

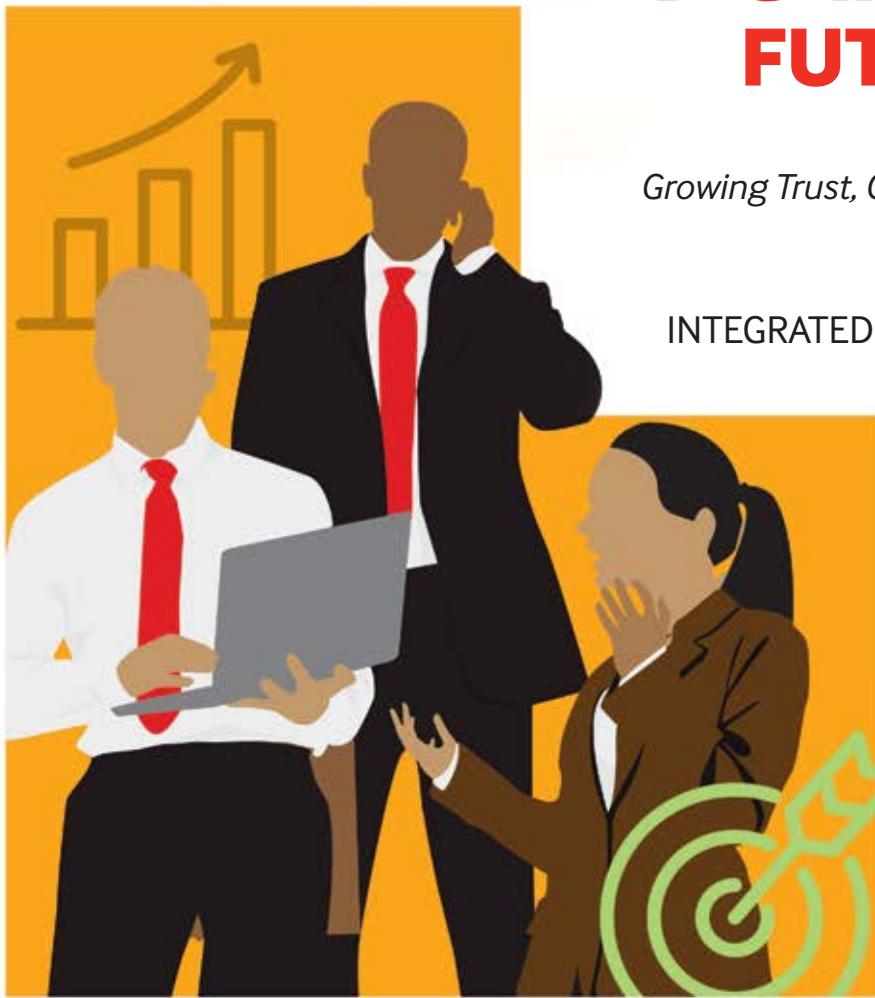


AmBank Group

TOWARDS A DIGITALISED FUTURE

Growing Trust, Connecting People

INTEGRATED REPORT 2021



ABOUT OUR REPORT

AMMB Holdings Berhad's Integrated Report (AmBank Group Integrated Report 2021) is our principal report and is supplemented by supporting online disclosures for our stakeholders. These disclosures include condensed financial statements for our quarterly and yearly performance.

AMMB Holdings Berhad (AMMB or the Company) is a public company listed on the Main Market of Bursa Malaysia Securities Berhad. This Report covers AMMB and its subsidiary companies (AmBank Group or the Group or we).

Integrated Report (IR)



CONTENT

Provides a comprehensive overview of AmBank Group's performance, including milestones and achievements for the 2021 financial year and its outlook for FY2022.

FRAMEWORKS & GUIDELINES

- International Integrated Reporting Framework (IIRF) of the International Integrated Reporting Council (IIRC)
- Main Market Listing Requirements (MMLR) of Bursa Securities Malaysia Berhad (Bursa Securities)
- Corporate Governance Guide (3rd Edition) issued by Bursa Malaysia Berhad (Bursa Malaysia)
- Companies Act 2016
- Securities Commission Malaysian Code on Corporate Governance 2017
- Global Reporting Initiative (GRI) Standards
- Limited Assurance by SIRIM QAS International Sdn Bhd

Governance and Financial Report (GFR)



CONTENT

Provides detailed reporting of Corporate Governance Statements, as well as Financial Statements and the Audited Annual Financial Results for the 2021 financial year and its outlook for FY2022.

FRAMEWORKS & GUIDELINES

- Securities Commission Malaysian Code on Corporate Governance 2017
- MMLR of Bursa Securities
- Corporate Governance Guide (3rd Edition) issued by Bursa Malaysia
- Companies Act 2016
- Bank Negara Malaysia (BNM) Policy Documents and Guidelines
- Malaysian Financial Reporting Standards
- International Financial Reporting Standards
- Financial Services Act 2013
- Islamic Financial Services Act 2013

Navigation Icons

Our Capitals

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social & Relationship Capital
- Natural Capital

Our Strategic Focus Area

- Attaining a Return on Equity (ROE) of $\geq 10\%$
- Sharpening Our Segment Play
- Delivering Holistic Customer Value Proposition
- Leveraging a Collaborative Culture and Partnerships
- Pushing Capital-Light Revenue
- Ramping Up the Next Wave of Digital Initiatives
- Future-Proofing Our Workforce
- Integrating Environmental, Social and Governance (ESG) into Our Business
- Exploring Digital Bank

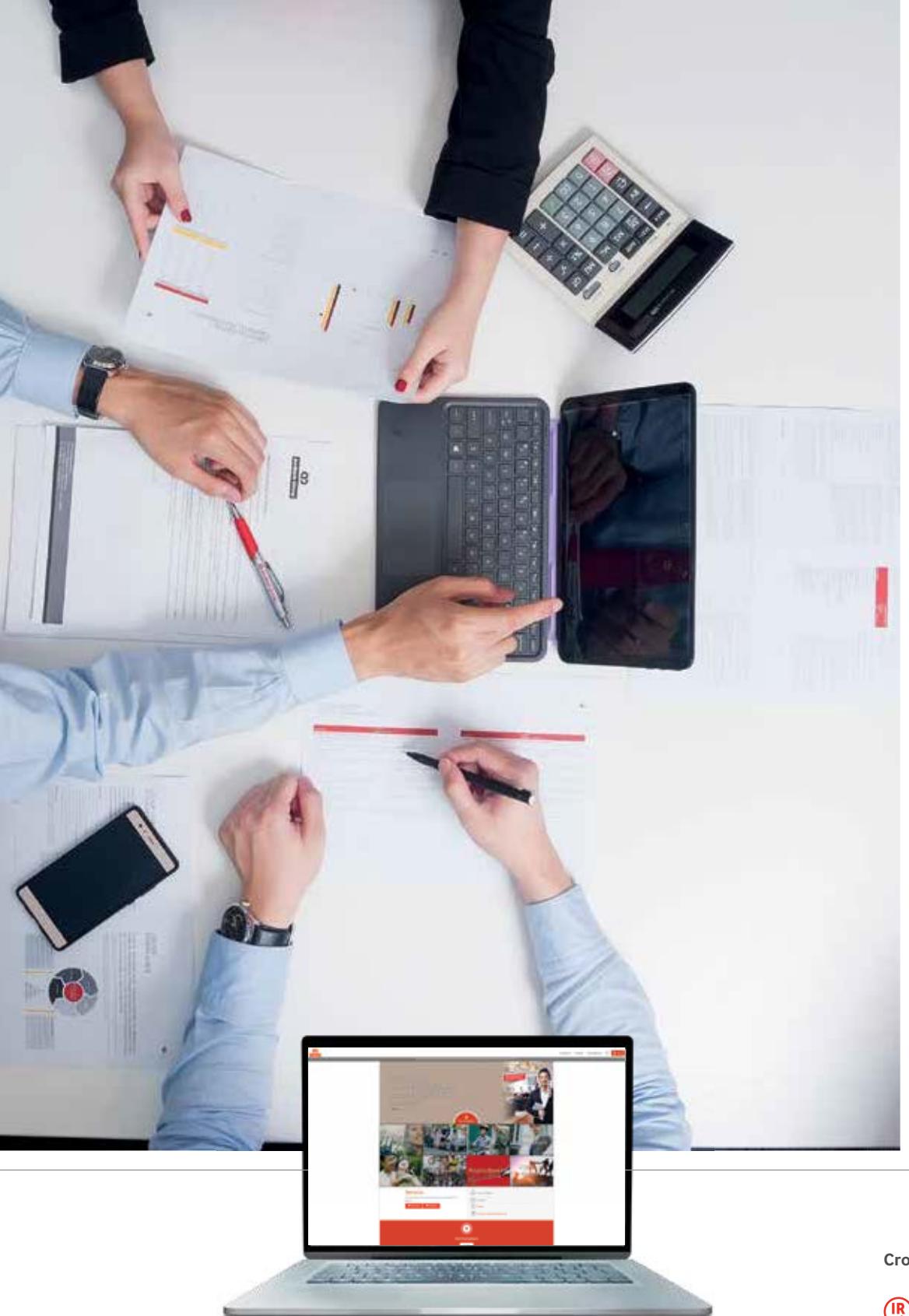
Material Matters

- Geopolitical & Economic Trends
- Technology & Digital Transformation
- Governance & Compliance
- Customer Satisfaction
- Leadership & Talent
- Environmental, Social & Governance (ESG) Factors

Stakeholders

- Customers
- Shareholders
- Investors
- Employees
- Business Partners
- Government & Regulators





ambankgroup.com

AmBank Group Integrated Report (IR) 2021

This Report covers the primary activities of AmBank Group and gives a simple yet comprehensive overview of our financial and non-financial milestones and achievements during the period 1 April 2020 to 31 March 2021 (FY2021), unless indicated otherwise.

By studying this Report, our stakeholders can learn about our strategies; businesses and performance; approach to governance and risks; as well as our future goals. This Report demonstrates our commitment to accountability and aims to strengthen the trust of our stakeholders.

Forward-Looking Statements

This Report contains certain forward-looking statements relating to AmBank Group's future performance. These statements and forecasts are based on current assumptions and circumstances which may change, hence necessarily involve uncertainties. Various factors may cause actual results to differ materially from those expressed or implied by these forward-looking statements.

Cross References

 More information within the Integrated Report

 More information within the Governance and Financial Report

 More information online at ambankgroup.com

WHAT'S INSIDE

Overview of AmBank Group

- 04 Our Vision | Our Purpose
- 05 Delivering Value to Our Customers
- 05 Who We Are
- 06 2021 Key Highlights
 - Financial Highlights
 - Business Highlights
 - Sustainability Highlights
 - COVID-19 Response
- 08 Awards and Recognition
- 10 Where We Operate
- 11 What We Do: Core Business Segments
- 12 How We Are Structured
- 14 Our Strategic Partnerships
- 16 Why Invest in Us:
What Differentiates Us

Key Messages

- 18 Chairman's Message
- 24 Group Chief Executive Officer's Message

Value Creation at AmBank Group

- 34 How We Create Value:
An Integrated Approach to Value Creation
- 36 Our Value Creating Business Model
- 38 Stakeholder Engagement

Management Discussion and Analysis

- A. Strategic Review**
 - 42 Operating Landscape
 - 45 Material Matters
 - 48 Key Risks and Mitigation
 - 51 Our Strategy:
 - Focus 8 Strategy
 - Strategic Progress
 - Strategic Performance & Achievements
- B. Performance Review**
 - 55 Performance Review by Group Chief Financial Officer
 - 59 Group Financial Highlights
 - 60 Five-Year Group Financial Summary
 - 61 Financial Indicators
 - 62 Simplified Group Statements of Financial Position
 - 63 Segmental Analysis
 - 65 Group Quarterly Financial Performance
 - 66 Key Interest Bearing Assets and Liabilities
 - 67 Statement of Value Added
 - 68 Capital Management
 - 69 Credit Ratings
 - 70 Balance Sheet Management
 - 71 Financial Calendar
- C. Business Review**
 - 72 Wholesale Banking
 - 76 Amlnvestment Bank
 - 81 Retail Banking
 - 85 Business Banking
 - 89 AmBank Islamic
 - 93 AmGeneral Insurance
 - 97 AmMetLife
 - 99 AmMetLife Takaful

pg 72

Business
Review

pg 128

Sustainability
Statement



pg 18

Chairman's
Message



pg 24

Group Chief
Executive Officer's
Message



30th Annual General meeting

Leadership

- 102 Corporate Information
- 103 Board at a Glance
- 104 Profile of the Board of Directors
- 109 Profile of Company Secretary
- 110 Profile of Group Senior Management

Responsible Governance

- 118 Strengthening Sustainability Through Value Creation

Sustainability Statement

- 128 Leadership Commitment
- 130 Sustainability Disclosures
- 131 Sustainability @ AmBank Group
- 136 Sustainability Governance
- 144 Sustainability Performance
- 145 Sustainability Theme 1: Responsible Banking
- 158 Sustainability Theme 2: Conscious Self-Conduct
- 184 Sustainability Theme 3: Positive Societal Impact
- 187 Additional Information
 - Workplace Statistics
 - Independent Assurance Statement
 - GRI Content Index

Other Information

- 200 Notice of Thirtieth Annual General Meeting
- 205 Statement Accompanying Notice of Annual General Meeting
- 206 Administrative Guide
- 211 Group Corporate Directory

Form of Proxy

Venue

Board Room,
26th Floor Bangunan AmBank Group
Jalan Raja Chulan
50200 Kuala Lumpur
Malaysia

Date

Thursday,
2 September 2021

Time

10.00 a.m.



→ This annual report is available on the website at ambankgroup.com

Growing Trust, Connecting People

OUR PURPOSE

**To help
individuals
and businesses
in Malaysia
grow and win
together**



01

We are not transactional. We focus on deepening relationships by acting as advisors and long-term partners to our customers. We earn the trust of our customers by being professional, reliable and efficient, and providing the best possible service.



02

We believe in supporting the growth of our customers, our people, and our business. We empower our stakeholders to achieve their aspirations. We will continue to help our customers, both individuals and businesses, financial and non-financial assistance to weather through the uncertainties of the COVID-19 pandemic to rebuild a better future. We also preserve our employees' well-being and productivity by ensuring everyone stays connected and engaged to keep the business moving forward.



03

We are a holistic, integrated multi-industry financial driven organisation. We go beyond traditional banking, by evolving into a trusted financial solution provider integrated seamlessly into our customers' daily lives. We will continue to leverage strategic ecosystem partnerships to tailor holistic offerings to our customers' needs.



04

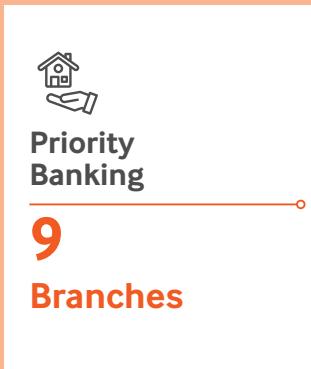
Externally, we focus on helping our customers to become winners. Internally, we emphasise performance, teamwork and collaboration to achieve our goals.



05

We leverage opportunities to revolutionise our business and to help our customers grow and win together through our Focus 8 strategy.

DELIVERING VALUE TO OUR CUSTOMERS



WHO WE ARE

AmBank Group is a leading financial services group with over 40 years of expertise in supporting the economic development of Malaysia. We have over three million customers and employ circa 10,000 people.

The Group was listed on the Main Market of Bursa Malaysia in 1988. It is the sixth-largest banking group by assets in Malaysia, with a market capitalisation of around RM9 billion and assets of RM170.2 billion as at 31 March 2021.

2021 KEY HIGHLIGHTS

FINANCIAL HIGHLIGHTS



TOTAL INCOME

RM4,552.5
Million



COST-TO-INCOME RATIO

46.8%



PROFIT BEFORE IMPAIRMENT LOSSES AND SETTLEMENT

RM2,420.2
Million



GROSS LOANS, ADVANCES AND FINANCING

RM114.8
Billion



DEPOSITS FROM CUSTOMERS

RM120.5
Billion



CASA GROWTH

24.0%

BUSINESS HIGHLIGHTS

Innovative & Digital Banking

We have made great advancements in the future of banking; delivering fast and convenient services at a touch of a fingertip.

- Revitalised the user interface of our AmOnline app and website for a more seamless customer experience
- Introduced digital onboarding solutions that allow for a fully end-to-end digital account opening for SMEs and retail customers
- The Asset Triple A Digital Awards 2020: Best Retail Mobile Banking Experience and Best Wealth Management Experience



Customer Excellence

We consistently delivered customer value through competitive products and solutions that meet their financial needs and expectations.

- Ranked 1st in Customer Satisfaction (CSAT) score and Net Promoter Score (NPS) amongst AmBank Group customers
- Increased the number of Customer Compliments received by 45% YoY



Strong Talent Pool

We helped our employees navigate drastic work changes while training them with skills needed to thrive as future leaders.

- Improved our Employee Engagement Score despite workplace challenges amid COVID-19
- Invested over RM14.2 million in employee training and development programmes
- Achieved a High Performer Retention Rate of 97.0%



Sustainability Journey

We continue to progress in our sustainability agenda by integrating ESG into every aspect of the business.

- Introduced Environmental and Social Risk Grade (ESRG) as part of our credit evaluation process
- Established robust policies and guidelines that address key sustainability matters
- MSCI ESG Rating: AA





ADJUSTED PROFIT AFTER TAX AND MINORITY INTEREST (PATMI)

RM961.6
Million



CET1 CAPITAL RATIO

11.3%

COVID-19 RESPONSE

Delivered approximately **RM15.2 billion** in repayment assistance for loans and financing across customer segments

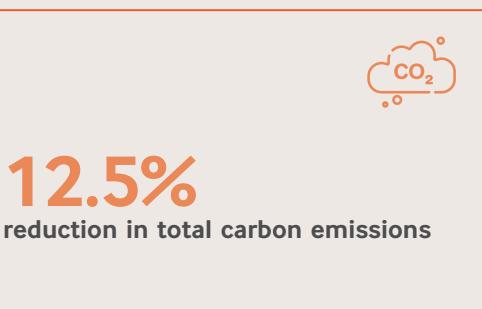
Arranged Special Relief Facility comprising collateral-free financing of up to **RM1.0 million** for affected SMEs

Continued to prioritise local suppliers, channelling close to **RM450 million** to local businesses during the pandemic

Distributed **RM75,000** worth of food hampers to 500 asnaf families nationwide to assist them during lockdowns

Allocated around **RM498,000** of AmBank Islamic's business zakat fund to directly aid low-income groups affected by the COVID-19 pandemic

SUSTAINABILITY HIGHLIGHTS



AWARDS AND RECOGNITION

(L-R): Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group, Dato' Sri Abdul Hamid Hafiz, Chairman, AmBank Islamic and Eqhwan Mokhzanee, Chief Executive Officer, AmBank Islamic with the Best Islamic SME Bank Malaysia 2020 Award from Global Banking and Finance Review.



