138 to 140 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 148 to 149
	44 (a) (iii)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about how the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria).	• Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32 • Cybersecurity and Data Privacy Risk, pages 139 to 140 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 148
	44 (a) (iv)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about whether and how the entity prioritises sustainability-related risks relative to other types of risk.	• Cybersecurity and Data Privacy Risk, pages 139 to 140 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 148, 150
	44 (a) (v)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including information about how the entity monitors sustainability-related risks.	• Cybersecurity and Data Privacy Risk, page 141 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 150

IFRS S1 PILLAR	IFRS S1 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
RISK MANAGEMENT	44 (a) (vi)	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks, including whether and how the entity has changed the processes it uses compared with the previous reporting period.	• Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32
	44 (b)	The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities.	• Strengthening Workforce Capabilities, page 160
	44 (c)	The extent to which, and how, the processes for identifying, assessing and prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	• Cybersecurity and Data Privacy Risk, page 140 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, pages 148 to 149 • Strengthening Workforce Capabilities, page 160
METRICS AND TARGETS	46 (b) (i) (ii)	Metrics the entity uses to measure and monitor: (i) that sustainability-related risk or opportunity; (ii) its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation	• Cybersecurity and Data Privacy Risk, page 142 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 152 • Strengthening Workforce Capabilities, page 160
	48	Metrics associated with particular business models or industry activities	• Cybersecurity and Data Privacy Risk, page 142 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 152 • Strengthening Workforce Capabilities, page 160
	49	Source and metric taken, if metric is not from IFRS Sustainability Disclosure Standards	• Cybersecurity and Data Privacy Risk, page 142 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 152 • Strengthening Workforce Capabilities, page 160
	50 (a)	How the metric is defined, including whether it is derived by adjusting a metric taken from a source other than IFRS Sustainability Disclosure Standards and, if so, which source and how the metric disclosed by the entity differs from the metric specified in that source.	• Cybersecurity and Data Privacy Risk, page 142 • Anti-Bribery and Corruption (ABC) and Anti-Money Laundering (AML) Risk, page 153 • Strengthening Workforce Capabilities, page 160
	50 (b)	Whether the metric is an absolute measure, a measure expressed in relation to another metric or a qualitative measure (such as red, amber, green – or RAG – status).	
	50 (c)	Whether the metric is validated by a third party and, if so, which party.	
	50 (d)	The method used to calculate the metric and the inputs to the calculation, including the limitations of the method used and the significant assumptions made.	
	52	Definition and calculation of metrics, including metrics used to set entity's targets and progress towards reaching them	
	53	Meaningful, clear, and precise names and descriptions used to label and define metrics and targets	

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IFRS S2: CLIMATE-RELATED DISCLOSURES

IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
GOVERNANCE	6 (a)	Disclose information about the governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	• Governance, pages 48 to 51 • Responsible Financing Opportunities, pages 64 to 65 • Physical Risk, pages 86 to 88 • Transition Risk, pages 100 to 102
	6 (a) (i)	How responsibilities for climate-related risks and opportunities are reflected in terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	• Governance, pages 48 to 51, 54 • Responsible Financing Opportunities, pages 64 to 65 • Physical Risk, pages 86 to 87 • Transition Risk, pages 100 to 101
	6 (a) (ii)	How the body(s) or individual(s) determined whether appropriate skills and competencies will be developed to oversee strategies designed to respond to climate-related risks and opportunities.	• Governance, pages 54 to 55 • Responsible Financing Opportunities, page 66 • Transition Risk, page 102
	6 (a) (iii)	How and how often the body(s) or individual(s) is informed about climate-related risks and opportunities.	• Governance, pages 51 to 53 • Responsible Financing Opportunities, pages 64 to 65 • Physical Risk, pages 87 to 88 • Transition Risk, page 101
	6 (a) (iv)	How the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.	• Governance, pages 51 to 53 • Responsible Financing Opportunities, pages 65 to 66 • Physical Risk, page 87 • Transition Risk, page 101
	6 (a) (v)	How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies	• Governance, page 56 • Responsible Financing Opportunities, page 66 • Physical Risk, page 88 • Transition Risk, page 102
	6 (b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	• Governance, pages 49 to 54 • Responsible Financing Opportunities, pages 65 to 66 • Physical Risk, pages 86 to 88 • Transition Risk, pages 100 to 102
	6 (b) (i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	• Governance, pages 49 to 54 • Responsible Financing Opportunities, pages 65 to 66 • Physical Risk, pages 86 to 87 • Transition Risk, pages 100 to 101
	6 (b) (ii)	Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	• Governance, page 54 • Responsible Financing Opportunities, pages 64 to 66 • Physical Risk, pages 87 to 88 • Transition Risk, page 102

IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
STRATEGY	9(a)	The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	• Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32 • Alignment to IFRS Sustainability Disclosure Standards, pages 44 to 46 • Strategy, pages 58 to 60 • Responsible Financing Opportunities, pages 67 to 70 • Physical Risk, pages 88 to 89 • Transition Risk, pages 105 to 108
	9(b)	The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain	
	9(c)	The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan	
	9(d)	The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning	
	9(e)	The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities	
	10 (a)	Describe climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	• Strategy, pages 58 to 61 • Responsible Financing Opportunities, pages 67 to 70 • Physical Risk, pages 88 to 89 • Transition Risk, pages 103 to 104
	10 (b)	Explain, for each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.	
	10 (c)	Specify, for each climate-related risk and opportunity the entity has identified, over which time horizons — short, medium or long term — the effects of each climate-related risk and opportunity could reasonably be expected to occur.	
	10 (d)	Explain how the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	
	13 (a)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.	• Alignment to IFRS Sustainability Disclosure Standards, pages 44 to 46 • Responsible Financing Opportunities, pages 69 to 70, 73 to 74 • Physical Risk, pages 88 to 91 • Transition Risk, pages 104 to 108
	13 (b)	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	
	14 (a)	Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation.	• Responsible Financing Opportunities, pages 67 to 68 • Physical Risk, pages 90 to 91 • Transition Risk, pages 105 to 108

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IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
STRATEGY	14 (a) (i)	Current and anticipated changes to the entity's business model, including its resource allocation, to address climate-related risks and opportunities (for example, these changes could include plans to manage or decommission carbon-, energy- or water- intensive operations; resource allocations resulting from demand or supply-chain changes; resource allocations arising from business development through capital expenditure or additional expenditure on research and development; and acquisitions or divestments).	• Physical Risk, pages 90 to 92 • Transition Risk, pages 105 to 108
	14 (a) (ii)	Current and anticipated direct mitigation and adaptation efforts (for example, through changes in production processes or equipment, relocation of facilities, workforce adjustments, and changes in product specifications).	
	14 (a) (iii)	Current and anticipated indirect mitigation and adaptation efforts (for example, through working with customers and supply chains).	• Thought Leadership and Industry Engagement, pages 20 to 21 • Transition Risk, page 107
	14 (a) (iv)	Any climate-related transition plan the entity has, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies.	• Transition Risk, pages 105 to 106
	14 (a) (v)	How the entity plans to achieve any climate-related targets, including any greenhouse gas emissions targets.	• Transition Risk, pages 107 to 108
	14 (b)	Information about how the entity is resourcing, and plans to resource, the activities disclosed.	• Responsible Financing Opportunities, page 73
	14 (c)	Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods.	• Strategy, page 58 • Transition Risk, page 108
	15 (a)	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects).	• Strategy, pages 58 to 61 • Responsible Financing Opportunities, pages 73 to 74 • Physical Risk, pages 92 to 93 • Transition Risk, pages 110 to 111
	15 (b)	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	
	16 (a)	How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	• Responsible Financing Opportunities, pages 73 to 74 • Physical Risk, pages 92 to 93 • Transition Risk, pages 110 to 111
	16 (b)	The climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	
	16 (c) (i)	How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to.	• Responsible Financing Opportunities, pages 73 to 74 • Physical Risk, page 90 • Transition Risk, page 111

IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
STRATEGY	16 (c) (ii)	How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities, taking into consideration its planned sources of funding to implement its strategy.	• Responsible Financing Opportunities, pages 73 to 74 • Physical Risk, pages 88 to 89, 96
	16 (d)	How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower- carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation).	
	22 (a) (i)	The implications, if any, of the entity's assessment for its strategy and business model, including how the entity would need to respond to the effects identified in the climate-related scenario analysis.	• Physical Risk, pages 90 to 92 • Transition Risk, pages 110 to 111
	22 (a) (ii)	The significant areas of uncertainty considered in the entity's assessment of its climate resilience.	
	22 (a) (iii)	The entity's capacity to adjust or adapt its strategy and business model to climate change over the short, medium and long term.	
	22 (a) (iii) (1)	The availability of, and flexibility in, the entity's existing financial resources to respond to the effects identified in the climate-related scenario analysis, including to address climate-related risks and to take advantage of climate-related opportunities.	
	22 (a) (iii) (2)	The entity's ability to redeploy, repurpose, upgrade or decommission existing assets.	
	22 (a) (iii) (3)	The effect of the entity's current and planned investments in climate-related mitigation, adaptation and opportunities for climate resilience.	
	22 (b) (i) (1)	Which climate-related scenarios the entity used for the analysis and the sources of those scenarios;	• Physical Risk, pages 90 to 96 • Transition Risk, pages 109 to 110
	22 (b) (i) (2)	Whether the analysis included a diverse range of climate-related scenarios;	
	22 (b) (i) (3)	Whether the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks;	
	22 (b) (i) (4)	Whether the entity used, among its scenarios, a climate-related scenario aligned with the latest international agreement on climate change;	
	22 (b) (i) (5)	Why the entity decided that its chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties;	
	22 (b) (i) (6)	The time horizons the entity used in the analysis; and	