Devanesan Evanson, Chief Executive Officer, Minority Shareholders Watch Group (MSWG) left presenting the award to Tan Sri Azman Hashim, Chairman, AmBank Group while being witnessed by Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group.

From left – Mohammad Ismi Ismail, Senior Vice President, Group Administration, AmBank Group, Eqhwan Mokhzanee, Chief Executive Officer, AmBank Islamic and Chairman, Group OSH and Mohammad Nasiruddin Mohd Hashim, Senior Manager, OSH Department with the Malaysia Society for Occupational Safety & Health (MSOSH) "GOLD CLASS 1" Award.

From left – Aaron Loo, Managing Director, Retail Banking, AmBank (M) Berhad, Peter Schiesser, Group Chief Executive Officer, PayNet, Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group and Raja Teh Maimunah Raja Abdul Aziz, Managing Director, Wholesale Banking, AmBank Group at the MEEA Awards presentation ceremony which was held at Bangunan AmBank Group on 9 October 2020.



09



From left – Raja Teh Maimunah Raja Abdul Aziz, Managing Director, Wholesale Banking, AmBank Group, Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group and Eqwan Mokhzanee, Chief Executive Officer, AmBank Islamic with the Best Islamic Corporate Bank Malaysia 2020 Award by Global Banking and Finance Review.



From left: Valerie Low, Head of Retail & Retirement Funds, AmlInvest and Wong Yew Joe, Chief Investment Officer, AmFunds Management Berhad (AmlInvest) with the two awards presented to AmlInvest by Private Pension Administrator Malaysia.

8 Other Information	7 Sustainability Statement	6 Responsible Governance	5 Leadership	4 Management Discussion and Analysis	3 Value Creation at AmBank Group	2 Key Messages	1 Overview of AmBank Group
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WHERE WE OPERATE



	Branches	ATMs	CRMs	Regional Offices
Perlis	1	3	1	–
Kedah	6	19	6	–
Pulau Pinang	14	43	15	2
Perak	18	40	21	2
Selangor	36	174	42	2
Kuala Lumpur	23	77	27	3
Putrajaya	1	4	2	–
Negeri Sembilan	7	39	8	1

	Branches	ATMs	CRMs	Regional Offices
Melaka	6	26	8	1
Johor	21	75	30	1
Pahang	8	20	12	1
Terengganu	2	14	4	–
Kelantan	2	14	3	–
Sabah	9	35	13	1
Labuan	1	3	1	–
Sarawak	15	57	21	1
	170	643	214	15

Data shown as at 31 March 2021

WHAT WE DO: CORE BUSINESS SEGMENTS



AmBank

AmBank (M) Berhad

AmBank (M) Berhad (AmBank) offers a comprehensive suite of financial products and services focused on retail banking and preferred segments in small business, SME, mid-corporate and strategic partners. It is a Member of the Association of Banks in Malaysia.

[Read more on page 85](#)



AmBank Islamic

AmBank Islamic Berhad

AmBank Islamic Berhad (AmBank Islamic) is the Islamic banking arm of AmBank Group. It is a Member of the Association of Islamic Banking Institutions Malaysia.

[Read more on page 89](#)



AmInvestment Bank

AmInvestment Bank Berhad

AmInvestment Bank Berhad (AmInvestment Bank) is a leading Malaysian investment bank with more than 30 years of experience. It is a Member of the Malaysian Investment Banking Association.

[Read more on page 76](#)



**AmGeneral
Insurance**

AmGeneral Insurance Berhad

AmGeneral Insurance Berhad (AmGeneral Insurance) is one of the largest motor and general insurance companies in Malaysia, with over four million policy holders. It is a Member of the Persatuan Insurans Am Malaysia.

[Read more on page 93](#)



AmMetLife Insurance Berhad

AmMetLife Insurance Berhad (AmMetLife) is a strategic partnership between AMMB Holdings Berhad (AmBank Group) and MetLife International Holdings, Inc. (MetLife). It is a Member of the Life Insurance Association of Malaysia.

[Read more on page 97](#)



AmMetLife Takaful Berhad

AmMetLife Takaful Berhad (AmMetLife Takaful) is a strategic partnership between AmBank Group and MetLife. The strategic partnership combines the international expertise and financial strength of MetLife with the local strength and reach of AmBank Group. It is a Member of the Malaysian Takaful Association.

[Read more on page 99](#)

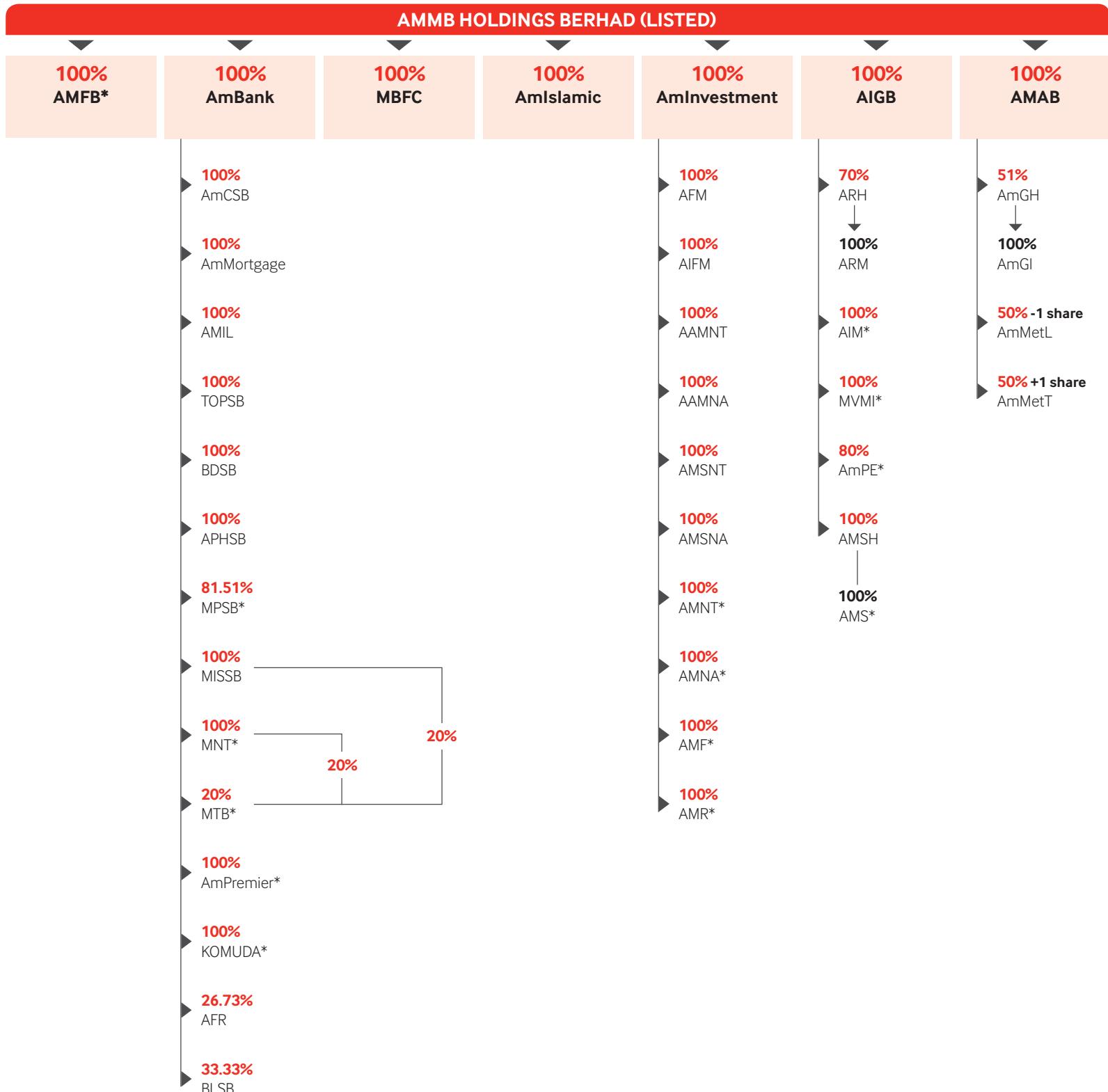
HOW WE ARE STRUCTURED

as at 31 March 2021

INTEGRATED REPORT 2021

12

AMMB HOLDINGS BERHAD



1. *Subsidiaries under liquidation

Legend	Company	Principal Activities
AMMB	AMMB Holdings Berhad	Investment Holding
AMFB	AMFB Holdings Berhad	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AmBank Islamic	AmBank Islamic Berhad	Islamic Banking
AmBank	AmBank (M) Berhad	Commercial Banking
AMIL	AmLabuan Holdings (L) Ltd	Investment Holding
AmCSB	AmCard Services Berhad	Outsourcing Servicer for Mortgage Related Services
AmPremier	AmPremier Capital Berhad	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AmMortgage	AmMortgage One Berhad	Securitisation of Mortgage Loans
MTB	MBf Trustees Berhad	Dormant (<i>In Members' Voluntary Winding-Up</i>)
MNT	MBf Nominees (Tempatan) Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
MISSB	MBf Information Services Sdn Bhd	Property Investment
APHSB	AmProperty Holdings Sdn Bhd	Property Investment
BDSB	Bougainvillaea Development Sdn Bhd	Property Investment
MPSB	Malco Properties Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
TOPSB	Teras Oak Pembangunan Sendirian Berhad	Dormant
KOMUDA	Komuda Credit & Leasing Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AFR	AmFirst Real Estate Investment Trust	Investment in Real Estate
BLSB	Bonuskad Loyalty Sdn Bhd	Managing Customer Loyalty Schemes
AmlInvestment	AmlInvestment Bank Berhad	Investment Banking
AMF	AmFutures Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AFM	AmFunds Management Berhad	Funds Management Including Management of Unit Trusts and Private Retirement Schemes
AIFM	AmlIslamic Funds Management Sdn Bhd	Islamic Fund Management Services and Distribution of Wholesale Funds
AMNT	AMMB Nominees (Tempatan) Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AMNA	AMMB Nominees (Asing) Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AAMNT	AM Nominees (Tempatan) Sdn Bhd	Nominee Services
AAMNA	AM Nominees (Asing) Sdn Bhd	Nominee Services
AMSNT	AMSEC Nominees (Tempatan) Sdn Bhd	Nominee Services
AMNSA	AMSEC Nominees (Asing) Sdn Bhd	Nominee Services
AMR	AmResearch Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AIGB	AmlInvestment Group Berhad	Investment Holding
ARH	AmREIT Holdings Sdn Bhd	Investment Holding
ARM	AmREIT Managers Sdn Bhd	Management of Real Estate Investment Trusts
AMSH	AmSecurities Holding Sdn Bhd	Investment Holding
AIM	AmlInvestment Management Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AmPE	AmPrivate Equity Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AMS	AMSEC Holdings Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
MVMI	Malaysian Ventures Management Incorporated Sdn Bhd	Dormant (<i>In Members' Voluntary Winding-Up</i>)
AMAB	AMAB Holdings Sdn Bhd	Investment Holding
AmGH	AmGeneral Holdings Berhad	Investment Holding
AMGI	AmGeneral Insurance Berhad	General Insurance
AmMetL	AmMetLife Insurance Berhad	Life Assurance
AmMetT	AmMetLife Takaful Berhad	Family Takaful
MBFC	MBF Cards (M'sia) Sdn Bhd	Dormant

OUR STRATEGIC PARTNERSHIPS



AmBank Group Signs Financing Facilities with Lagenda Properties Berhad

(L-R): Voon Seng Chuan, Chairman, AmBank (M) Berhad, Christopher Yap, Managing Director, Business Banking, AmBank Group, Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group, Dato' Jimmy Doh Jee Ming, Managing Director, Lagenda Properties Berhad and Dato' Marcus Doh Tee Leong, Non-Independent Non-Executive Chairman, Lagenda Properties Berhad at the official exchange-of-documents ceremony which was held on Friday, 14 August 2020 at Sheraton Hotel in Petaling Jaya.



AmBank Acts as Settlement Bank for Finexus on PayNet's Real-Time Retail Payments Platform



AmBank Collaborates with Maxis to introduce mTAP via PayNet



Swift Group Establishes RM500 Million Unrated Sukuk Programme and Secures RM231 Million Working Capital Facilities

L-R (standing): Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group, Loo Hooi Keat, Group Advisor, Swift Group, Wong Kim Choong, Chief Executive Officer, United Overseas Bank (Malaysia) Bhd (UOB Malaysia) and Dato' Ong Eng Bin, Chief Executive Officer, OCBC Bank (Malaysia).

L-R (seated): Raja Teh Maimunah, Managing Director, Wholesale Banking, AmBank Group, Loo Yong Hui, Group Executive Director, Swift Group, Ng Wei Wei, Managing Director and Country Head, Wholesale Banking and Tuan Syed Abdull Aziz Syed Kechik, Chief Executive Officer, OCBC Al-Amin Bank Bhd.



AmBank & Sabah Development Bank Berhad offer RM100 million in financing to Sabah SMEs

Left frame – Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group.

Right frame – Datuk Vincent Pung, Chief Executive Officer, Sabah Development Bank Berhad (SDB).

WHY INVEST IN US

WHAT DIFFERENTIATES US



Strong Governance & a Dedicated Leadership

Over the past five years, we have made significant strides in strengthening our corporate governance. Our high-calibre Board members and management teams have remained steadfast in their commitment to upholding AmBank's corporate values, with greater transparency, integrity and accountability. Simultaneously, they continue to boldly transform AmBank Group according to the changing banking landscape, steering us towards the future of banking.



A Driving Force in Digital & Innovation

With our forward-looking approach, we continue to push the boundaries of digital excellence. Our enthusiasm towards becoming a more customer-centric and competitive bank is clear in our innovative products and solutions, as we continue to lay a strong foundation of flexible and resilient digital infrastructure. Through our digitalisation efforts, we have received multiple awards and achievements, which demonstrate our capability as a digital banking leader.



Outstanding Digital Acceleration in response to COVID-19 award by the Digital Banker



AMYTM Chatbot
Malaysia's first virtual financial assistant



28% and 137%
increase in AmOnline and AmAccess Biz customers, respectively



A Dynamic & Focused Strategy

Our new Focus 8 Strategy adopts a holistic approach to the changing banking environment. Underpinned by a vision of 'Growing Trust, Connecting People', the Focus 8 Strategy sets us on a path towards attaining an ROE of $\geq 10\%$. In our first year of executing the new strategy, we maintained a solid growth momentum in key areas and outperformed our competitors.



A Resilient Balance Sheet

Despite the challenges faced this financial year, we maintained an adequate capital position and ample liquidity. We successfully completed a Private Placement exercise that raised RM825 million, thus strengthening our capital resiliency.



Emerged as the **No. 1 SME Bank**, with more than 10% growth in three-year CAGR in both SME loans and deposits



CASA grew by 24.0%, compared to an industry average of 21.4%



Remained highly liquid, with an **LCR of 157.5%** and a loan deposit ratio of 95.2%



Increased our proforma **CET1 and TCR to 12.0% and 15.2%** respectively



NSFR of all banking subsidiaries remain above 100%

1 Overview of AmBank Group	2 Key Messages	3 Value Creation at AmBank Group	4 Management Discussion and Analysis	5 Leadership	6 Responsible Governance	7 Sustainability Statement	8 Other Information
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CHAIRMAN'S MESSAGE

Dear Stakeholders,

The COVID-19 pandemic created difficulties for individuals and businesses and also affected how we operated and performed. In addition to these challenges, we have also resolved our historical matters amicably to allow the Group to move forward without further distractions.



**Growing Trust,
Connecting People**



I am pleased to present AmBank Group's Integrated Annual Report FY2021, in which we demonstrate how we continue to create sustainable growth and stakeholder value amidst an extraordinary year. In recent years, we have continued to build on our resiliency. The strategic actions taken by our current leadership team enabled us to continue supporting our customers and stakeholders during these tumultuous times. Our ability to adapt to the new normal is a necessity to future proof our business against environmental, social and governance (ESG) risks.

A CHALLENGING YEAR

The COVID-19 pandemic has virtually affected all industries and economies. As the outbreak rapidly spread, movement restrictions and social distancing measures were widely implemented, affecting businesses and economic activities. The pandemic put a strain on global financial conditions, with sharp declines in prices of financial assets, vulnerabilities in credit markets, and dampened loans growth. In Malaysia, the government's Movement Control Order (MCO) led to adverse economic impacts that rippled across sectors and households. The most significant impact was felt in the second quarter of 2020, with a 17.1% contraction in GDP.

As containment measures gradually eased from the second quarter, economic activities partially resumed, and labour market conditions started to improve. COVID-19-resilient industries experienced quicker recovery, supported by a global surge in digitalisation and a shift in consumer preferences. Export-oriented sectors benefitted from the increasing external demand in areas like electrical and electronic (E&E) products. In contrast, vulnerable sectors, like tourism-related industries, experienced slower recoveries due to continued risk aversion and restrictions on global travel.

In the final quarter of 2020, economic recovery remained vulnerable. A resurgence in cases led to the tightening of containment measures, which dented the recovery pace. However, the impact was less severe due to a more targeted approach of state-specific containment and less stringent supply restrictions. It reflected efforts to balance



The resiliency of Malaysian banks has been key to absorbing economic shocks.

managing public health concerns with protecting livelihoods during the pandemic.

As Malaysia went through the various stages of MCO, financial institutions enabled substantial loan repayment relief measures for households and businesses. The resiliency of Malaysian banks, in particular, has been key to absorbing the economic shocks that arose. The sector worked together with Bank Negara Malaysia (BNM) to implement a blanket moratorium, thus ensuring that aggregate banking system impairments and delinquencies remained low.

The Malaysian banking sector remained strong despite the economic shocks. During the year under review, liquidity coverage ratio stayed above 100% due to well-diversified funding policies, with loans-funds ratio and loans-funds and equity ratio remaining above 80% and 70%, respectively. Additionally, Non-Performing Loans (NPL) stayed at a manageable level of 1.6% and did not pose a severe threat to the financial system's health, primarily due to BNM's Targeted Repayment Assistance.

CHAIRMAN'S MESSAGE

At AmBank Group, we immediately had to adapt to conducting business in the pandemic environment in order to stay competitive. Our priority was to remain agile and effective in our response to the pandemic. We transitioned to a new working model, with stringent measures and Standard Operating Procedures (SOPs) to minimise business disruption while safeguarding the well-being of our customers and staff. During MCO, we enhanced our digital infrastructure so that we can continue to deliver critical financial services to all customer segments. Employees were also provided with ongoing technical and engagement support as they adapt to the work environment.

We also stepped up our efforts in easing the financial burden of customers affected by the pandemic. Following the economic impact of COVID-19, we supported the government's call for banks to provide Targeted Repayment Assistance to borrowers across a range of income groups, with special consideration given to households from the B40 category, micro-businesses as well as borrowers affected by movement restrictions. We provided approximately RM15.2 billion in repayment assistance for loans and financing across our customer segments.

CONFRONTING OUR PAST AND FORGING AHEAD

In February 2021, we agreed to a settlement with the Ministry of Finance Malaysia (MOF) related to historical transactions by 1Malaysia Development Berhad (1MDB) and its related entities. Having resolved this legacy issue, we are now able to put this matter behind us and focus on our strategy execution. Although the RM2.83 billion settlement undoubtedly impacted our FY2021 results materially, we remained financially resilient with sufficient Common Equity Tier-1 buffer.

Notwithstanding this, we completed a Private Placement of 300 million new shares at RM2.75 per new share, raising RM825.0 million to accelerate capital accretion and further strengthen our balance sheet.

Although the
RM2.83 billion
settlement impacted our FY2021
results materially, we remained
financially resilient.

At the same time, we took into account the impact of the settlement and the adverse effects of COVID-19 on economic growth, during our annual review of goodwill and other impairment. As a result, we wrote down goodwill of RM1.79 billion for our conventional and investment banking businesses, as well as RM148 million impairment on our investment in an associate (REIT Impairment).

With the historical matter finally put to rest, we can move forward without further distractions. We will learn from the past and further strengthen our fundamentals, as we have been doing for the past five years. Under the current Board and management teams, we will continue to strengthen our governance structures, improve our due diligence, and enhance the robustness of our systems and processes.



REINFORCING GOOD GOVERNANCE

The role of the Board was as crucial as ever in FY2021. We needed to ensure that the Group effectively implemented governance and risk models to respond to the challenging environment. Throughout the financial year, the Board remained committed to improving our governance practices through better transparency, responsibility and accountability. At the onset of the pandemic, the Board conducted detailed discussions and maintained active oversight of the developing situation. We deliberated on measures and controls put in place in light of COVID-19, including the financial assistance given to customers affected by the pandemic, as well as its impact on the Group.

In addition to COVID-19 issues, the key topics of discussion included the settlement and closure of issues related to 1MDB, the implementation of digital tools to allow for seamless remote working and collaboration, digital onboarding of new-to-bank customers via e-Know Your Customers, and the successful completion and exit of the Group from the Direction of Compliance (DOC) programme.

The Board also had numerous discussions on strengthening the Group's governance processes and systems. The Board conducted numerous assessments and discussions on the issues related to 1MDB before reaching their conclusion to settle amicably to resolve historical matters of the Group. In reaching this decision to settle, the Board assessed

with the management, the financial capacity as well as the legal options before proceeding. It is our belief and opinion that the settlement is in the best interest of the Group and all its stakeholders.

As we continue to champion good corporate governance practices, policies and disclosures, we humbly received recognition from the Minority Shareholders Watch Group (MSWG) ASEAN Corporate Governance Awards, including the Excellence Award for Overall CG & Performance; Excellence Award for CG Disclosure; and Industry Excellence Award (financial services category). These awards serve as an affirmation of our commitment to maintaining the highest standards of transparency and good governance.



From left – Voon Seng Chuan, Chairman, AmBank (M) Berhad, Devanesan Evanson, Chief Executive Officer, Minority Shareholders Watch Group (MSWG), Tan Sri Azman Hashim, Chairman, AmBank Group, Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group, Dato' Sri Abdul Hamidy Abdul Hafiz, Chairman AmBank Islamic, Jeyaratnam Tamotharam Pillai, Chairman, AmlInvestment Bank and Koid Phaik Gunn, Group Company Secretary, AmBank Group at the awards presentation ceremony, which was held on 7 October 2020 at Bangunan AmBank Group.

CHAIRMAN'S MESSAGE

INTEGRATING ESG INTO THE BANK

Our long-term success and continued relevance depend on the prosperity and trust of the people we serve and the well-being of the environment in which we operate. Impacts from ESG issues can be financial and material, and can spread across multiple business areas. As the significance of ESG risks become more apparent, and with growing stakeholder pressure for sustainable action, it is increasingly essential to integrate ESG considerations into the business strategy and risk models. With this in mind, we apply the principles of Value-based Intermediation (VBI) into our strategic decisions. VBI aligns with Shariah principles of acting responsibly towards the environment, economy and society at large, which is an integral part of AmBank Group's financial inclusion and responsible lending agenda.

Our sustainability agenda aims to make us more competitive, resilient and accountable in the way that we treat people and the planet. We institutionalised sustainability through AmBank Group's Sustainability Framework, which aligns with the VBI principles, our business strategy, the United Nations' Sustainable Development Goals (UN SDGs) and the higher objectives of Shariah (Maqasid Shariah). The framework is supported by a robust governance structure that enables better sustainability decision-making, implementation and accountability. Spearheaded by the Board of Directors, the sustainability governance structure includes a Sustainability Council in which the senior management can deliberate, monitor and drive the Group's sustainability ambitions. Additionally, we introduced strategic KPIs to the sponsors of our sustainability material matters to further promote our sustainability agenda.

Outside of the Group, we actively participate in industry efforts to develop the sustainability market. For example, AmBank Islamic has been appointed Chair of the VBI Sectoral Guide Working Group, in which we helped develop sectoral guidelines for palm oil, renewable energy and energy efficiency. We are also a member of the Joint Committee on Climate Change (JC3), a platform established by BNM and the Securities Commission to pursue collaborative actions for building climate resilience within the Malaysian financial sector. This aligns with our commitment to mitigate the economic and financial implications presented by the climate emergency.

Through our sustainability efforts over the years, we have improved our MSCI ESG Rating from A to AA, and we are proud to have maintained this rating since then. This is a testament to the strong ESG practices that we have built over the past five years, as an extension of our settlement with the MOF to strengthen our fundamentals. At the same time, we continue to progress in SUSBA ratings, which assess critical environmental and social integration performance for banks worldwide.

CREATING VALUE FOR STAKEHOLDERS

Our commitment to value creation extends beyond creating profits. We consider the impact of our organisational decision-making on all our stakeholders, now and into the future. With uncertainties expected in FY2021, our focus is to provide adequate support to help our customers, employees, suppliers, and communities navigate the impact of COVID-19.

The pandemic severely impacted the financial health of our customers. In response, we deployed various policies and measures to help affected customers, including relief facilities, repayment assistance and other COVID-19 related financing schemes. We proactively engaged with customers to extend their trade bills by one cycle to ease their cash flows. Furthermore, we set up a Special Relief Facility that offers collateral-free financing of up to RM1.0 million for affected SMEs, with more than 1,400 applications amounting to RM1.20 billion received. As customers shifted to remote working and living, we intensified our digital efforts to help individuals and businesses adapt to and thrive in the new normal. We continued to roll out new digital capabilities and updates to our digital platforms, including online account opening, cashless payments and digital onboarding.

For employees and suppliers, we focused on protecting their income and livelihoods from the rise in unemployment. Undeterred by the economic headwinds, we are proud to report that we did not retrench any AmBank employees. At the same time, we continued to prioritise local suppliers, channelling close to RM450 million to local businesses during the pandemic.

We also strived to protect employees and suppliers from the health risks posed by the outbreak. In addition to remote working arrangements, various measures were swiftly implemented to ensure a safe work environment. All employees were given COVID-19 Self Care Kits consisting of masks and sanitisers, with replenishments available in common areas of our buildings. We also conducted periodic sanitisation across our facilities, installed acrylic screens for physical distancing between workspaces, and uploaded regular COVID-19 updates on SOPs and protocols on the intranet. To help employees navigate the drastic work changes, we organised wellness webinars tailored around stress, anxiety, work-from-home habits, resilience and ergonomics.

**We continued to prioritise local suppliers,
channelling close to
RM450 million
to local businesses during the pandemic.**

We remained committed to assisting local communities during this challenging time. Aligning with the Group's Corporate Social Responsibility commitments, we implemented community programmes that aim to reach out and uplift the underserved community at large. Through the AmBank Islamic COVID-19 Assistance Programme, we allocated approximately RM498,000 of AmBank Islamic's business zakat fund to directly aid low-income groups affected by the ongoing pandemic. The programme aims to alleviate the financial burden of hawkers, small traders and entrepreneurs from *Amanah Ikhtiar Malaysia (Sahabat AIM)*. Through the programme, we also distributed RM75,000 worth of food hampers to 500 asnaf families nationwide.

We are disappointed that we are not able to declare a dividend this year in order to conserve capital strength during these challenging economic conditions. We understand that many shareholders rely on dividends as income, so this was a particularly difficult decision to make. However, we had to consider the best long-term interest of both the business and our shareholders. We are confident that in doing so, we will be able to generate greater shareholder returns in the years to come.

As we head towards a more digitalised future, we remain steadfast in our commitment to you all
– **Growing Trust, Connecting People.**

FINAL REMARKS

The financial year concluded with solid signs of economic recovery. Vaccine distributions, uplift from external activities and domestic demands, realised investments, and capital expansion signal a more promising FY2022. On the back of this, the banking sector is expected to remain healthy as it continues to help Malaysians recover from the impact of the pandemic. Although the market remains susceptible to economic and geopolitical uncertainties, we are cautiously optimistic about what lies ahead. AmBank has been a strong financial institution in Malaysia for more than 40 years. We have overcome adversities in the past, and will undoubtedly get through this together too. So, while the future remains uncertain, we will approach the post-pandemic landscape with the same perseverance and determination as before.

In closing, I would like to take this opportunity to thank our stakeholders for their continued trust and support. Thank you to the leadership team for their unwavering dedication and guidance. I look forward to working with my fellow Board members and the Senior Management Team in taking the Group to a new level of success. In particular, I want to acknowledge the contributions of Mr Graham Kennedy Hodges (Mr Graham), who has retired as a Director of AmBank Group. Mr Graham has been instrumental to the Group's transformation journey and growth performance during his tenure. In his place, I welcome Mr Robert William Goudswaard (Mr Goudswaard) as a Non-Independent Non-Executive Director of AmBank Group. With nearly 39 years of international experience in financial services, as well as his previous work as Chief Executive Officer, Mr Goudswaard brings substantial governance expertise and diversity of thought.

Also, my sincere gratitude to all AmBankers; working tirelessly to adapt to the new normal and propel our strategic vision forward. A special thanks to employees working at AmBank Branches, who continue to serve our customers throughout these critical times. My most heartfelt thanks for your extraordinary commitment, professionalism and unity. Finally, my most profound appreciation to our shareholders, customers, suppliers and all other stakeholders. As we embark on uncharted territory towards a digitalised future, we remain steadfast in our commitment to you all – Growing Trust, Connecting People.

TAN SRI AZMAN HASHIM
Non-Independent Non-Executive Chairman

GROUP CHIEF EXECUTIVE OFFICER'S MESSAGE

Dear Stakeholders,

Our Group navigated a volatile year with challenges that tested our resilience. The unprecedented COVID-19 pandemic has had a profound impact on the Bank, our customers, and stakeholders, from the disruption of businesses and livelihoods due to lockdowns to the acceleration of digital banking.

This year has also been a transformative one for the Group, in the face of which, we continue to demonstrate strength and resilience. The settlement that we reached with the Ministry of Finance (MOF) on legacy matters has allowed us to move forward without any impediments. Fortified by our enhanced processes that meet stringent regulatory standards, we can now fully focus on our growth agenda.

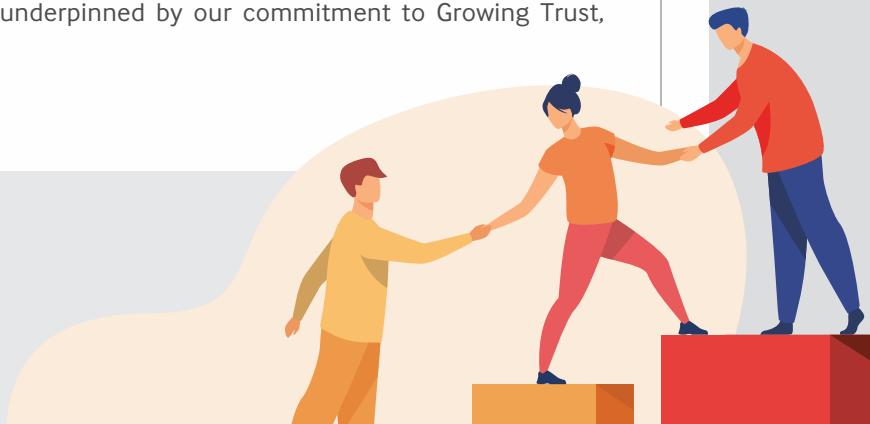
Over the years, we have built a strong foundation at AmBank, premised on our Top 4 Transformation Strategy. Today, we are able to build on our solid footing through our Focus 8 Strategy.

Our focus continues to be supporting the economic recovery and positioning the Group for sustainable growth. We collaborated with various stakeholders and industry players to help borrowers navigate the financial implications of the pandemic. At the same time, we introduced new digital capabilities in the context of remote banking and working.

We brought purposeful leadership to the forefront of our sustainability agenda, and at the same time we maintained our Top 3 position in most growth areas, with a commendable income growth of 7.7%.

The Group's resilient performance and continued strategic progress despite the extraordinary circumstances reflect on our ability to fulfil stakeholder needs, underpinned by our commitment to Growing Trust, Connecting People.

**Growing Trust,
Connecting People**



“

Our focus continues to be supporting the economic recovery and positioning the Group for sustainable growth. We collaborated with various stakeholders and industry players to help borrowers navigate the financial implications of the pandemic. At the same time, we introduced new digital capabilities in the context of remote banking and working.

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Focused Measures



PROFIT BEFORE PROVISION

RM2.42
Billion

14.2% growth



GROSS LOANS AND FINANCING

RM114.8
Billion

7.0% growth



TOTAL DEPOSITS FROM CUSTOMERS

RM120.5
Billion

6.7% growth



TOTAL CURRENT ACCOUNTS AND SAVINGS ACCOUNTS

RM35.8
Billion

24.0% growth

GROUP CHIEF EXECUTIVE OFFICER'S MESSAGE

AN OVERVIEW OF THE YEAR

The impact of the COVID-19 pandemic reverberated across the global and domestic economies. Containment measures, such as lockdowns and travel restrictions, have led to weaknesses in exports, production, services, and domestic demand as well as increased unemployment rates. Malaysia's GDP contracted 5.6% by end of 2020 – the lowest since the 1997 Asian Financial Crisis.

The banking industry was integral in helping Malaysians navigate the financial implications of the pandemic. Through BNM's moratorium and restructuring measures, banking institutions provided much-needed support to individuals and small and medium-sized enterprises (SMEs) from a cash flow perspective, specifically in terms of loans or financing repayment assistance. To assist borrowers to manage their debts, those with credit card debts were able to convert their outstanding balances into a three-year term loan with reduced interest rates. Banks also provided suitable time-bound repayment flexibilities to protect the credit report of borrowers. With these supportive measures, the pressure on non-performing loans (NPL) eased, with industry NPL broadly stable at 1.6% in 2020 (2019: 1.5%).

At AmBank, we went the distance by focusing on mitigating balance sheet challenges, including monitoring deposit fluctuations, seeking opportunities to refinance existing debts, raising new funding at attractive rates as well revising our planned capital actions. Our business model was adapted to suit new customer norms and social changes, such as channel preferences, products, and financial needs.

Our top priority was to support our customers through the unprecedented challenges. In support of the government's efforts to provide further assistance to those impacted by the pandemic, we implemented our Repayment Assistance packages and Rescheduling and Restructuring (R&R) plans to meet customers' respective needs. At the same time, we adapted our business models according to new customer norms and social changes. Overall, our mitigation measures complemented the government's strategy in supporting vulnerable communities.

PERFORMANCE HIGHLIGHTS

The Group recorded a resilient financial performance in FY2021. We achieved solid income growth of 7.7% to RM4.55 billion while Profit Before Provisions (PBP) grew by 14.2% to RM2.42 billion. This demonstrates the strength of our diverse franchise and our cost management discipline.

We grew Net Interest Income (NII) by 5.8% to RM2.94 billion, on the back of a 7.0% loans growth. While Net Interest Margin (NIM) contracted 4bps to 1.90% due to the reduction in the Overnight Policy Rate (OPR), we saw margin recovery in the second half of FY2021 through effective asset and liability management. Non-Interest Income (NII) grew 11.3%, driven by strong trading gains and investment income in Global Treasury Market (GTM), higher fees from wealth management, funds management, stock broking and insurance income. Our Cost-to-Income (CTI) ratio improved by 3.1% YoY, with a reduction from 49.9% to 46.8%. This marks the lowest CTI ratio since FY2016.

However, our results were materially impacted by an increase in loans provisions of RM1.14 billion due to pre-emptive macro provisions made for the pandemic's potential impact on credit quality.

Additionally, we incurred one-off exceptional charges in relation to the settlement with the Ministry of Finance of RM2.83 billion, Goodwill Impairment of RM1.79 billion and Real Estate Investment Trust (REIT) Impairment of RM147.8 million. Consequently, we recorded a Net Loss After Tax and Minority Interests (LATMI) of RM3.82 billion in FY2021.

Adjusting for the one-off exceptional charges totalling RM4.77 billion, we achieved core Profit After Tax and Minority Interests (PATMI) of RM961.6 million.

Reflecting these topline gains, The Group's gross loans and financing grew by 7%, outpacing the industry growth of 3%. The growth was driven by Retail and Business Banking, with Mortgages recorded a RM3.6 billion growth to RM40.1 billion and loans to the SME segment expanded by RM2.0 billion to RM22.8 billion.

Furthermore, total deposits from customers increased 6.7% to RM120.5 billion, due to the strong growth in CASA balances, which increased by 24.0% to RM35.8 billion. With our CASA initiatives continuing to deliver positive results, we also recorded a higher CASA mix of 29.7%, compared to 25.5% in FY2020, which positioned us as one of the Top 2 Banks in this category.