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IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
STRATEGY	22 (b) (i) (7)	What scope of operations the entity used in the analysis (for example, the operating locations and business units used in the analysis).	• Physical Risk, pages 91 to 95 • Transition Risk, pages 109 to 113
	22 (b) (ii) (1)	Climate-related policies in the jurisdictions in which the entity operates.	
	22 (b) (ii) (2)	Macroeconomic trends.	
	22 (b) (ii) (3)	National- or regional-level variables (for example, local weather patterns, demographics, land use, infrastructure and availability of natural resources).	
	22 (b) (ii) (4)	Energy usage and mix.	
	22 (b) (ii) (5)	Developments in technology.	
	22 (b) (iii)	The reporting period in which the climate-related scenario analysis was carried out.	• Alignment to IFRS Sustainability Disclosure Standards, pages 44 to 46
RISK MANAGEMENT	25 (a) (i)	The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes).	• Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32 • Strategy, page 62 • Physical Risk, page 95 • Transition Risk, page 113
	25 (a) (ii)	Whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related risks.	• Strategy, page 62 • Physical Risk, page 95 • Transition Risk, page 113
	25 (a) (iii)	How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria).	• Physical Risk, pages 96 to 97 • Transition Risk, page 114
	25 (a) (iv)	Whether and how the entity prioritises climate-related risks relative to other types of risk.	• Physical Risk, page 97 • Transition Risk, pages 114 to 115
	25 (a) (v)	How the entity monitors climate-related risks.	• Physical Risk, page 97 • Transition Risk, pages 114 to 115
	25 (a) (vi)	Whether and how the entity has changed the processes it uses compared with the previous reporting period.	• Materiality and Sustainability-related Risks and Opportunities (SROs) Assessment, pages 30 to 32
	25 (b)	An entity shall disclose information about the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	• Responsible Financing Opportunities, pages 67 to 70, 75 to 76
	25 (c)	An entity shall disclose information about the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	• Responsible Financing Opportunities, pages 67 to 70, 75 to 76 • Physical Risk, pages 97 to 98 • Transition Risk, pages 112 to 115

IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
METRICS AND TARGETS	29 (a) (i) (1)	Absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent, classified as scope 1 greenhouse gas emissions.	• Transition Risk, pages 116 and 132 • Sustainability Performance Data, pages 5 to 10
	29 (a) (i) (2)	Absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent, classified as scope 2 greenhouse gas emissions.	
	29 (a) (i) (3)	Absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO2 equivalent, classified as scope 3 greenhouse gas emissions.	
	29 (a) (ii)	Measure its greenhouse gas emissions in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004) unless required by a jurisdictional authority or an exchange on which the entity is listed to use a different method for measuring its greenhouse gas emissions.	
	29 (a) (iii)	The approach used to measure greenhouse gas emissions.	• Responsible Financing Opportunities, page 81 • Physical Risk, pages 98 to 99 • Transition Risk, page 116 to 132 • Responsible Consumption, page 193 • Methodology, pages 201 to 212
	29 (a) (iii) (1)	The measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions.	
	29 (a) (iii) (2)	The reason why the entity has chosen the measurement approach, inputs and assumptions it uses to measure its greenhouse gas emissions.	
	29 (a) (iii) (3)	Any changes the entity made to the measurement approach, inputs and assumptions during the reporting period and the reasons for those changes.	
	29 (a) (iv) (1)	For Scope 1 and Scope 2 greenhouse gas emissions disclosed, disaggregate emissions between the consolidated accounting group.	
	29 (a) (v)	Location-based Scope 2 greenhouse gas emissions, and the information about any contractual instruments that is necessary to inform users' understanding of the entity's Scope 2 greenhouse gas emissions.	
	29 (a) (vi) (1)	For Scope 3 greenhouse gas emissions disclosed: • The categories included within the entity's measure of Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	
	29 (a) (vi) (2)	Additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance.	
	29 (b)	Climate-related transition risks – the amount and percentage of assets or business activities vulnerable to climate-related transition risks	
	29 (c)	Climate-related physical risks – the amount and percentage of assets or business activities vulnerable to climate-related physical risks	