We have sustained CASA growth through AmSignature Priority Banking, customised cash management solutions, our partnership with Rakuten Trade for non-face-to-face acquisition, as well as enhanced digital capabilities.

THE FOCUS 8 STRATEGY

Underpinned by our renewed vision of Growing Trust, Connecting People, AmBank Group's Focus 8 Strategy (FY2021-FY2024) is based on a holistic approach to market trends, regulatory changes, customer behaviour and most importantly, the post-pandemic financial landscape. Progress on the Focus 8 Strategy's eight areas of action are summarised below:



1 Attaining a Return on Equity (ROE) of >10%

We continue to recalibrate our initiatives and priorities to set us on the path towards attaining an ROE of 10%.

As part of the Business Efficiency Transformation (BET) 300 programme, we successfully accumulated cost savings of more than RM300.0 million over three years from FY2018 to FY2020. In FY2021, we continued to assess and enhance process efficiency groupwide to achieve additional cost savings of more than RM100.0 million.

We have taken a step forward by impairing goodwill of RM1.8 billion, which will enhance ROE going forward. To increase ROE further, we are sharpening our capital allocation process to be more selective in putting our resources to lines of businesses and products that yield better returns.

2 Sharpening Our Segment Play

We have structured differentiated value propositions, designed to best serve specific segments.

We grew Noll during the year by driving AmSignature Priority Banking for the Affluent segment. This strategy proved to be successful as our Affluent segment grew in size as well as quality in FY2021. Despite the pandemic-related challenges, we managed to grow our segment base by 40.0% and wealth management fees by 48.0% YoY.

The launch of our self-service Wealth feature on AmOnline in July 2019 was timely, facilitating the experience of first-time investors and contributing to RM60.0 million in investments as of March 2021. We received the Asset Triple A Digital Award 2020 for Best Wealth Management Experience.

We also expanded our small-and-medium enterprise (SME) customer base within the Retail and Business Banking segments, which recorded a 4.0% and 17.0% YoY growth, respectively. We launched BizHub SME Marketplace in July 2020 to create an integrated closed marketplace for our SME customers to digitalise their supply chain and connect with other businesses. AmBank BizRace has garnered upwards of 4,000 registrations since its inception, with a total Return-on-Investment (ROI) of over 200%. Additionally, we developed an integrated SME-in-a-Box™ customer value proposition in partnership with Maxis, FMC, BonusLink, AmMetLife and AmGeneral. As of March 2021, merchant CASA year-to-date growth stood at 23.7%, driven by our SME-in-a-Box™ initiative that offers comprehensive product deals, bundled with differentiated offers to meet individual SME customer needs.

GROUP CHIEF EXECUTIVE OFFICER'S MESSAGE

3 Delivering Holistic Customer Value Propositions Leveraging Collaboration and Partnerships

We continue to expand our strategic ecosystem partnerships to deliver a seamless experience to our customers and improve customer acquisition.

Over the last financial year, we established a cross-industry partnership with Maxis to deliver value propositions for SMEs, leveraging and harnessing data-driven insights to provide tailored offerings. In May 2020, we jointly developed the SME-in-a-Box™ bundled proposition featuring telco and financing facilities. As of March 2021, we have assisted over 5,000 SMEs. In addition, we collaborated to launch mTAP, a secure contactless payment solution that utilises mobile devices as a payment acceptance terminal to process debit and credit card transactions, which was very well received by our SME customers. This digital solution aligns well with the government's agenda to empower the digital economy and is timely given the accelerated demand for digitalisation as a result of the pandemic.

Through our ongoing partnership with BonusLink, we have rolled out a converged loyalty programme for AmBank cardholders and expanded our distribution footprint. We are integrating BonusLink into the lifestyle ecosystem by extending our collaboration with other players across different industries. As of the end of FY2021, BonusLink has close to 150 merchant partners on its platform. Together, we are looking to scale this further through more attractive loyalty propositions and digitalised experience with a newly launched merchant portal and mobile application.

4 Pushing Capital-Light Revenue

We are further developing our FX franchise by leveraging the Group's distribution footprint, whilst enhancing our cash management capabilities through digital collection and payment solutions.

We focused on building capital-light revenues such as CASA, FX and wealth products. As a result, CASA and FX grew by 24.0% and 28.0% YoY, respectively, whilst ASNBV sales in Wealth Management increased by 117%. We were ranked first within the industry for ASNBV sales.

5 Ramping Up the Next Wave of Digital Initiatives

We improved our digital and data analytics capabilities by embedding digitalisation into our corporate DNA and nurturing a strong pool of in-house digital talents.

With COVID-19 triggering a surge in digital usage, we ramped up our digitalisation efforts across our distribution channels through digital offerings, products and services that assist individuals and businesses adapt to the new normal. We remained committed to assisting local communities through this challenging time. In recognition of our efforts, we received the "Outstanding Digital Acceleration in response to COVID-19" award by the Digital Banker. Our continuous collaborations and strategic partnerships with various FinTech players have enabled us to deliver agile digital solutions such as e-KYC and digital on-boarding in a contactless, efficient and effective manner.

Within the Group, we are progressively implementing end-to-end business process reengineering and robotic process automation to drive better productivity and business efficiency.

6 Future-Proofing the Workforce

We helped employees navigate the rapidly evolving banking landscape through retaining reskilling and upskilling initiatives.

To nurture young graduates towards becoming future banking leaders, we made 63 graduate hires across four batches since the inception of the AmGraduate Programme, in collaboration with the Asian Business School. As part of our support for the government's Protégé initiative, we have provided 50 Malaysian graduates with a strong foundation of knowledge, skills, and on-the-job training.

In response to the need for remote working arrangements, the training modality of our talent programmes was rapidly moved to digital platforms. This included digitalising the Retail Banking and Business Banking Academy programmes that are part of our plan to develop Super Relationship Managers. Similarly, we enhanced our employee self-service solutions and workplace experience through the adoption of mobile app platforms and technologies, thus increasing the efficiency and convenience of employee interactions.

7 Integrating ESG into the Business

We made good progress on our sustainability agenda to further future-proof our business against ESG risks.

In FY2021, we set up the Group Sustainability Council with the primary objective of deliberating, monitoring, and driving the Group's sustainability agenda. We also identified ten sustainability sponsors to accelerate key strategic initiatives, driven by strategic sustainability KPIs. The sustainability sponsors are responsible for implementing the sustainability strategies on the ground as well as reviewing the effectiveness of relevant policies and processes based on sustainability matters.

Over the years, we have improved our ESG rating by MSCI from 'A' to 'AA' today. Moreover, the progress we have made in terms of ESG integration was recognised through World Wide Fund for Nature's (WWF) Sustainable Banking Assessment (SUSBA) framework. These rating upgrades reflect improved accountability and governance in the development of products and services, as well as enhanced risk committee independence.

8 Exploring Digital Bank

We continue to accelerate and economically scale up our digitisation efforts.

Digitalisation remains a key agenda for us going forward as we fulfil our role as a digital enabler, helping businesses improve digital adoption by availing them with digital infrastructure as well as digital risk and compliance know-how. This helps businesses better deliver products and services that meet the needs of their customers.

GROUP CHIEF EXECUTIVE OFFICER'S MESSAGE

DIGITAL BANKING SOLUTIONS

The COVID-19 pandemic has decidedly put paid to the concept of "banking as usual". It has been a tremendous driving force in accelerating digital adoption by reshaping consumer expectations. For AmBank, we took the opportunity to accelerate our digital initiatives. We adapted to changing consumer demands through internal digitisation and transformation efforts. We are single-minded in our approach in building, developing and aggressively executing our digital strategy which has fortuitously placed us in good standing amid the pandemic.

From the onset of the movement restrictions, we remotely facilitated all our projects, resulting in more than double the projects being completed in FY2021 compared with FY2020. This was primarily attributed to the quick adoption and efficient usage of online meetings and collaborative tools to complement working from home (WFH). The utilisation of robotics and machine learning also enhanced efficiency and productivity. We were also able to roll out several digital initiatives and capabilities to bring about a better customer experience; this included the relaunch of our AmOnline app and online banking with an improved user-friendly interface.

Recent developments in e-KYC capabilities also enabled us to pilot SME Digital Onboarding and Retail Onboarding. These allow for a fully end-to-end digital account opening for our SMEs and retail customers, making the experience fully contactless. We are also making strides in developing a cross-onboarding platform for AmOnline and AmEquities. To this end, we have commenced the development of our BonusLink cross-onboarding programme through AmOnline, which will allow customers to enjoy the seamless integration of both an AmBank account and our partners' offerings.



AWARDS & ACCOLADES



Malaysian e-Payments Excellence Awards (MEEA)

- Outstanding Contribution to MyDebit (fourth consecutive year)
- Outstanding Contribution to JomPAY (fourth consecutive year)
- Top JomPAY Acquirer

The Global Business Outlook Awards

- Best Mobile Banking App
- Most Innovative Mobile Banking App

The Asset Triple A Digital Awards 2020

- Best Retail Mobile Banking Experience
- Best Wealth management Experience

Red Hat Forum Asia Pacific 2020

- Red Hat APAC Innovation Awards 2020 for Malaysia

Digital Banker

- Outstanding Digital Acceleration in response to COVID-19

Furthermore, we continuously strive to provide full-fledged solutions to mid and large corporates as well as the SME segment. By avoiding the one-size-fits-all online banking/cash management platform that is expected to cater to business customers across the entire spectrum, we were able to take a differentiated approach in creating a simple, user-friendly system that addresses the far simpler needs of SMEs in terms of their day-to-day operations. AmAccessBiz caters specifically to SMEs, whilst AmAccess Corp meets the needs of larger SMEs and our corporate customers.

With the accelerating shift to digital adoption, the importance of our digital initiatives in growing our CASA cannot be understated. In addition to growing and maintaining CASA, we also broadened our revenue streams by providing sponsor banking services via digitally enabling open API connectivity to Fintechs by forming strong strategic partnerships with the likes of Luno, Merchantrade and Rakuten. This has set us apart from our competition. As we progress on our digital journey, we seek to continue building our market competitiveness through solid value propositions that meet the emerging needs and expectations of customers across the entire value chain.

SUPPORTING THE SME SECTOR

SMEs are the backbone of the local economy, representing over 98.0% of business establishments in Malaysia. Through our strong SME customer base, we aim to unlock the full potential of the SME sector while concurrently further contributing to socio-economic development. Through AmBank BizClub, we have engaged with over 12,000 SMEs, providing education, training and networking opportunities to assist them in scaling their businesses. In FY2021, we received over 2,000 SME sign-ups for our annual AmBank BizRACE, with more than 200 shortlisted to undergo various training and development activities. Furthermore, we offered SMEs grant funding of up to RM1.0 million through strategic partnerships with various Government bodies, including the Ministry of International Trade and Industry (MITI).



Through AmBank BizClub, we have engaged with over **12,000 SMEs**, providing **education, training and networking opportunities** to assist them in scaling their businesses.

With many SME customers severely affected by the pandemic, we continued to support them by providing financial assistance and expertise. In line with BNM's six-month moratorium that commenced on 1 April 2020, we offered automatic deferment for all eligible SME loans/financing repayments to ease the burden of our customers. We also extended our targeted Repayment Assistance Programme to 31 December 2021. As of March 2021, we have received over 2,300 SME applications with RM2.90 billion in total loans outstanding. Furthermore, we set up a Special Relief Facility comprising collateral-free financing of up to RM1.0 million to support SMEs affected by COVID-19. Since March 2020, we have received more than 1,400 applications for the facility, totalling approximately RM1.20 billion.

Overall, we contributed RM22.60 billion to the SME sector through loans and financing this financial year alone. Our efforts to empower the SME ecosystem have established AmBank Group as one of Malaysia's leading SME banks. We continue to receive various awards and recognitions for our work in the sector, including being named Best SME Bank Malaysia for the fourth consecutive year as well as receiving the Best Islamic SME Bank Malaysia award for the second year running at the Global Banking & Finance Awards 2021. We were also named Best Islamic SME Bank Malaysia at the Alpha Southeast Asia Best Financial Institution Awards 2020.

RESHAPING THE WORKFORCE

As we adapted to the economic realities of FY2021, we placed emphasis on preserving employee well-being and productivity in the face of the pandemic and its associated impact particularly on the emotional and physical well-being of employees. We took up the challenge of ensuring everyone was connected, engaged, and aligned in order to keep the business moving forward. Our foremost priority was keeping employees safe from COVID-19. To this end, we swiftly implemented remote working measures to safeguard our employees and customers. For essential employees that were required to work onsite, we distributed protective gear such as face masks, face shields, hand sanitisers, gloves, and antiseptic detergents. AmBank also introduced a dedicated internal microsite on COVID-19 to deliver pertinent information regarding the outbreak.

With the intention of boosting employee morale, we stepped up one-on-one engagements with employees working remotely, emphasising mental health and resilience. This included increasing the number of Engagement Champions and related activities, as well as conducting virtual wellness webinars tailored around employee stress, anxiety, WFH habits and ergonomics. Additionally, we set up a 24/7 COVID-19 Employee Helpdesk to assist with employee enquiries, facilitate COVID-19 testing and quarantine as well as meet other COVID-19 related needs.

Over the past few years, we have enhanced Human Capital investments and this continued to hold true in 2020. During the reporting period, we introduced new learning and development programmes through LearnTech and other non-traditional delivery channels and modalities, thus ensuring the programmes' effectiveness as well as encouraging employee participation during WFH. Overall, we invested over RM14.2 million in training and development programmes, allowing us to equip over 10,000 employees with the skills and knowledge required to thrive in the long term and face the ever-changing challenges of the market while contributing to our sustained growth.



We invested over **RM14.2 million**

in training and development programmes, allowing us to equip over 10,000 employees with the skills and knowledge required to thrive in the long term.

Despite the significant challenges to the work environment, we recorded an increase in our Employee Engagement Score. Furthermore, we received numerous talent management awards, including the HR Excellence Awards; Malaysia Best Employer Brand Awards; Malaysia 100 Leading Graduate Brands Awards and Malaysia Globally Recognised Employer Brand Awards. These achievements are a demonstration of our efforts in creating a nurturing and engaging work culture, thus reinforcing our position as the banking sector's 'Employer of Choice'.

GROUP CHIEF EXECUTIVE OFFICER'S MESSAGE

CREATING POSITIVE IMPACT

We are conscious of our responsibility in addressing social and environmental challenges, such as economic inequalities, climate change and the current pandemic. Additionally, our financial outcomes are linked to our ability to manage ESG risks and opportunities. With this in mind, we continue to strive towards becoming a purpose-driven Group.

Through AmBank Islamic, we incorporate the principles of Value-Based Intermediation (VBI) into our financing decisions. VBI is aligned with the Shariah principles of responsible behaviour towards the community and the environment. ESG considerations are integrated into our strategies, business activities and portfolio. This includes managing climate change risks and ensuring that adequate anti-bribery and anti-corruption practices are in place. We are conscious of the need to contribute to the greater good of our stakeholders without compromising our financial objectives. To this end, our sustainability agenda is driven by three themes: **Responsible Banking, Conscious Self-Conduct and Positive Societal Impact**.



Responsible Banking

Outlines our commitment to conducting our business and engaging with customers in a responsible manner. This theme lies at the heart of all that we do here at AmBank. In FY2021, we commenced our implementation of Environmental and Social Risk Assessment as part of our corporate customer credit evaluation process. At the same time, we have embarked on a pilot initiative where we classify selected new loans and financing based on BNM's Climate-Change and Principle-based Taxonomy discussion paper. As part of our capacity building initiative involving the provision of green financing, we organised a knowledge sharing session by Malaysia Debt Ventures Berhad for businesses and risk managers. Similarly, we conducted the AmBank Green Leadership Series for board members and senior management in collaboration with Malaysia Green Technology and Climate Change Centre (GreenTech Malaysia). We also developed green financing taxonomy for selected sectors such as energy, manufacturing, building, transport, and palm oil.



Conscious Self-Conduct

Ensures that our practices and activities reflect our aspiration to become a sustainable organisation. We actively identify and implement green initiatives that minimise our potential environmental impact. To minimise plastic waste, we eliminated the procurement of plastic water bottles and stationaries for office usage. At the same time, plastic packaging on AmBank Group merchandise has been progressively replaced with recyclable paper-based material. In support of climate action, we implemented energy-efficiency initiatives to lower our operational carbon emissions. This included replacing conventional lights with an energy-efficient LED lighting system, installing solar panels to generate clean energy, and consolidating our office space to ensure lower energy consumption.



Positive Societal Impact

Ensures that we contribute to a more sustainable future by prioritising engagement with the wider community. Through community outreach programmes, we aim to enable social mobility and improve the quality of life across all levels of society. In FY2021, we invested close to RM230,000 in corporate social responsibility (CSR) programmes to help underserved communities, which was particularly critical amidst COVID-19. In total, we contributed over RM2.7 million to communities.

THE YEAR AHEAD

We take a cautious view of Malaysia's economic outlook given that pandemic-related risks continue to unfold as we move into FY2022, coupled with the fact that the timely rollout of the nationwide vaccination drive is subject to the expedient supply of vaccines.

We are committed to spearheading new paradigm shifts in the banking sector as we operate in an increasingly dynamic and digital environment. AmBank Group will continue to put customer needs at the forefront while embracing technology to emerge stronger and more competitive.

As we move into the new financial year, we will prioritise strengthening our balance sheet, rehabilitating customer debt, maintaining higher liquidity buffers, as well as driving productivity and cost efficiencies in line with income growth.

Simultaneously, we will continue to build on our sustainability journey, with a focus on generating long-term shareholder returns and creating a positive impact for current and future stakeholders.

We will continue, as we have for the past five years, to strengthen our fundamentals and apply learnings from the challenges of FY2021.

I would like to take this opportunity to thank our Board of Directors for their continued guidance and counsel, which have been imperative in these turbulent times. I would also like to acknowledge the management team for their unwavering commitment to driving the Group forward.

Everything we do is driven by a commitment to creating value for each of you, as we continue to realise our vision of
**Growing Trust,
Connecting People.**

A special thanks to our outgoing colleagues – Seohan Soo, CEO of Amlnvestment Bank Berhad; Derek Roberts, CEO of AmGeneral Insurance Berhad; and Ramzi Toubassy, CEO of AmMetLife Insurance Berhad – for their years of dedicated service. At the same time, I am pleased to welcome their successors, Tracy Chen Wee Keng, David Tan See Dip and Lee Jiau Jiunn, to the AmBank team.

I would like to acknowledge the significant contributions of all AmBankers. It is your commitment, dedication and tireless efforts that have enabled us to continue to meet the financial needs of our customers amidst significant disruption. Together, I trust that we will be able to achieve greater levels of success.

I am grateful for the continued support and loyalty of all our stakeholders – customers, shareholders, regulators, suppliers and the community at large. Everything we do is driven by a commitment to creating value for each of you, as we continue to realise our vision of Growing Trust, Connecting People.

DATO' SULAIMAN MOHD TAHIR
Group Chief Executive Officer

HOW WE CREATE VALUE

An Integrated Approach to Value Creation

As a stakeholder-centric organisation, we strive to create value for everyone impacted by our business. This requires integrated thinking that takes into account the connectivity and interdependencies of factors that affect our ability to create stakeholder value – now and far into the future. In the following pages, we describe our value creation story based on a multitude of factors, such as the operating landscape, stakeholder expectations, the capitals available, our responses to risks and opportunities, as well as the strategy we formulate.

Analyse



1. OPERATING LANDSCAPE See more on page 42-44

We actively monitor and evaluate our operating environment to understand the context in which we can thrive in today's dynamic banking environment.

2. STAKEHOLDER EXPECTATIONS See more on pages 38-41

We conduct regular stakeholder engagements to gain insights and consequently respond to their legitimate needs and interests.



Customers



Community/NGO/
Civil Society



Shareholders



Suppliers



Investors



Sustainability-Certified
Bodies



Employees



Media



Business Partners



Government & Regulators

3. RISKS & OPPORTUNITIES See more on pages 48-50

We examine the risks and opportunities that affect our ability to create immediate and long-term value, thus enabling informed risk decision-making and robust risk management.

Risks Identified:

1. Credit Risk
2. Market Risk
3. Liquidity Risk
4. Operational Risk
5. Cyber Risk

Formulate



4. MATERIAL MATTERS See more on pages 45-47

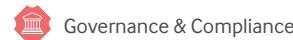
We apply the principle of materiality by focusing particularly on issues, challenges and opportunities that materiality impact both our business and stakeholder value.



Geopolitical & Economic trends



Technology & Digital Transformation



Governance & Compliance



Customer Satisfaction



Leadership & Talent



Environmental, Social & Governance (ESG) Factors

5. STRATEGY See more on pages 51-54

We develop a robust strategy according to the operating context, stakeholder needs and business objectives, with initiatives and measurable outcomes in place to drive the strategy forward.



1. Attaining a Return on Equity (ROE) of $\geq 10\%$
2. Sharpening Our Segment Play
3. Delivering Holistic Customer Value Proposition
Leveraging a Collaborative Culture and Partnerships
4. Pushing Capital-Light Revenue
5. Ramping Up the Next Wave of Digital Initiatives
6. Future-Proofing the Workforce
7. Integrating Environmental, Social and Governance (ESG)
into Our Business
8. Exploring Digital Bank

Execute**6. CAPITAL RESOURCES**

(IR) See more on pages 36-37

**Financial Capital**

We channel the investments, income and earnings generated back into the business, enabling capital appreciation for sustainable growth.

**Manufactured Capital**

We manage a wide network of physical assets and channels that allow us to deliver critical financial services.



Human Capital: We nurture the knowledge, skills and innovative capabilities of our employees, enabling them to drive our strategy forward.



Intellectual Capital: We promote a values-driven culture and knowledge-based intangible assets that help us remain competitive in the long term.



Social & Relationship Capital: We build strong stakeholder relationships critical to business continuity, while contributing to the communities where we operate.



Natural Capital: We optimise the responsible use of natural resources required by our operations to minimise our environmental impact.

Value Creation**7. VALUE CREATION**

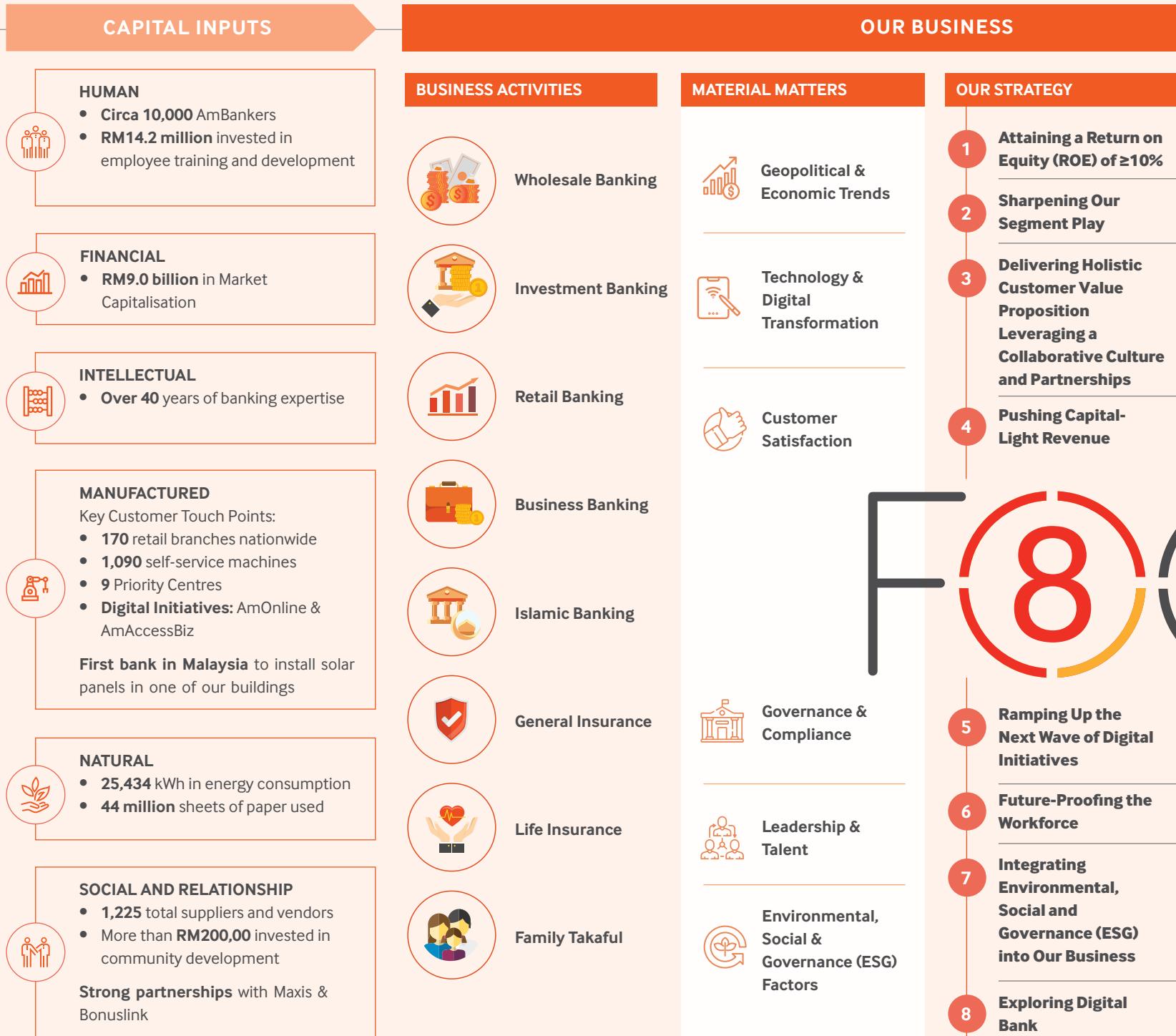
(IR) See more on pages 36-37

We create sustained value for all our stakeholders, enabling us to realise our strategic vision of Growing and Winning Together.



OUR VALUE CREATING BUSINESS MODEL

KEY INPUTS →



VISIONGrowing Trust, **Connecting People****OUR PURPOSE**To Help Individuals And Businesses **Grow and Win Together****VALUES**

Principled • Proactive • Appreciative • Collaborative • Experimental

 **KEY OUTPUTS****OUTCOMES CREATED FOR STAKEHOLDERS****HUMAN**

- **97.0%** employee retention rate
- **47** average hours of training provided to employees
- **22.0%** of Board positions held by women

FINANCIAL

- **RM4,552.5 million** in total income

INTELLECTUAL

- 8 international awards & recognition received:
- Best Mobile Banking App
 - Most Innovative Mobile Banking App
 - Red Hat APAC Innovation Awards 2020 for Malaysia
 - Malaysia's Best Investment Management Company
 - Best FX Bank for Corporates and Financial Institutions (9th time)
 - Best FX Bank for Structured Products: Commodities, Credit, Equity, FX and Multi-Assets for FX & Treasury (2nd time)
 - Best Islamic Banking CEO Malaysia 2020 Awards
 - Best Islamic SME Bank Malaysia 2020 Awards

MANUFACTURED

- More than **57,943** business customers
- **78.0 million** average online transactions (monthly)

NATURAL

- **38,221 kWh** of energy generated by solar panels
- **12.5%** reduction in overall CO₂ emissions
- **43.0%** reduction in petrol consumption
- **10.4%** drop in kWh energy consumption

SOCIAL AND RELATIONSHIP

- **RM539.1 million** contributed to local suppliers
- **RM2.7 million** in total Zakat contribution
- **33,670** community members reached
- More than **20.0%** growth in RSME CASA and financing volume

ACCELERATING  AmBank**Liquidity | Operational | Cyber****GROSS LOANS, ADVANCES AND FINANCING****RM114.8**
Billion**DEPOSITS FROM CUSTOMERS****RM120.5**
Billion**CASA GROWTH****24.0 %****CET1 CAPITAL RATIO****11.3 %**

STAKEHOLDER ENGAGEMENT

AmBank Group's strategic performance is based on our ability to balance our diverse stakeholders' near and long-term interests. We take into account the feedback we receive from various stakeholder engagement platforms to better serve their needs. By establishing meaningful and relevant stakeholder relationships, we create value for the Group and our stakeholders, thus enabling a more sustainable future for everyone.



CUSTOMERS

Frequency: *

WHY ARE THEY IMPORTANT?

Customers are key to our long-term success. They provide critical support by purchasing our products and services, contributing to our strategic direction.

ENGAGEMENT PLATFORMS

- ➡ Customer Satisfaction Survey
- ➡ CX Mystery Shopping
- ➡ Digital and Online Solutions
- ➡ Contact Centres

WHAT ARE THEIR KEY EXPECTATIONS?

- Seamless customer experience
- Financial inclusion and literacy
- Data security

OUR APPROACH

- Invest in digital platforms and solutions
- Deliver financial opportunities for different customer segments according to their financial needs and motivation
- Continuously enhance cybersecurity measures



EMPLOYEES

Frequency: *

WHY ARE THEY IMPORTANT?

The dedication and productivity of employees drive our strategies forward. Therefore, we need to create a positive and nurturing work environment that attracts, develops and retains the best talent.

ENGAGEMENT PLATFORMS

- ➡ Learning & Development Programmes
- ➡ Townhalls
- ➡ AmConnected Portal/Within eHR Emails, AmBerita Newsletters and Direct Employee Electronic Feedback
- ➡ Senior Management Visits to Touchpoints
- ➡ Department Meetings, Senior Management Quarterly Engagements, Team Huddles
- ➡ Senior Management Offsite and Department Offsite
- ➡ KPI and TOR Sessions (1-1 Performance Review and Development Cycle)
- ➡ AmBank Group Sports Club

WHAT ARE THEIR KEY EXPECTATIONS?

- Work-life balance
- Safe and productive work environment
- Career development opportunities

OUR APPROACH

- Provide flexible working hours
- Strengthen governance on employee well-being
- Establish a career succession plan for all employees
- Encourage participation in our digital Employee Engagement programmes to keep employees motivated and engaged

SUPPLIERS		Frequency: Periodically *
WHY ARE THEY IMPORTANT?		
Our supply chain partners deliver essential products and services that enable us to execute our strategy. Strong supplier relationships help provide the best value for our operations.		
ENGAGEMENT PLATFORMS		
<ul style="list-style-type: none"> ➡ Onboarding Procurement Process ➡ Performance Evaluation ➡ Adhoc Engagements 		<ul style="list-style-type: none"> • Ethical procurement, guidance and effective communication
OUR APPROACH		
<ul style="list-style-type: none"> • Engage suppliers based on a win-win approach • Conduct a supplier performance management and improvement plan • Prioritise local suppliers and contractors • Maintain fair engagement for all suppliers • Perform regular due diligence 		

GOVERNMENT & REGULATORS		Frequency: Quarterly *
WHY ARE THEY IMPORTANT?		
Regulatory bodies and government agencies determine the license and scope of our operations. In return, we contribute to socio-economic growth and financial stability.		
ENGAGEMENT PLATFORMS		
<ul style="list-style-type: none"> ➡ Regular Meetings and Updates Sessions ➡ Seminars and Workshops ➡ Feedback to Regulators' Sustainability-Related Consultation Papers 		<ul style="list-style-type: none"> • Responsible banking practices • Good governance and compliance • Socio-economic growth
OUR APPROACH		
<ul style="list-style-type: none"> • Adopt Value-Based Intermediation (VBI) and ESG principles • Establish stringent a stringent compliance system • Contribute to various development programmes 		

COMMUNITY/NGO/CIVIL SOCIETY		Frequency: Monthly *
WHY ARE THEY IMPORTANT?		
We have an ethical responsibility to involve community groups and organisations in activities that directly impact communities. Healthy links to the local community are part of our social license to operate.		
ENGAGEMENT PLATFORMS		
<ul style="list-style-type: none"> ➡ Financial Industry Collective Outreach (FINCO) ➡ Focus Groups ➡ AmBank Group Sports Club ➡ Volunteering Programmes ➡ Zakat Contributions ➡ AmKasih – CSR Activities 		<ul style="list-style-type: none"> • Financial inclusion and literacy • Community development and outreach
OUR APPROACH		
<ul style="list-style-type: none"> • Offer financial literacy programmes for communities • Invest in Corporate Social Responsibility (CSR) programmes 		

* Frequency of Engagement: Estimated average frequency of engagement

STAKEHOLDER ENGAGEMENT



SHAREHOLDERS & THE INVESTMENT COMMUNITY

Frequency: Quarterly/Annually *

WHY ARE THEY IMPORTANT?

A company with competent management, sound financial position and good business practices will attract the investment community to become shareholders, which in turn, will lead to a strong valuation of the company through its share price.

Shareholders can also be an avenue for additional capital when required through corporate exercises like a Private Placement or Rights Issue.

Our key duty to shareholders, as a responsible publicly-listed company, is to return value to them through the fair valuation of share price and stable dividend payments. At the same time, we ensure shareholders are kept abreast with accurate and timely updates on the Group's latest news, financial performance and significant events through multiple engagement platforms.

ENGAGEMENT PLATFORMS

- ➔ Annual General Meeting
- ➔ Analyst and Fund Manager Briefings
- ➔ Dissemination of briefing materials - Investor Presentations, Financial Statements, Media Releases
- ➔ Media Briefings/Media Releases on Significant Events
- ➔ Thematic investor day briefings
- ➔ One-on-One and Group Meetings with GCEO, GCFO and Head of Investor Relations
- ➔ Investor Conferences and Roadshows
- ➔ AmBank Group IR Corporate Website and Dedicated IR Mailbox

WHAT ARE THEIR KEY EXPECTATIONS?

- Strategic priorities and direction
- Sustainable earnings growth and stable dividend stream
- Prudent cost management
- Proactive management of asset quality and credit exposure from individuals and sectors impacted by COVID-19
- Digital initiatives to remain competitive with peers
- Governance – to promote transparency and accountability
- ESG aspects as a consideration for lending and investment decisions/practices

OUR APPROACH

- Focus on our refreshed strategy – FOCUS 8
- Focus on strengthening balance sheet, maintaining high liquidity buffers and credit vigilance and adoption of automation
- Active engagement with shareholders and the investment community
- Ensure timely and comprehensive updates on quarterly financial results, asset quality disclosures and significant event(s) if applicable
- Integrate ESG considerations into business decisions



BUSINESS PARTNERS

Frequency: Monthly *

WHY ARE THEY IMPORTANT?

Strategic partnerships provide essential skills and expertise that help us achieve our goals and objectives. Consequently, we need to collaborate with our partners to efficiently and effectively run the business.

ENGAGEMENT PLATFORMS

- ➔ Meetings, Knowledge Sharing Sessions and Webinars
- ➔ Seminars/Workshops
- ➔ Roadshows

WHAT ARE THEIR KEY EXPECTATIONS?

- Ethical business practices
- Strong financial performance

OUR APPROACH

- Maintain good governance of partnerships
- Ensure mutual benefits for all parties

 <h2>MEDIA</h2>	Frequency: Monthly *	
	WHY ARE THEY IMPORTANT? <p>The media acts as a platform for us to communicate with key stakeholders and the public at large. Strong media relations ensure that the information they circulate is relevant and accurate.</p>	WHAT ARE THEIR KEY EXPECTATIONS? <ul style="list-style-type: none"> • Accurate and relevant information • Fair and transparent content
ENGAGEMENT PLATFORMS	OUR APPROACH	
<ul style="list-style-type: none"> ➔ Virtual Conferences and Events ➔ Media Releases ➔ Media Interviews ➔ Media Engagements 	<ul style="list-style-type: none"> • Organise media activities • Promote open and transparent communication 	

 <h2>SUSTAINABILITY-CERTIFIED BODIES</h2>	Frequency: Annually *	
	WHY ARE THEY IMPORTANT? <p>Sustainability certifications demonstrate our transparency and commitment to creating a positive impact. At the same time, it enables us to track our sustainability performance for continuous improvement.</p>	WHAT ARE THEIR KEY EXPECTATIONS? <ul style="list-style-type: none"> • ESG performance • Sustainable financing
ENGAGEMENT PLATFORMS	OUR APPROACH	
<ul style="list-style-type: none"> ➔ Meetings ➔ Audit ➔ Assessments 	<ul style="list-style-type: none"> • Continuously improve our own ESG footprint • Expand our ESG portfolio • Establish an exclusion list for financing decisions 	

* Frequency of Engagement: Estimated average frequency of engagement

A. STRATEGIC REVIEW**OPERATING LANDSCAPE****ECONOMIC REVIEW****YEAR UNDER REVIEW****The Global Economy**

- The COVID-19 pandemic significantly impacted the global economy, with containment measures and travel restrictions affecting business and investment activities.
- Governments responded with stimulus measures to support global economic recovery.
- Vaccine roll-out, growth in global semiconductor sales and firmer commodity prices also contributed to improved economic performance towards the end of FY2021.
- Still, global recovery remained uneven according to the effectiveness of policies in curbing the spread of the virus.
- Overall, global GDP fell by 3.3% and trade by 8.5% in 2020, the worst economic downturn since the Great Depression.