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IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
METRICS AND TARGETS	29 (d)	Climate-related opportunities – the amount and percentage of assets or business activities aligned with climate-related opportunities.	• Responsible Financing Opportunities, page 81 • Physical Risk, pages 98 to 99 • Transition Risk, pages 116 to 132 • Responsible Consumption, page 193 • Methodology, pages 201 to 212
	29 (e)	Capital deployment — the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	
	29 (f) (i) (ii)	Internal carbon prices: (i) an explanation of whether and how the entity is applying a carbon price in decision-making. (ii) the price for each metric tonne of greenhouse gas emissions the entity uses to assess the costs of its greenhouse gas emissions *The Group does not currently apply an internal carbon price in its operational decision-making processes. At this stage, climate-related risks and opportunities are managed through alternative mechanisms.*	
	29 (g) (i)	A description of whether and how climate-related considerations are factored into executive remuneration (see also paragraph 6(a)(v)).	
	29 (g) (ii)	The percentage of executive management remuneration recognised in the current period that is linked to climate-related considerations.	• Governance, page 56
	33(a)	The metric used to set the target.	• Physical Risk, pages 98 to 99 • Transition Risk, pages 117 to 131
	33(b)	The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives).	
	33 (c)	The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region).	
	33 (d)	The period over which the target applies.	
	33 (e)	The base period from which progress is measured.	
	33 (f)	Any milestones and interim targets.	
	33 (g)	If the target is quantitative, whether it is an absolute target or an intensity target.	
	33 (h)	How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	

IFRS S2 PILLAR	IFRS S2 INDICATOR		LOCATION WITHIN THE SUSTAINABILITY REPORT
METRICS AND TARGETS	34	An entity shall disclose information about its approach to setting and reviewing each target, and how it monitors progress against each target, including:	• Physical Risk, pages 98 to 99 • Transition Risk, pages 115 to 132 • Responsible Consumption, page 193 • Methodology, pages 204 to 212
	34 (a)	Whether the target and the methodology for setting the target has been validated by a third party.	
	34 (b)	The entity's processes for reviewing the target.	
	34 (c)	The metrics used to monitor progress towards reaching the target.	
	34 (d)	Any revisions to the target and an explanation for those revisions.	
	35	An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	• Physical Risk, pages 98 to 99 • Transition Risk, pages 117 to 130
	36 (a)	Which greenhouse gases are covered by the target	• Transition Risk, pages 115 to 132 • Responsible Consumption, page 193
	36 (b)	Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target	
	36 (c)	Whether the target is a gross emissions target or net emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse	
	36 (d)	Whether the target was derived using a sectoral decarbonisation approach	
	36 (e) (i)	The extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits.	
	36 (e) (iii)	The type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal.	

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INDUSTRY-BASED GUIDANCE ON IMPLEMENTING CLIMATE-RELATED DISCLOSURES CONTENT INDEX

			LOCATION WITHIN THE SUSTAINABILITY REPORT
COMMERCIAL BANKS	SUSTAINABILITY DISCLOSURE TOPICS AND METRICS		
	FN-CB-410a.2.1	Approach to the incorporation of ESG factors in its credit analysis	• Responsible Financing Opportunities, pages 75 to 78 • Physical Risk, pages 93 to 97 • Transition Risk, pages 112 to 115
	FN-CB-410a.2.3	Policies that determine approach to incorporation of ESG factors in credit analysis	• Strategy, pages 57 to 58 • Responsible Financing Opportunities, pages 75 to 77 • Physical Risk, pages 93 to 94 • Transition Risk, pages 112 to 113
	FN-CB-410a.2.4	How ESG factors are incorporated when estimating credit losses over contractual term of financial assets	• Physical Risk, pages 91 to 92 • Transition Risk, pages 109 to 111
	FN-CB-410a.2.5	Approach to implementation of ESG incorporation practices	• Governance, pages 48 to 50
	FN-CB-410a.2.5.1.1	Parties responsible for day-to-day incorporation of ESG factors	• Governance, page 50 • Responsible Financing Opportunities, pages 77 to 78 • Physical Risk, pages 87 to 88 • Transition Risk, page 101
	FN-CB-410a.2.5.1.2	Roles and responsibilities of employees involved in implementation of ESG incorporation practices	• Governance, page 50 • Responsible Financing Opportunities, pages 77 to 78 • Physical Risk, pages 87 to 88 • Transition Risk, page 101
	FN-CB-410a.2.5.1.3	Approach to ESG-related research	• Transition Risk, pages 105 to 106
	FN-CB-410a.2.5.1.4	Approach to incorporating ESG factors into assessing creditworthiness of borrowers	• Responsible Financing Opportunities, pages 75 to 78 • Physical Risk, pages 93 to 97 • Transition Risk, pages 112 to 115
	FN-CB-410a.2.6	Oversight and accountability approach to the incorporation of ESG factors	• Governance, pages 48 to 49 • Responsible Financing Opportunities, pages 77 to 78
	FN-CB-410a.2.6.1.1	Formal oversight individuals or bodies involved	• Governance, pages 48 to 51
	FN-CB-410a.2.6.1.2	Roles and responsibilities of employees involved in oversight and accountability	• Governance, pages 48 to 51
	FN-CB-410a.2.6.1.3	Criteria used in assessing quality of ESG incorporation	• Governance, pages 48 to 51
	FN-CB-410a.2.7	Whether scenario analysis or modelling is conducted, in which risk profile of future ESG trends is calculated at portfolio level of commercial and industrial credit exposure	• Strategy, page 62 • Physical Risk, pages 91 to 92 • Transition Risk, page 113
	FN-CB-410a.2.8	ESG trends broadly applied in terms of effect on sectors and industries	• Responsible Financing Opportunities, pages 69 to 70 • Physical Risk, page 89 • Transition Risk, pages 103 to 104