Chart 1: Global GDP & Global Trade

Source: CEIC/AmBank Research

The Malaysian Economy

- Malaysia's Movement Control Order (MCO), compounded by weak global demands, led to a contraction in economic activity and a deterioration in the domestic market.
- The gradual resumption of business and social activities and the various stimulus measures released by the Government resulted in economic growth in the second half of FY2021.
- The growth was also supported by improved global trade and investment, greater activities from public and private expenditure, vaccines deployment, upcycle in semiconductor, firm commodity prices, better business and consumer sentiments, a pick-up in investment, capital expenditure and a low base.
- Despite gradual improvements later in the year, Malaysia's overall economy fell by 5.6% in 2020 – the lowest since the 1997 Asian Financial Crisis.

Chart 2: Malaysia GDP & Exports

Source: CEIC/AmBank Research

OUTLOOK

The Global Economy

- The global growth momentum will continue in the upcoming financial year due to an increase in investments, trade, business, and consumer confidence. Overall, global GDP is projected to grow by 6.0% and trade by 8.4% in 2021.
- However, the growth will likely remain below pre-pandemic levels, dampened by risk aversion on the demand side and the effect of diminished physical and human capital accumulation of labour productivity.
- Global GDP is projected to grow by 4.4% and trade by 6.5% in FY2022.

Chart 3: Global GDP & Global Trade

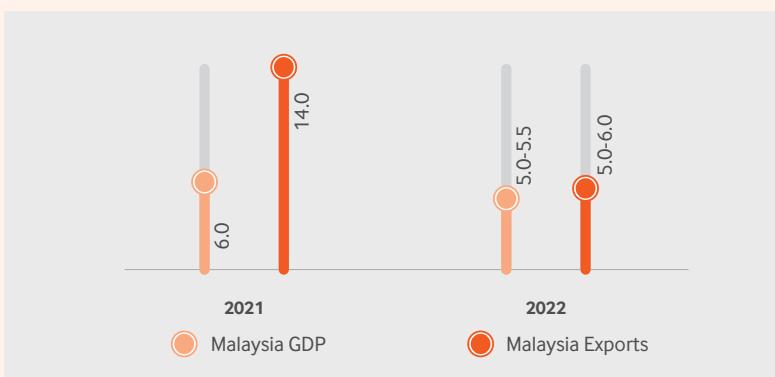


Source: CEIC/AmBank Research

The Malaysian Economy

- Economic momentum is projected to stay in the positive trajectory in FY2022. Continued uplift from external activities and domestic demand, together with realised investments and capital expansion, will see Malaysia's economy expand between 5.0% – 5.5%.
- Trade will continue to remain healthy on the back of a firm global growth and trade environment. Steady demand from major trading partners, positive semiconductor outlook and primary-related exports will provide the catalysts. As a result, exports should grow by 5-6% after strong double-digit growth.
- Inflation will stabilise with the market forces finding their equilibrium following the lag between supply and demand. Inflation is projected to hover around 2.0% – 2.5%.
- Exports are projected to grow by 14%, backed by healthy demand from major trading partners, firm commodity prices, upcycle in semiconductors, and demand for primary-related activities.

Chart 4: Malaysia GDP & Exports



Source: CEIC/AmBank Research

IMPLICATIONS FOR OUR STRATEGY

- As businesses and sectors recover, laggard industries from the pandemic impact are poised to pick up strongly in FY2022.
- Greater demand for trade facilitation will contribute to improved financial performance.
- Mid-Corp and SMEs are expected to recover, and we foresee capital expansion taking place.
- An estimated 20% of SMEs will fall into 'zombie' status.

LINK TO

Capitals:			
Strategy:			
Material Matters:			

A. STRATEGIC REVIEW**OPERATING LANDSCAPE****BANKING REVIEW****YEAR UNDER REVIEW**

- The Malaysian banking sector entered the economic crisis from a strong position, absorbing the macroeconomic shocks of the pandemic.
- Liquidity coverage ratio stayed above 100% due to well-diversified funding policies, with loans-funds ratio and loans-funds and equity ratio remaining above 80% and 70%, respectively.
- Bank Negara Malaysia (BNM) reduced Overnight Policy Rates (OPR) by a cumulative amount of 125 basis points (bps) from 3.00% to 1.75% to ease undue pressure on the sector.
- Loan's growth subdued in 2020, from 3.9% in 2019 to 3.4% in 2020. Still, through BNM's moratorium and restructuring measures, banks provided cash flow support to individuals and Small & Medium Enterprises (SMEs) related to loans or financing repayments.
- Non-Performing Loans (NPL) stayed at a manageable level of 2% and did not pose a serious threat to the industry's health. Upwards pressure on NPLs was contained by the targeted payment assistance.
- Provisioning for loan losses fell as banks had front-loaded their provision in 2020. In 2021, credit cost hovered around 47bps compared to 55bps in 2020. However, the risk of higher-than-expected provisioning due to asset quality deterioration remained.

OUTLOOK

- The health of the banking sector is expected to remain positive in FY2022, with a liquidity coverage ratio projected to maintain above 100%.
- NPL will also remain at a manageable level, supported by improving economic conditions.
- On the back of strong economic recovery, loans growth is projected to expand by 4%-5%.
- Provisioning for loan losses will be at a steady level, thus not posing any serious threat to the financial system.

IMPLICATIONS FOR OUR STRATEGY

- Minimum pressure on net interest margins (NIM) as policy rate is likely to remain unchanged.
- Core earning will improve with the pick-up in loans growth, stable NIMs, controlled operating expenses and lower provisions.

LINK TO
Capitals:  
Strategy:   
Material Matters:   

MATERIAL MATTERS

To create value, we systematically manage material matters that have the most potential to impact our long-term business performance and growth. We determine our material matters by mapping the current and future needs of stakeholders against our business objectives. Each material matter brings forth its risks and opportunities, which in turn helps us formulate plans and strategies for sustainable value creation.

 GEOPOLITICAL AND ECONOMIC TRENDS <p>Our ability to create value is highly dependent on the dynamic and changing macroenvironment. As a result, we remain susceptible to geopolitical and economic developments across the markets we operate in.</p>	RISKS <ul style="list-style-type: none"> Ongoing uncertainties and external headwinds can negatively impact our financial performance and growth potential. OPPORTUNITIES <ul style="list-style-type: none"> Proactively responding to emerging trends with appropriate solutions enable us to unlock new market opportunities. 	OUR APPROACH <ul style="list-style-type: none"> Establish a comprehensive franchise that focuses on high-yielding businesses. Adopt an agile approach to effectively navigate and capitalise on the changing environment.
LINK TO		45
Capitals    Strategy  		Stakeholders    

 TECHNOLOGY & DIGITAL TRANSFORMATION <p>Emerging technologies, increasing competition and evolving customer demands are changing the banking landscape. To meet these rapid changes, we need to integrate digitalisation into all aspects of the business.</p>	RISKS <ul style="list-style-type: none"> An increase in online customers exposes the Group to cybersecurity breaches and data loss, thus impacting business continuity and stakeholder confidence. OPPORTUNITIES <ul style="list-style-type: none"> Tapping into new and emerging technologies help improve operational efficiency, costs and customer experience. 	OUR APPROACH <ul style="list-style-type: none"> Continuously expand and enhance our digital touchpoints for retail and non-retail customers. Launch digital products and solutions that help SMEs tap into e-commerce and other emerging market segments. Foster partnerships with cross-industry players to deliver integrated and seamless banking services. Utilise analytics to deliver personalised offerings through our digital and online channels. Strengthen cybersecurity through the continuous improvement of cybersecurity posture and enhanced IT landscape end-to-end visibility.
LINK TO		45
Capitals     Strategy    		Stakeholders    

A. STRATEGIC REVIEW

MATERIAL MATTERS

CUSTOMER SATISFACTION

Customers are expecting more from their banking services. They are increasingly demanding faster turn-around time, convenient banking, preferential financing options, and personalised products and services.

RISKS

- A lack of customer engagement or understanding impacts our ability to meet their banking needs, resulting in the loss of customers to our competitors.

OPPORTUNITIES

- Delivering a convenient yet personalised customer experience strengthens customer acquisition and loyalty, thus contributing to improved financial performance.

OUR APPROACH

- Conduct regular customer engagements to effectively identify and address common customer pain points.
- Introduce innovative solutions that meet the needs of target segments to help business customers scale-up.
- Leverage digital technologies that deliver a convenient and seamless customer experience.
- Establish Net Promoter Score (NPS) and fair-dealing principles as Key Performance Indicators (KPIs).

LINK TO

Capitals



Strategy



Stakeholders



GOVERNANCE & COMPLIANCE

As financial intermediaries, banking is one of the most well-regulated sectors. With a constantly evolving regulatory landscape, good governance and compliance is key to ensuring a stable, safe and sustainable operating environment.

RISKS

- Non-adherence to legislation results in financial and non-financial costs, such as regulatory sanctions, fines and loss of public trust.

OPPORTUNITIES

- Active engagement with regulatory bodies and agencies enables us to stay ahead of new regulations, which improves our resiliency and competitive edge.

OUR APPROACH

- Work closely with relevant regulators and authorities to ensure consistent compliance with new laws and regulations.
- Implement our Compliance Culture Programme, in which we drive continuous education and awareness initiatives that drive a culture of adherence.
- Establish a robust compliance system through stringent policies and guidelines, which are overseen by our compliance department.
- Perform regular reviews and evaluations of our policies and procedures to ensure they remain relevant.
- Measure governance and compliance KPIs as part of the day-to-day ways of working.

LINK TO

Capitals



Strategy



Stakeholders



		<p>LEADERSHIP & TALENT</p> <p>The rapidly changing landscape continues to influence the roles and skillsets required for our sustainable growth. Our long-term resiliency depends on a digital-ready and agile workforce.</p>	<p>RISKS</p> <ul style="list-style-type: none"> Gaps in skills and knowledge within the workforce limit our ability to meet customer needs, thus impacting our performance and growth aspirations. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Investments in human capital development contribute to a productive and engaged workforce, as well as establish a strong talent pool of future leaders. <p>OUR APPROACH</p> <ul style="list-style-type: none"> Provide training programmes that equip employees with future-ready capabilities, transferable skills and a continuous learning mindset. Conduct regular employee engagements that help us understand and respond to their key concerns. Establish a conducive, inclusive and nurturing work culture to continue attracting and retaining the industry's top talent. 	

		<p>ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG) FACTORS</p> <p>There is an interdependence between human development, environmental well-being and economic performance. Consequently, regulators, investors and other stakeholders are increasingly expecting banks to embed environmental and social considerations into our business strategies.</p>	<p>RISKS</p> <ul style="list-style-type: none"> Unsustainable environmental and social practices expose the Group to regulatory non-compliance, fines and sanctions. <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Integrating sustainability into every aspect of our business demonstrates our commitment to becoming a sustainable banking leader. <p>OUR APPROACH</p> <ul style="list-style-type: none"> Implement AmBank Group's Sustainability Framework, which incorporates key ESG considerations into our business decisions. Adhere to Bank Negara's Value-Based Intermediation (VBI) principles. Establish a sustainability governance structure for more efficient decision-making, implementation and accountability of sustainability matters. Assign an environmental and social risk grade (ESRG) for all credit applications. 	<p>LINK TO</p> <table> <tr> <td>Capitals</td> <td>Strategy</td> <td>Stakeholders</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	Capitals	Strategy	Stakeholders			
Capitals	Strategy	Stakeholders								

A. STRATEGIC REVIEW**KEY RISKS AND MITIGATION**

The effective management of existing and emerging risks is how we build resilience against challenges to sustainable growth. We maintain a proactive approach towards risk management through our robust and well-established Risk Management Framework, ensuring appropriate mitigation strategies are deployed to navigate the uncertainties. The framework is set within the parameters of a Board-approved Group Risk Appetite Framework (GRAF), which defines our risk and reward profile in achieving our strategic objectives.

LEGEND:-**Impact Rating:**

HIGH



LOW



MODERATE

Risk Trend:

Stable



Increase



Decrease

**Key Risk No. 1****CREDIT RISK**

Customers' inability to fulfil their repayment obligations due to various factors – such as economic contraction, weak property market, high unemployment, inflation, and a global pandemic – impacts our financial performance.

IMPACT ON VALUE

- Increase in impairment losses
- Reduction in collateral/security values
- Lower profitability and growth performance

MITIGATION STRATEGIES

- Actively monitor portfolios and proactively engage with customers (commercial and retail) to determine if Restructured & Rescheduled (R&R) of their facilities are needed.
- Semi-annually review the GRAF for better risk control on higher-risk and vulnerable incomes, occupations, Central Credit Reference System (CCRS), industries, financing ratio and risk grade segments.
- Conduct a dynamic simulation to estimate vulnerable borrowers' deterioration and portfolio risk migrations for timely actions and adequate loss provisions.
- Improve monitoring and early warning tools for more effective credit management and portfolio monitoring.
- Exercise caution for new lending to SME customers in sectors that are particularly vulnerable to COVID-19.

2021 RESULTS

- Retail portfolio of overall Gross Impaired Loan Ratio (GIL) and Probability of Default (PD) performance remained within the management guidance.
- Asset quality performance from new loans is satisfactory as per management expectations.

- Quality of SME portfolio managed within acceptable levels due to schemes launched by the government and repayment assistance offered.
- The bank's loan loss reserve provisioning is sufficient to cover impairment and is being reviewed and re-assessed periodically.

RISK TRENDS AND IMPACT

The credit quality of all our portfolios remains stable.

LINK TO**Capitals:****Strategy:****Material Matters:****Stakeholders:**



Key Risk No. 2

MARKET RISK

Evolving market conditions, as well as fluctuations in interest rates/profit rates, foreign exchange rates and equity prices, may lead to financial losses.

LINK TO

Capitals:



Strategy:



Material Matters:



Stakeholders:



IMPACT ON VALUE

- Lower profitability and growth performance
- Hedging inefficiencies arising from uncertainties

- Tight capital market to raise funds

MITIGATION STRATEGIES

- Strictly adhere to a comprehensive Market Risk and Liquidity Risk Management Framework, supplemented by the Market Risk Management Policy.

- Independently monitor detailed portfolio limits within the bank's market risk appetite on a day-to-day basis.
- Automation of market risk monitoring and assessment tools to enhance coverage and increase efficiencies.

2021 RESULTS

- Portfolio volatility proactively managed and minimised within the approved limit structure and risk appetite.

RISK TRENDS AND IMPACT

There is higher market volatility in the interest rate risk space, which has been proactively managed within the approved limit structure and risk appetite.



Key Risk No. 3

LIQUIDITY RISK

Limitations in liquidating our assets may cause the Group to have insufficient financial resources to meet our business obligations as they fall due.

LINK TO

Capitals:



Strategy:



Material Matters:



Stakeholders:



IMPACT ON VALUE

- Insufficient cash to meet financial commitments
- Defaults from an inability to fund liabilities

- Financial losses from debt obligations

MITIGATION STRATEGIES

- Comply with a comprehensive Market Risk and Liquidity Risk Management Framework, supplemented by the Liquidity Risk Management Policy.
- Define the liquidity risk appetite according to compliance with a range of internal and regulatory measures.

- Perform liquidity stress tests to identify and address potential areas of concern.
- Establish system enhancements that enable more proactive liquidity risk management.

2021 RESULTS

- Proactively managed liquidity risk within the approved limit structure and risk appetite.

RISK TRENDS AND IMPACT

The Liquidity Coverage Ratio trend remains stable.

A. STRATEGIC REVIEW**KEY RISKS AND MITIGATION****Key Risk No. 4****OPERATIONAL RISK**

Inefficient or failed internal processes, people, systems or external events exposes the Group to operational disruption and potential losses.

LINK TO**Capitals:****Strategy:****Material Matters:****Stakeholders:****IMPACT ON VALUE**

- Loss of productivity and performance
- Significant penalties and disruptive stop-work orders

- Loss of stakeholder trust
- Costs of rectifications

MITIGATION STRATEGIES

- Adopt an operational risk framework, with a Board-approved set of Operational Risk Appetite guidelines. This sets forth the formulation of policies and procedures for operational risk management.
- Implement a governance structure that embeds the Three-line of Defence approach with the business divisions taking the first line of defence; Group Operational Risk Unit for the second line; and Internal Audit taking the third and final line.
- Devise a full suite of operational risk management tools, such as Risk Control Self-Assessment, Key Control Testing, Key Risk Indicators etc., to provide both leading and lagging risk management indicators through an integrated Operational Risk Management System.

- Periodically undertake comprehensive business continuity planning and implement a robust Business Continuity Management (BCM) Framework to cater for all eventualities, including a pandemic.
- Carry out consistent drills periodically on all aspects of the BCM Framework to ensure that all policies and procedures are sufficient and adequate.
- Adhere to BCM and crisis management framework, policies, practice guides and plans.

2021 RESULTS

- Lowered total operational losses in FY2021 by 85% YoY.

RISK TRENDS AND IMPACT

Total operational losses decreased from the previous year, apart from one isolated loss (totalling RM9.51 million) in an offshore bank.

**Key Risk No. 5****CYBER RISK**

Inadequate cybersecurity and internal controls expose the Group to cyber-attacks and data breaches.

LINK TO**Capitals:****Strategy:****Material Matters:****Stakeholders:****IMPACT ON VALUE**

- Loss of confidentiality and stakeholder trust
- Breaches in data integrity and availability

- Financial losses and impacted performance
- Delays in digital transformation

MITIGATION STRATEGIES

- Actively deploy the latest patches and updates to the Group's information systems.
- Implement Next-Generation Anti-Virus and Endpoint Detection & Response (EDR) at the endpoints.
- Filter incoming emails at the email gateway for threats.
- Implement perimeter network control measures (i.e. firewalls and Intrusion Prevention System) on the Group's information systems.

- Conduct red teaming activities to proactively test and simulate attacks on the Group's security controls to identify and assess potential vulnerabilities.

2021 RESULTS

- Effective defence-in-depth and multi-tier approach to cybersecurity.

RISK TRENDS AND IMPACT

There is an increase in cyber risk exposure due to new threat actors and modus operandi. However, controls were progressively tested and monitored to ensure defence mechanisms effectively address the evolving cyber risk exposure.

OUR STRATEGY

During this financial year, we embarked on a new strategy underpinned by a vision of Growing Trust, Connecting People. **AmBank Group's Focus 8 Strategy** is a four-year journey in which we will strengthen our customer orientation, help businesses and individuals excel in a digital world, and achieve shared prosperity for all. The new strategy adopts a holistic approach to the dynamic banking landscape, underpinned by a renewed mission to (i) help businesses and individuals grow and win together while (ii) future-proofing and creating new frontiers for the bank.

In FY2021, we have made significant progress in the first year of our strategy, despite the challenges associated with the COVID-19 pandemic. Catalysed by eight strategic focus areas, we continued to sharpen our fundamentals to thrive in a post-pandemic financial landscape. We remain resilient and ready to capitalise on the opportunities ahead, deliver long-term value to our customers and stakeholders, and emerge as a competitive and sustainable banking leader.

AmBank Group's FY2021 – FY2024

FOCUS 8 STRATEGY



A. STRATEGIC REVIEW

OUR STRATEGY

STRATEGIC PROGRESS

8 FOCUS AREAS	STRATEGIC INITIATIVES	PROGRESS & ACHIEVEMENTS
1 Attaining a Return on Equity (ROE) of a 100%	<ul style="list-style-type: none"> Continued to implement the Business Efficiency Transformation (BET) Programme for improved process efficiency and cost savings. 	<ul style="list-style-type: none"> Maintained a healthy liquidity position, recording liquidity ratios above the regulatory threshold. Accumulated cost savings of >300 million from FY2018 to FY2020, with an additional >RM100 million in savings for FY2021.
Capitals: 	Material Matters: 	Stakeholders: 
2 Sharpening Our Segment Play	<ul style="list-style-type: none"> Structured differentiated value propositions to best serve specific segments across the Group, including: <ul style="list-style-type: none"> Affluent Segment: AmSignature Priority Banking, AmOnline's self-service Wealth feature. SME Segment: BizHub SME Marketplace, AmBank BizRACE, SME-in-a-Box. 	<ul style="list-style-type: none"> Achieved a 4% growth in the Affluent segment, with an astounding 48% YoY Retail wealth management fees. Received RM60.0 million worth of investments through AmOnline's Wealth feature (as of March 2021). Expanded the SME client base within Retail and Business Banking, which grew by 4% and 17%, respectively.
Capitals: 	Material Matters: 	Stakeholders: 
3 Delivering Holistic Customer Value Proposition Leveraging a Collaborative Culture and Partnerships	<ul style="list-style-type: none"> Internally, we continue to drive LOBs' cross-collaboration through strategic taskforces, data and insights-driven expansion of network and net-worth across individual and business segments. The cross-LOBs initiatives include: <ul style="list-style-type: none"> Road to Capital Market (Business Banking & Investment Banking). Main Banker Strategy (MBS) (Retail Banking & Business Banking). Established cross-industry partnerships to address customer acquisition and journey. These partnerships include: <ul style="list-style-type: none"> Maxis: Harnessed data-driven insights to deliver tailored customer offerings. <ul style="list-style-type: none"> a. SME-in-a-Box: bundled proposition with telco and financing facilities for SMEs. b. mTAP: a secure contactless payment solution that uses mobile devices as a payment acceptance terminal. BonusLink: Rolled out a converged loyalty programme (together with Shell and Parkson, collectively the shareholders of Bonuskad Loyalty Sdn Bhd) to deliver better value and experience to its members, partner merchants, and employees with the e-wallet proposition and points-to-currency feature. 	<ul style="list-style-type: none"> Completed 10 deals in FY2021 under the Road to Capital Market initiative. MBS aims to bring greater and more holistic value propositions to both SME customers and their employees. 45 Business Banking customers have signed up, with close to 2,000 employees enrolled for a payroll account. Enabled businesses to go digital with AmBank-Maxis collaboration coupled with a government grant for device financing; assisting more than 5,000 SMEs through SME-in-a-Box. Attained a distribution footprint expansion through BonusLink, with close to 150 merchant partners on its platform. Built extensive cross-industry ecosystem with established global and local players to offer customers a more seamless experience: <ul style="list-style-type: none"> a) Partnership with Merchantrade to launch the Hybrid e-wallet, first in the market cross border, multi-currency payment solution. b) Strategic partnership with government agencies ie. Ministry of International Trade and Industry (MITI), Malaysia External Trade Development Corporation (MATRADE), Halal Development Corporation (HDC), Malaysia Digital Economy Corporation (MDEC) and Jabatan Kemajuan Islam Malaysia (JAKIM) and industry experts. Assisted more than 300 SMEs with the adoption of IR4.0, digitalisation and halal certification.
Capitals: 	Material Matters: 	Stakeholders: 
4 Pushing Capital-Light Revenue	<ul style="list-style-type: none"> Further developed our Foreign Exchange (FX) franchise by leveraging the Group's distribution footprint. Enhanced our cash management capabilities through digital collection and payment solutions. 	<ul style="list-style-type: none"> Recorded a 26.4% YoY growth in FX revenue.
Capitals: 	Material Matters: 	Stakeholders: 

8 FOCUS AREAS				STRATEGIC INITIATIVES				PROGRESS & ACHIEVEMENTS			
5	Ramping Up the Next Wave of Digital Initiatives			Material Matters: 				<ul style="list-style-type: none"> Introduced digital offerings, products and services to help individuals and businesses adapt to the new normal. Collaborated with various FinTechs to deliver agile digital solutions, such as eKYC. Rolled out fully contactless digital onboarding capabilities for the SME segment – the first bank in Malaysia to do so. Implemented robotic process automation to drive better productivity and business efficiency. 			
6	Future-Proofing the Workforce			Material Matters: 				Stakeholders: 			
7	Integrating Environmental, Social, and Governance (ESG) Considerations into Our Business			Material Matters: 				Stakeholders: 			
8	Exploring Digital Bank			Material Matters: 				Stakeholders: 			

A. STRATEGIC REVIEW**OUR STRATEGY****STRATEGIC PERFORMANCE & ACHIEVEMENTS**

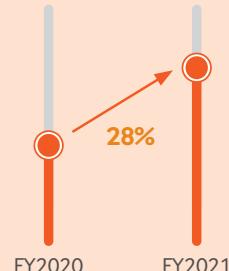
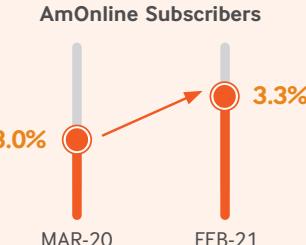
We maintained a strong balance sheet for FY2021, notwithstanding the difficulties faced with the prolonged COVID-19 pandemic. Our revenue grew by 7.7% to RM4.5 billion on a year-on-year basis. Likewise, through greater wealth management income, we also recorded an 11.3% growth in non-interest income. Overall, the Group achieved improved market positioning through continued momentum and a stronghold in targeted segments and products. Furthermore, we achieved more than 10% growth for the three-year Compound Annual Growth Rate (CAGR) in both SME loans and deposits, outperforming our industry peers and emerging as one of the top three banks with the most assertive growth rate.

SME SEGMENT**No.1 SME Bank by CAGR**
2018 – 2021**DEPOSIT**15.8%
AmBank3.7%
Industry**LOANS**11.0%
AmBank2.0%
Industry**CASA YoY Δ****AmBank CASA vs. Industry CASA**24.0%
AmBank21.4%
Industry**WEALTH MANAGEMENT****No.1 ASNBV SALES**

AmBank 15.8% RM1.09 billion

No.1 AMFUNDS Assets Under Management

AmBank 15.8% RM5.09 billion

FOREIGN EXCHANGE**PRIORITY SEGMENT****AmBank Signature Priority Banking vs. Total Retail Base****DIGITAL CHANNEL****Increased Digital Market Share****AWARDS & RECOGNITION**

Our strategic and resilient performance amidst such challenging times has been recognised through various awards and accolades, demonstrating our strong commitment to delivering sustainable value creation for our customers and stakeholders.

**Malaysian e-Payments Excellence Awards (MEEA)**

- Outstanding Contribution to MyDebit – fourth consecutive year
- Outstanding Contribution to JomPAY – fourth consecutive year
- Top JomPAY Acquirer

The Global Business Outlook Awards

- Best Mobile Banking App
- Most Innovative Mobile Banking App

Red Hat Forum Asia Pacific 2020

- Red Hat APAC Innovation Awards 2020 for Malaysia

World Finance Investment Management Awards 2020 (AmInvest)

- Malaysia's Best Investment Management Company

Alpha Southeast Asia Treasury and FX Awards 2020

- Best FX Bank for Corporates and Financial Institutions (9th time)
- Best FX Bank for Structured Products: Commodities, Credit, Equity, FX and Multi-Assets for FX & Treasury (2nd time)

Global Banking and Finance Review

- Best Islamic Banking CEO Malaysia 2020 Awards
- Best Islamic SME Bank Malaysia 2020 Awards

PERFORMANCE REVIEW BY GROUP CHIEF FINANCIAL OFFICER

“

We achieved consistent growth in revenues and profit before provision. We recorded a significant increase in credit impairment overlays and together with exceptional charges, have impacted our earnings for the year. The repayment assistance afforded to our borrowers and our actions to strengthen our balance sheet further ensure that our Group remains resilient in an uncertain environment.

”

JAMIE LING

*Group Chief Financial Officer
AmBank Group*



Our key performance highlights are summarised below:

FY2021 KEY PERFORMANCE HIGHLIGHTS

Consistent income growth

The Group recorded another year of good income growth despite the economic headwinds

Overall income growth achieved was broad-based, with total income up 7.7% to RM4,552.5 million. Net interest income (NII) of RM2,935.4 million was 5.8% higher YoY, on the back of 7.0% loans growth.

While Net Interest Margin (NIM) contracted 4bps to 1.90% due to the reduction in the Overnight Policy Rate (OPR), we saw margin recovery in the second half of FY2021 through effective asset and liability management.

Non-Interest Income (NII) grew 11.3%, driven by strong trading gains and investment income in Global Treasury Market (GTM), higher fees from wealth management, funds management, stock broking and insurance income. Our Cost-to-Income (CTI) ratio improved by 3.1% YoY, with a reduction from 49.9% to 46.8%. This marks the lowest CTI ratio since FY2016.

Tight cost management improved our operating leverage further

We continued to manage costs diligently, maintaining operating expenses relatively flat at RM2,132.2 million, driving cost-to-income ratio (CTI) lower to 46.8% from 49.9% a year ago.

With income growth and effective cost management, we delivered a positive JAWS of 6.6% and PBP increased 14.2% YoY to RM2,420.2 million.

Good balance sheet growth in loans and deposits

The Group's gross loans and financing continued its growth with a 7.0% YoY increase to RM114.8 billion while deposits from customers expanded by 6.7% YoY to RM120.5 billion.

Our current account and savings account (CASA) balances grew by 24.0% to RM35.8 billion, with CASA mix higher at 29.7% (FY2020: 25.5%).

B. PERFORMANCE REVIEW**PERFORMANCE REVIEW BY GROUP CHIEF FINANCIAL OFFICER****Significant impairment charges taken as a prudent measure while extending repayment assistance to our borrowers**

For FY2021, the Group incorporated additional forward-looking estimates, assumptions and judgments specific to the impact of the COVID-19 pandemic on our loan portfolios, with payment holidays and repayment assistance granted to our borrowers. As a result of this assessment, we recorded a RM578 million (FY2020: RM167 million) additional management overlay charge to profit or loss in FY2021, with a total carried-forward macro provision of RM745 million into FY2022.

Net credit costs for FY2021 was 0.97% (FY2020 0.30%). Gross impaired loans (GIL) ratio decreased to 1.54% from 1.73% a year ago, with loan loss coverage (LLC) ratio of 135.6% (FY2020: 93.4%).

Adequate capital position and highly liquid

The Group's FHC CET1 ratio and total capital ratio (TCR) fell to 11.3% (from 12.4%) and 14.5% (from 15.8%) respectively as a result of the loss for the year. However, the Group remains adequately capitalised. In order to further strengthen the Group's capital position, a private placement was completed on 14 April 2021 and raised approximately RM825 million and increased proforma CET1 and TCR to 12.0% and 15.2% respectively.

We remain highly liquid with a liquidity coverage ratio (LCR) of 157.5% and a loans to deposits ratio of 95.2%. Net stable funding ratio (NSFR) of all banking subsidiaries remain above 100% as at 31 March 2021.

Exceptional charges impacted results

The Group incurred a total of RM4.77 billion of non-recurring exceptional charges, with RM2.83 billion in relation to the Settlement, RM1.94 billion in relation to the goodwill and other impairment write down. With these exceptional charges, the Group recorded a Loss After Tax and Minority Interest (LATMI) of RM3.83 billion.

Excluding the exceptional charges, adjusted Profit After Tax and Minority Interest (PATMI) was RM962 million compared to RM1.34 billion a year ago, reflecting the higher credit impairment charges taken.

The Group did not propose any dividends for FY2021.

To further strengthen our capital position, the Group successfully completed a Private Placement which raised **RM825 million on 14 April 2021.**

Our financial Agenda for FY2022:**Strengthening balance sheet**

Accelerating capital build to pre-Settlement levels

**Maintain higher liquidity buffers**

Contingency plans in place

**Post COVID-19 debt rehabilitation**

Significant overlays taken, maintain credit vigilance (MCO3.0)

**Cost efficiency**

Continuous adoption of automation

FY2021 FINANCIAL SNAPSHOT

FY2021 Financials					Resolution of legacy matters and one-off goodwill and other impairment charges impacted results
Profitability (RM Million)	Income	4,552 FY2020: 4,227	▲	8%	Sustained income growth
	Expenses	2,132 FY2020: 2,108	▲	1%	Maintained cost discipline
	PBP	2,420 FY2020: 2,119	▲	14%	Positive JAWS of 7%, CTI of 46.8%
	Impairment	1,137 FY2020: 336	▲	>100%	Additional RM304 million macro provisions made in Q4. Total macro overlay at RM745 million (carried forward)
	Settlement Goodwill and other impairment	2,830 1,937		N/A	One-off exceptional items in Q4FY2021
	(LATMI)/PATMI	(3,826) FY2020: 1,341	▼	>100%	Results materially impacted by one-off exceptional items and higher impairment charges
	Core PATMI	962 FY2020: 1,341	▼	28%	Excluding exceptional one-off items of RM4,767 million and related legal and professional expenses RM21 million
	ROE	(20.2%) FY2020: 7.4%		N/A	Core ROE 5.0%
Assets & Liabilities (RM Billion)	Gross Loans	114.8 FY2020: 107.2	▲	7%	Continued loans growth in Retail and Business Banking
	Deposits	120.5 FY2020: 113.0	▲	7%	CASA up 24%, double-digit growth across all businesses
Capital & Liquidity	FHC CET1	11.3% FY2020: 12.4% ¹	▼	110bps	CET1 without TA: 10.4%, within internal thresholds Proforma CET1 after PP: 11.1% (without TA) Proforma CET1 after PP: 12.0% (with TA)
	FHC LCR	157.5% FY2020: 158.2%	▼	70bps	Highly liquid

1. After deducting proposed dividends

2. TA – Transitional Arrangements; PP – Private Placement of 300 million new AMMB shares at RM2.75 per new share, raising RM825 million

PROFIT BEFORE PROVISION IMPROVED ON THE BACK OF GOOD INCOME GROWTH AND TIGHT COST CONTROL, WITH CORE PATMI OF RM961.6 MILLION REFLECTING HIGHER LEVELS OF CREDIT PROVISIONS AMIDST A CHALLENGING ENVIRONMENT

FY2021 results were materially impacted by one-off exceptional items and higher impairment charges due to the effects of COVID-19 on the Malaysian economy.

The Group's total net income grew 7.7% to RM4,552.5 million. NII of RM2,935.4 million was 5.8% higher YoY, on the back of 7.0% loans growth.

While Net Interest Margin (NIM) contracted 4bps to 1.90% due to the reduction in the Overnight Policy Rate (OPR), we saw margin recovery in the second half of FY2021 through effective asset and liability management.

Non-Interest Income (NII) grew 11.3%, driven by strong trading gains and investment income in Global Treasury Market (GTM), higher fees from wealth management, funds management, stock broking and insurance income. Our Cost-to-Income (CTI) ratio improved by 3.1% YoY, with a reduction from 49.9% to 46.8%. This marks the lowest CTI ratio since FY2016.

The Group continued to manage costs diligently, with operating expenses relatively flat at RM2,132.2 million, driving CTI lower to 46.8% from 49.9% a year ago and a positive JAWS of 6.6%.

Profit before provision increased by 14.2% YoY to RM2,420.2 million, reflecting the continued improvement in our operating leverage.

B. PERFORMANCE REVIEW**PERFORMANCE REVIEW BY GROUP CHIEF FINANCIAL OFFICER****EXCEPTIONAL CHARGES**

The annual review of goodwill and other impairment which took into consideration the adverse effects of COVID-19 on economic growth and the Settlement, resulted in a one-time impairment charge of RM1,789.2 million in relation to goodwill attributed to our conventional and investment banking businesses and RM147.8 million impairment in relation to the carrying value of investment in an associate (REIT Impairment) in our Q4FY2021 results.

The goodwill impairment is a non-cash item, has no impact on regulatory capital ratios and does not affect future earnings as it is a non-recurring item. The REIT Impairment is similar except that it has an immaterial impact on regulatory capital ratios.

The Settlement and goodwill and other impairment charges resulted in a net loss of RM3,826.5 million for FY2021, with core PATMI (excluding the exceptional items and related legal and professional expenses) of RM961.6 million. The Group's return on equity (ROE) for FY2021 turned negative while core ROE was 5.0%.

GOOD LOANS AND DEPOSITS GROWTH

Our gross loans and financing base expanded 7% YTD or RM7.5 billion to RM114.8 billion, mainly driven by Mortgage which was up 10.0%, Retail SME loans which were up 22.0%, Personal Financing and others which were up 44%, and Business Banking which was up 12.0%.

For FY2021, the Group's customer deposits growth of 6.7% YoY to RM120.5 billion and CASA growth of 24.0% YTD to RM35.8 billion outpaced the growth in similar areas for the banking industry of 6.0% and 21.0% respectively. CASA mix was also higher at 29.7% (FY2020: 25.5%).