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COMMERCIAL BANKS	FN-CB-410a.2.9	Description of significant concentrations of credit exposure to ESG factors	• Physical Risk, page 96 • Transition Risk, page 114
	SUSTAINABILITY DISCLOSURE TOPICS AND METRICS		
	FN-CB-410a.2.10.1	How ESG factors are incorporated in the assessment of and influence entity's views on traditional macroeconomic factors	• Physical Risk, pages 89, 91 to 92 • Transition Risk, pages 103 to 104, 109 to 111
	FN-CB-410a.2.10.2	How ESG factors are incorporated in the assessment of and influence entity's views on traditional microeconomic factors	
	FN-CB-410a.2.10.3	How ESG factors are incorporated in the assessment of and influence entity's views on overall creditworthiness of a borrower	• Responsible Financing Opportunities, page 78
	FN-CB-410a.2.10.4	How ESG factors are incorporated in the assessment of and influence entity's views on maturity or tenor of a loan	
	FN-CB-410a.2.10.5	How ESG factors are incorporated in the assessment of and influence entity's views on expected loss, probability of default, exposure at default and loss given default	
	FN-CB-410a.2.10.6	How ESG factors are incorporated in the assessment of and influence entity's views on value of posted collateral	
	FN-CB-410a.2.11.1	Number of commercial and industrial loans and project finance screened according to Equator Principles (EP III) *The Group does not screen its loans and project finance based on the Equator Principles.*	-
INVESTMENT BANKING & BROKERAGE	SUSTAINABILITY DISCLOSURE TOPICS AND METRICS		
	FN-IB-410a.1.1	Total revenue earned from transactions in which ESG factors are integrated.	• Responsible Financing Opportunities, page 74
	FN-IB-410a.1.2	Disaggregation of revenue by business activities: a) underwriting, b) advisory, and securitisation	• Responsible Financing Opportunities, page 74
	FN-IB-410a.3.1	Approach to incorporation of ESG factors in investment banking and brokerage activities	• Responsible Financing Opportunities, page 78
	FN-IB-410a.3.2	Approach to implementation of aspects of ESG incorporation practices	• Governance, pages 48 to 50 • Responsible Financing Opportunities, page 79
	FN-IB-410a.3.2.1.1	Parties responsible for day-to-day incorporation of ESG factors	• Governance, page 50
	FN-IB-410a.3.2.1.2	Roles and responsibilities of employees involved	• Governance, page 50 • Responsible Financing Opportunities, pages 64 to 65

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	SUSTAINABILITY DISCLOSURE TOPICS AND METRICS		
INVESTMENT BANKING & BROKERAGE	FN-IB-410a.3.2.1.3	Approach to conducting ESG-related research *Equity Research covers a broad range of ESG topics across sectors. These include carbon capture and storage (CCUS) developments in oil & gas, transition credits and regional green electricity trading in the power sector, and global carbon taxation under the IMO Net Zero Framework for shipping. We have also addressed sustainability fund flows and regulatory shifts in the US and EU, regenerative agriculture initiatives in the consumer sector (e.g. Nestlé's Nescafe Plan), and the implications of the EU Deforestation Regulation (EUDR) on Malaysian plantation companies. Reports assess both regulatory risks and corporate readiness, with stock calls reflecting ESG-related valuation and compliance dynamics.*	–
	FN-IB-410a.3.2.1.4	Approach to incorporating ESG factors into products and services	• Responsible Financing Opportunities, pages 69 to 72
	FN-IB-410a.3.3	Oversight/accountability approach to the incorporation of ESG factors	• Governance, pages 48 to 49 • Responsible Financing Opportunities, pages 69 to 72
	FN-IB-410a.3.3.1.1	Formal oversight individuals or bodies involved	• Governance, pages 48 to 49 • Responsible Financing Opportunities, pages 77 to 79
	FN-IB-410a.3.3.1.2	Roles and responsibilities of employees involved	• Governance, pages 48 to 49 • Responsible Financing Opportunities, page 65
	FN-IB-410a.3.3.1.3	Criteria used in assessing the quality of ESG incorporation	• Governance, pages 48 to 51
	FN-IB-410a.3.4	Whether scenario analysis or modelling is conducted for specific business activities, in which the risk profile of future ESG trends is calculated across investment banking and brokerage activities	• Strategy, page 62
	FN-IB-410a.3.5	ESG trends broadly applied in terms of effect on sectors and industries	• Responsible Financing Opportunities, pages 69 to 70 • Physical Risk, page 89 • Transition Risk, pages 103 to 104
	FN-IB-410a.3.6	Description of significant concentrations of exposure to ESG factors	• Physical Risk, page 96 • Transition Risk, page 114

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INVESTMENT BANKING & BROKERAGE	FN-IB-410a.3.7.1	How ESG factors are incorporated in the assessment of, and the entity's perspectives on traditional macroeconomic factors	• Physical Risk, pages 89 to 92 • Transition Risk, pages 103 to 104, 109 to 111
	FN-IB-410a.3.7.2	How ESG factors are incorporated in the assessment of, and the entity's perspectives on traditional microeconomic factors	
	FN-IB-410a.3.7.3	How ESG factors are incorporated in the assessment of, and the entity's perspectives on time horizon of investments and loans	• Responsible Financing Opportunities, page 67
	FN-IB-410a.3.7.4	How ESG factors are incorporated in the assessment of, and the entity's perspectives on risk and return profiles of investments and loans	• Responsible Financing Opportunities, page 78
	FN-IB-410a.3.7.5	How ESG factors are incorporated in the assessment of, and the entity's perspectives on risk profiles of a) underwritten debt and equity securities, b) advisory transactions and c) securitised assets	• Responsible Financing Opportunities, page 78
	ACTIVITY METRICS		
	FN-IB-000.A	(1) Number and (2) value of (a) underwriting, (b) advisory, and (c) securitisation transactions	• Responsible Financing Opportunities, page 81
MORTGAGE FINANCE	**SUSTAINABILITY DISCLOSURE TOPICS AND METRICS**		
	FN-MF-450a.2	(1) Total expected loss and (2) Loss Given Default (LGD) attributable to mortgage loan default and delinquency because of weather-related natural catastrophes, by geographical region	• Physical Risk, page 99
	FN-MF-450a.3	Description of how climate change and other environmental risks are incorporated into mortgage origination and underwriting	• Responsible Financing Opportunities, page 78 • Physical Risk, pages 91 to 92
	FN-MF-450a.3.2	How and if climate change and other environmental risks affect origination models and decisions.	

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	SUSTAINABILITY DISCLOSURE TOPICS AND METRICS		
ASSET MANAGEMENT & CUSTODY ACTIVITIES	FN-AC-410a.1	Amount of assets under management, that employ (1) integration of environmental, social, and governance (ESG) issues, (2) sustainability themed investing and (3) screening	• Responsible Financing Opportunities, pages 79 to 80, 82
	FN-AC-410a.1.2	Disaggregation of disclosure by asset class: (a) equities, (b) fixed income, (c) cash equivalents/ money market instruments, (d) other (e.g., real estate and commodities)	• Responsible Financing Opportunities, page 82
	FN-AC-410a.1.3	Amount of AUM managed using more than one ESG integration strategy	• Responsible Financing Opportunities, page 82
	FN-AC-410a.2	Description of approach to incorporation of environmental, social and governance (ESG) factors in investment or wealth management processes and strategies	• Responsible Financing Opportunities, pages 79 to 80
	FN-AC-410a.2.2	Policies that determine approach to incorporation of ESG factors in investment or wealth management processes and strategies	• Responsible Financing Opportunities, pages 67 to 68, 79 to 80
	FN-AC-410a.2.4	Approach to implementation of aspects of ESG incorporation practices	• Responsible Financing Opportunities, pages 78
	FN-AC-410a.2.5	Oversight/ accountability approach to the incorporation of ESG factors	• Responsible Financing Opportunities, pages 65, 78 to 80
	FN-AC-410a.2.6	Whether scenario analysis or modelling is conducted in which the risk profile of future ESG trends is calculated at portfolio level	• Transition Risk, page 110
	FN-AC-410a.2.7	ESG trends broadly applicable in terms of effect on sectors and industries.	• Responsible Financing Opportunities, pages 67 to 68
	FN-AC-410a.2.8	Incorporation of ESG factors in strategic asset allocation of assets between sectors or geographical markets	• Responsible Financing Opportunities, pages 79 to 80
	FN-AC-410a.2.9	How ESG factors are incorporated in the assessment of and how it influences the entity's views on 1) time horizon of investments, 2) risk and return profiles of investments, 3) traditional fundamental factors	• Transition Risk, pages 104 to 105
	FN-AC-410a.2.10	Approach to incorporation of ESG factors in selecting external funds managers and fiduciary managers, where relevant.	• Responsible Financing Opportunities, pages 79 to 80
	FN-AC-410a.2.13	Description of approach to incorporation of ESG factors broken down by asset class or by style employed	• Responsible Financing Opportunities, page 79
	FN-AC-410a.3.1	Approach to proxy voting	• Responsible Financing Opportunities, page 80
	FN-AC-410a.3.2	Process of making proxy voting decisions	• Responsible Financing Opportunities, page 80
	FN-AC-410a.3.3	Approach to communicating voting decisions to entity management, including rationale for voting for or against management's recommendations	• Responsible Financing Opportunities, page 80
	FN-AC-410a.3.4	Approach to engagement on environmental and social issues	• Responsible Financing Opportunities, page 73

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	FN-AC-410a.3.4.1.1	Objectives for undertaking engagement activities	• Responsible Financing Opportunities, page 73
	FN-AC-410a.3.4.1.2	Whether engagements related to environmental and social issues are primarily proactive or reactive	
	FN-AC-410a.3.4.1.3	The outcome sought when engaging with entities on environmental and social issues	
	FN-AC-410a.3.4.1.4	Who carries out the engagement activities	
	FN-AC-410a.3.4.1.5	Roles of individuals at the portfolio entities engaged	
	FN-AC-410a.3.4.2	Communication of engagement policy to clients and to the public *FMD explains its engagement approach on its company website and communicates to its clients during due diligence engagement which is conducted at least annually.*	–
	FN-AC-410a.3.5	How the outcome of proxy voting and engagement activities inform the investment decision-making process	• Responsible Financing Opportunities, page 80
	FN-AC-410a.3.5.1.1	Approach in deciding what information to pass on to investment decision-makers	
	FN-AC-410a.3.5.1.2	Approach in monitoring the use of information passed on in investment decision-making	
	FN-AC-410a.3.6	Escalation process for engagements when entity dialogue is failing	• Responsible Financing Opportunities, page 80
	FN-AC-410a.3.7	How environmental and social engagement strategy fits into overall engagement strategy	• Responsible Financing Opportunities, page 73
	FN-AC-410a.3.8.1	Number of engagements and percentages of those in-person	• Responsible Financing Opportunities, page 73 • Sustainability Performance Data, page 9
	FN-AC-410a.3.8.2	Number of staff involved in proxy voting and engagement activities	• Responsible Financing Opportunities, page 73 • Sustainability Performance Data, page 9
	ACTIVITY METRICS		
	FN-AC-000.A	Total assets under management (AUM)	• Responsible Financing Opportunities, page 82 • Sustainability Performance Data, page 8

Independent Limited Assurance Report

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Independent Practitioner's Limited Assurance Report to the Board of Directors of AMMB Holdings Berhad on the selected sustainability information disclosed in the Sustainability Report 2026

Limited assurance report on Selected Sustainability Information

We have conducted a limited assurance engagement on the selected sustainability information as defined below, of AMMB Holdings Berhad ("AMMB" or "the Group"), identified by the symbol "Ⓐ", in the AMMB's Sustainability Report ("Sustainability Report") and as defined in the section below, for the year then ended 31 March 2026 ("Selected Sustainability Information").

Selected Sustainability Information

The Selected Sustainability Information needs to be read and understood together with the Reporting Criteria, which the Group is solely responsible for selecting and applying.

The Selected Sustainability Information and the Reporting Criteria subject to assurance are set out below:

Selected Sustainability Information	Reporting Criteria		Figures disclosed in the Sustainability Report 2026
	Section	Sub-section	
Sustainable Financing			
Green Financing	• 08 Appendices	• Methodologies – Sustainable Financing Mobilised	RM6,441.8 million
Affordable and Low-income Financing			RM1,270.9 million
Sustainable Investments			RM6,577.8 million
Sustainable Capital Market Issuances Facilitated			RM3,753.7 million
Total Sustainable Financing Mobilised			RM18,044.2 million
Greenhouse Gas ("GHG") Emissions			
Scope 1 GHG emissions	• 08 Appendices	• Methodologies – Enterprise Emissions: Scope 1 GHG Emissions	436 tCO2e
Scope 2 GHG emissions (i.e., location-based emissions)		• Methodologies – Enterprise Emissions: Scope 2 GHG Emissions	21,365 tCO2e
Net Scope 2 GHG emissions (i.e., market-based emissions)	• 06 Sustainability Risks and Opportunities	• Enterprise Emissions	11,051 tCO2e

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Independent Practitioner's Limited Assurance Report to the Board of Directors of AMMB Holdings Berhad on the selected sustainability information disclosed in the Sustainability Report 2026

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Sustainability Information has not been prepared, in all material respects, in accordance with the applicable criteria set out in the "Selected Sustainability Information and Reporting Criteria" section above.

Basis for conclusion

We conducted our limited assurance engagement in accordance with ISAE 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* ("ISAE 3000 (Revised)")

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. Our responsibilities under this standard is further described in the "Practitioner's responsibilities" section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code"), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities for the Selected Sustainability Information

Management of the Group is responsible for:

- The preparation of the Selected Sustainability Information in accordance with the Reporting Criteria.
- The design, implementation and maintenance of such internal control as management determines is necessary to enable the preparation of the Selected Sustainability Information, in accordance with the Reporting Criteria, that is free from material misstatement, whether due to fraud or error.
- The selection and application of appropriate sustainability reporting methods and making assumptions and estimates that are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Group's sustainability reporting process.

Inherent limitations in preparing the Selected Sustainability Information

As disclosed in Section 3 to the Sustainability Report, Greenhouse Gas ("GHG") quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

Independent Limited Assurance Report

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Independent Practitioner's Limited Assurance Report to the Board of Directors of AMMB Holdings Berhad on the selected sustainability information disclosed in the Sustainability Report 2026

Practitioner's responsibilities

Our responsibility is to plan and perform the assurance engagement to obtain limited assurance about whether the Selected Sustainability Information is free from material misstatement, whether due to fraud or error, and to issue a limited assurance report that includes our conclusion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the Selected Sustainability Information.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

- Determine the suitability in the circumstances of the Group's use of Reporting Criteria as the basis for the preparation of the Selected Sustainability Information.
- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Group's internal control.
- Design and perform procedures responsive to where material misstatements are likely to arise in the Selected Sustainability Information. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Summary of work performed

A limited assurance engagement involves performing procedures to obtain evidence about the Selected Sustainability Information. The procedures in a limited assurance engagement vary in nature and timing, from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of where material misstatements are likely to arise in the Selected Sustainability Information, whether due to fraud or error.

In conducting our limited assurance engagement, we:

- Obtained an understanding of the Group's reporting processes relevant to the preparation of its Selected Sustainability Information by performing inquiries of management;
- Performed inquiries of relevant personnel and analytical procedures on Selected Sustainability Information based on our scoping;
- Evaluated the appropriateness of quantification methods and reporting policies;
- Evaluated the methods, assumptions and data for developing estimates;
- Performed substantive assurance testing on a sampling basis on information included in the Selected Sustainability Information;
- Checked mathematical formulas, proxies and default values used in the Selected Sustainability Information against the Group's Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Selected Sustainability Information based on the Reporting Criteria.

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Independent Practitioner's Limited Assurance Report to the Board of Directors of AMMB Holdings Berhad on the selected sustainability information disclosed in the Sustainability Report 2026

Summary of work performed (cont'd)

Our assurance procedures specifically did not extend to the remaining parts of the Sustainability Report and the information included therein, other than the Selected Sustainability Information, nor did we perform procedures on financial information extracted from the audited financial statements of the Group and used in the calculation of the Selected Sustainability Information. Our assurance procedures also involved agreeing to certain information obtained by the Group's from third party sources. However, our scope did not extend the testing to the completeness and accuracy of the information obtained from third party sources.

Restriction on distribution and use, and disclaimer of liability to third parties and for any other purpose

Our report, including our conclusion, has been prepared solely for the Board of Directors of the Group in accordance with the agreement between us dated 11 May 2026 (the "agreement"). We consent to the inclusion of this report in the Sustainability Report 2026 of the Group which will be accessible at www.ambankgroup.com in connection with the Group's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Selected Sustainability Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Group for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.

PRICEWATERHOUSECOOPERS PLT
LLP0014401-LCA & AF 1146
Chartered Accountants

Kuala Lumpur
24 June 2026

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