EXERCISING CREDIT VIGILANCE

GIL improved to 1.54% (FY2020: 1.73%) but we expect impaired loans to be on the rise as financial relief measures taper off in FY2022. We continued to build buffers against credit risks by making macro provisions totalling RM578.2 million in FY2021. Total carried forward macro provision as at FY2021 stood at RM745.5 million. As a result, LLC increased further to 135.6% (FY2020: 93.4% including regulatory reserve).

MAINTAINING LIQUIDITY, REBUILDING CAPITAL

The Group's FHC CET1 ratio and TCR fell to 11.3% and 14.5% respectively mainly due to a 2.5% and 2.2% capital impact following the Settlement, offset by a 0.91% and 0.35% accretion to CET1 and TCR from the adoption of transitional arrangements.

In order to accelerate the capital accretion of AMMB and to further strengthen AMMB's capital position, the Group successfully completed the Private Placement which raised RM825 million on 14 April 2021. The proceeds from this exercise increased proforma CET1 and TCR to 12.0% and 15.2% respectively.

The group will continue to strengthen its capital resiliency moving forward with its annual profit accretion while exploring other possible capital acceleration measures.

The Group remains highly liquid with an LCR of 157.5% and a loan deposit ratio of 95.2%. NSFR of all banking subsidiaries remain above 100% as at 31 March 2021.

**Core PATMI
(excluding exceptional items)
of RM962 million**

PROSPECTS FOR FY2022

The frequent re-emergence of new COVID-19 cases is clear evidence that the pandemic is far from over. The imposition of Movement Control Orders (MCO) as part of the preventive actions taken nationwide to reduce the level of infections while vaccinations are being rolled out will continue to disrupt the economy. As such, the business environment remains challenging and uncertain.

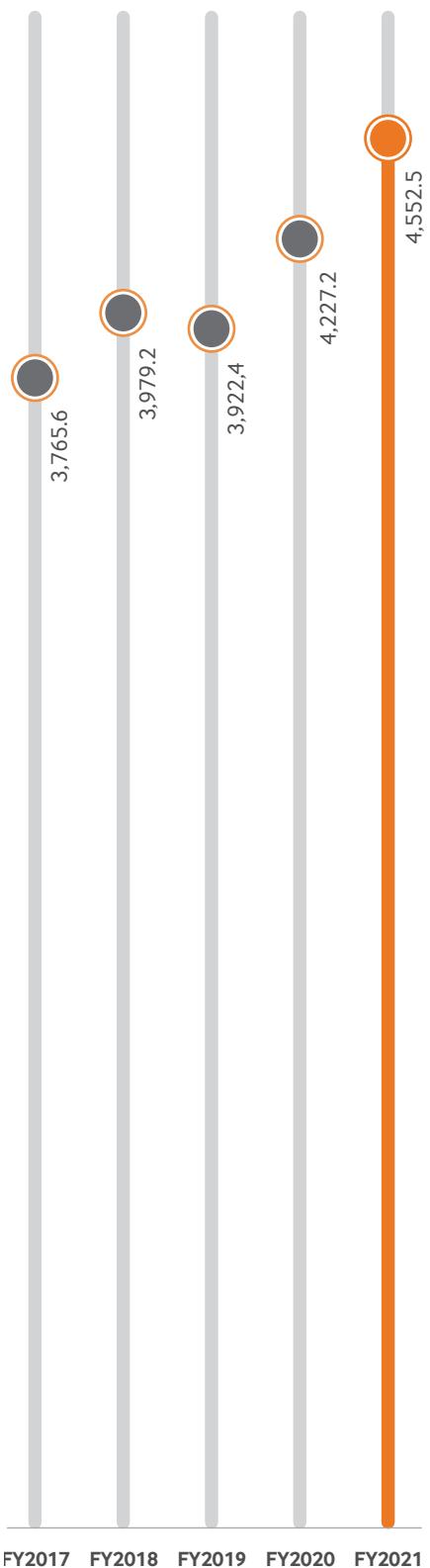
The Group has been actively providing financial relief measures to customers who are in need. At the same time, we continue to graduate customers who have regained financial stability to normal repayment terms. We have made significant progress in this area as the percentage of loans under financial relief has reduced to 13.0% of gross loans as at 31 March 2021.

For FY2022, our efforts will be focused on:

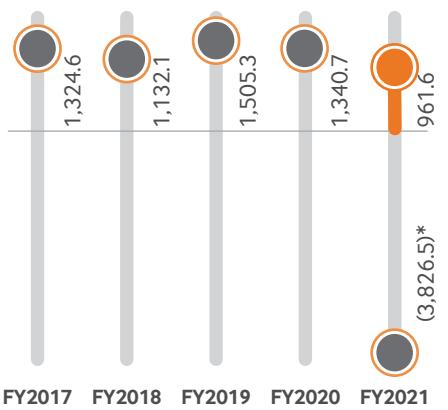
- Strengthening balance sheet: Accelerating capital build;
- Debt rehabilitation: Managing the gradual return to normal debt repayment for borrowers that are currently under payment holiday or repayment assistance programmes while maintaining credit vigilance amidst COVID-19 uncertainties;
- Maintain higher liquidity buffers: MCO3.0 contingency plans in place to ensure a high level of liquidity; and
- Cost efficiency: Continue to manage costs diligently through the PARETO programme and improve operational efficiencies.

GROUP FINANCIAL HIGHLIGHTS

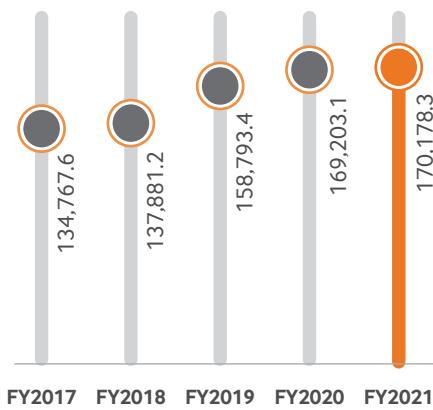
TOTAL REVENUE
(RM Million)



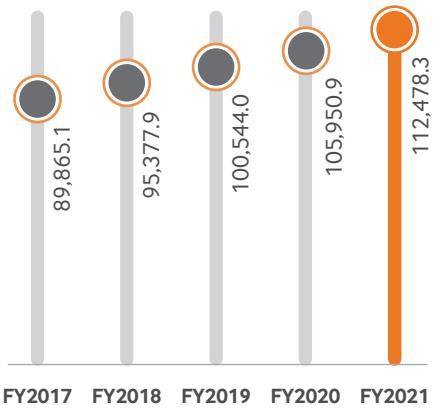
PROFIT/(LOSS) ATTRIBUTABLE TO SHAREHOLDERS (RM Million)



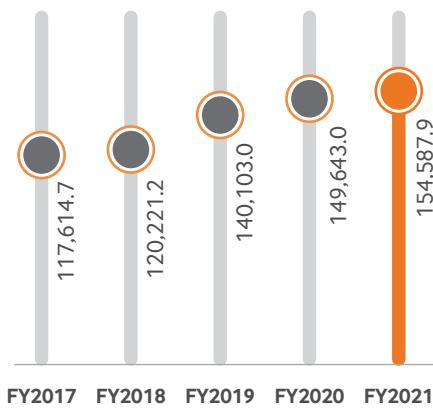
TOTAL ASSETS
(RM Million)



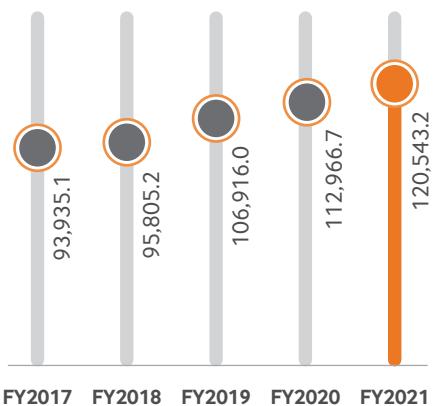
LOANS, ADVANCES AND FINANCING (NET) (RM Million)



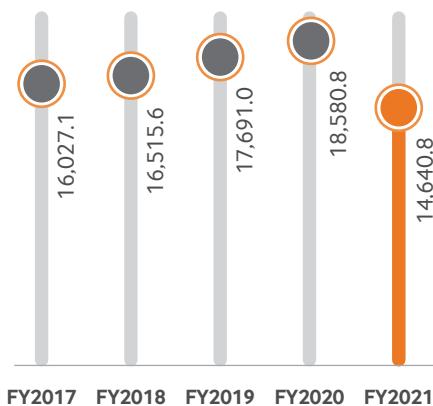
TOTAL LIABILITIES
(RM Million)



DEPOSITS FROM CUSTOMERS
(RM Million)



SHAREHOLDERS' EQUITY
(RM Million)



* Including one-off exceptional charges of RM4,767.0 million and related legal and professional expenses of RM21.1 million.

8 Other Information	7 Sustainability Statement	6 Responsible Governance	5 Leadership	59
3 Value Creation at AmBank Group	2 Key Messages	1 Overview of AmBank Group	4 Management Discussion and Analysis	

B. PERFORMANCE REVIEW

FIVE-YEAR GROUP FINANCIAL SUMMARY

	FINANCIAL YEAR ENDED 31 MARCH				
	2017 ¹	2018	2019	2020	2021
1 STATEMENT OF PROFIT OR LOSS (RM MILLION)					
i. Total revenue	3,765.6	3,979.2	3,922.4	4,227.2	4,552.5
ii. Operating profit before impairment losses and settlement	1,605.1	1,558.4	1,791.5	2,119.0	2,420.2
iii. Writeback of/(Allowances for) impairment on loans, advances and financing	173.5	1.1	301.3	(322.6)	(1,116.9)
iv. Impairment of goodwill	(1.3)	—	—	—	(1,789.2)
v. Impairment of investment in associate	—	—	—	—	(147.8)
vi. Settlement	—	—	—	—	(2,830.0)
vii. Profit/(Loss) before taxation and zakat	1,801.2	1,542.7	2,095.4	1,782.9	(3,483.5)
viii. Profit/(Loss) attributable to shareholders	1,324.6	1,132.1	1,505.3	1,340.7	(3,826.5)
2 STATEMENT OF FINANCIAL POSITION (RM MILLION)					
Assets					
i. Total assets ²	134,767.6	137,881.2	158,793.4	169,203.1	170,178.3
ii. Loans, advances and financing (net)	89,865.1	95,377.9	100,544.0	105,950.9	112,478.3
Liabilities and Shareholders' Equity					
i. Total liabilities ²	117,614.7	120,221.2	140,103.0	149,643.0	154,587.9
ii. Deposits from customers	93,935.1	95,805.2	106,916.0	112,966.7	120,543.2
iii. Paid-up share capital	5,551.6	5,551.6	5,751.6	5,851.6	5,951.6
iv. Shareholders' equity	16,027.1	16,515.6	17,691.0	18,580.8	14,640.8
Commitments and Contingencies	134,563.3	143,672.5	131,016.8	133,474.7	136,999.7
3 PER SHARE (SEN)					
i. Basic net earnings/(loss)	44.1	37.6	50.0	44.6	(127.2)
ii. Fully diluted net earnings/(loss)	44.0	37.6	50.0	44.6	(127.2)
iii. Net assets	531.7	547.9	586.9	618.0	486.7
iv. Single tier/gross dividend	17.6	15.0	20.0	13.3	—
4 FINANCIAL RATIOS (%)					
i. Post-tax return on average shareholders' equity ³	8.5	7.0	8.8	7.4	(20.2)
ii. Post-tax return on average total assets	1.1	0.9	1.1	0.9	(2.2)
iii. Loans to deposits ⁴	95.3	98.1	91.1	89.8	90.4
vi. Cost-to-income	57.4	60.8	54.3	49.9	46.8
5 SHARE PRICE (RM)					
i. High	4.99	5.62	4.61	4.55	3.71
ii. Low	3.90	3.88	3.45	2.90	2.80
iii. As at 31 March	4.65	3.89	4.56	3.00	2.93

¹ After adjusting for restatement pursuant to clarification provided in Bank Negara Malaysia circular on Classification and Regulatory treatment for structured products under the Financial Services Act 2013 and Islamic Financial Services Act 2013 that have been applied retrospectively for one financial year.

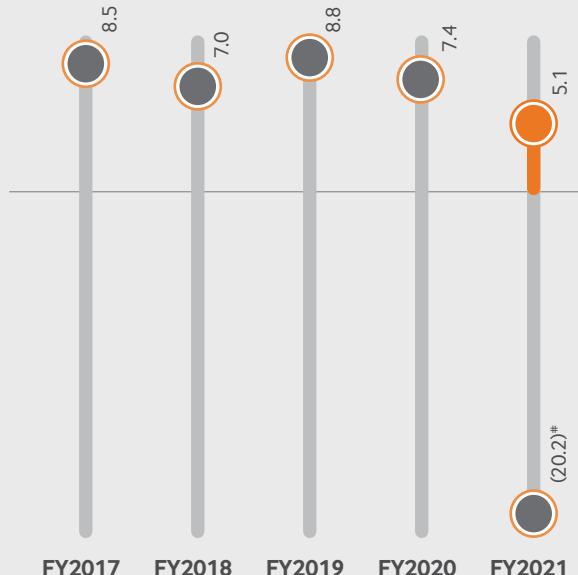
² The Group adopted MFRS 16, Leases for the first time since 1 April 2019. In its transition, the Group has elected to apply the simplified transition approach whereby the comparative amounts were not restated with the right-of-use assets in Total assets and lease liabilities in Total liabilities.

³ Adjusted for non-controlling interests.

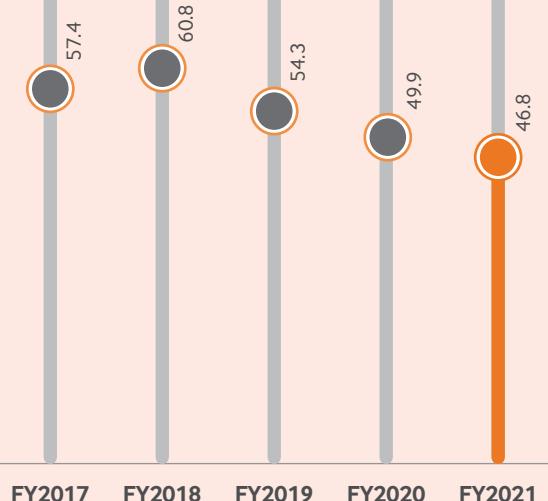
⁴ Loans to Deposits is gross loans divided by deposits from customers and financial institutions, excluding interbank borrowings.

FINANCIAL INDICATORS

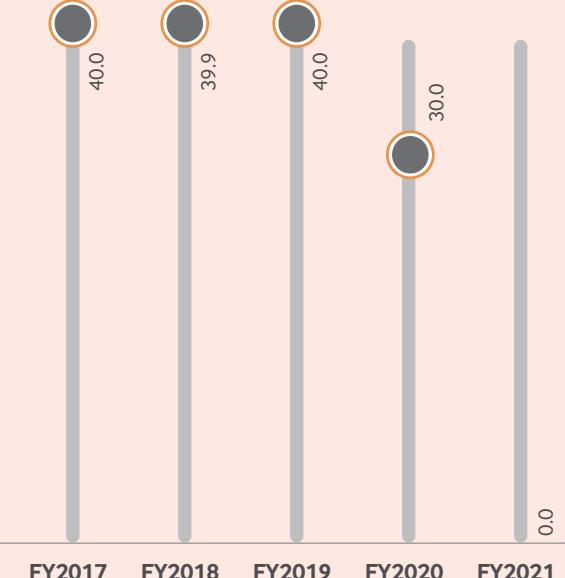
RETURN ON EQUITY (%)



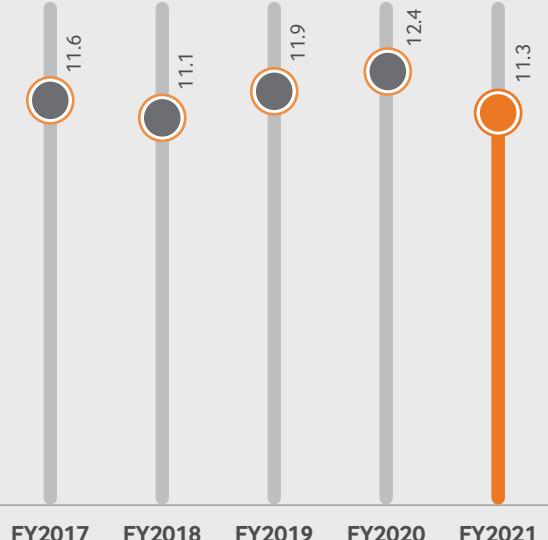
COST-TO-INCOME (%)



DIVIDEND PAYOUT (%)



CET 1* (%)



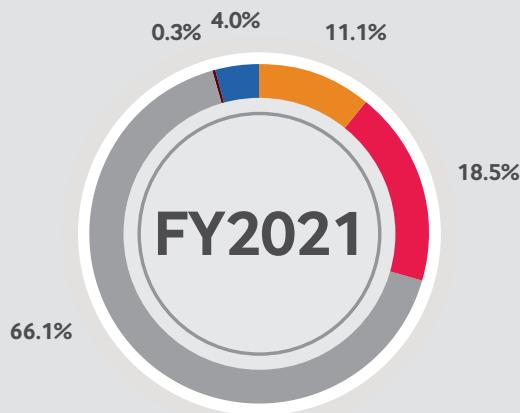
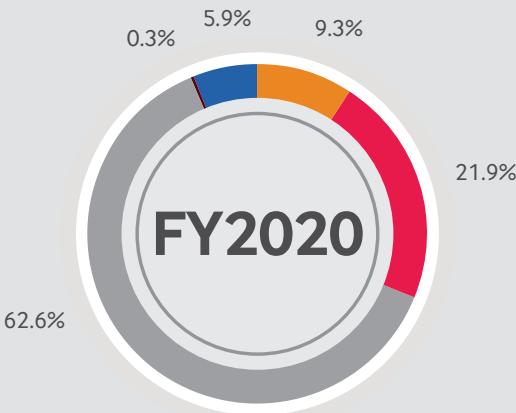
* Proforma aggregated for FY2017; Financial Holding Company basis (FHC) for FY2018 onwards.

Pursuant to the revised BNM policy documents issued on 9 December 2020, the capital ratios computed as at 31 March 2021 had applied the transitional arrangements on provision for Expected Credit Loss ("ECL"). Under the transitional arrangements, the Group is allowed to add back the amount of loss allowance for non-credit-impaired exposures (i.e. Stage 1 and Stage 2 provisions) to CET1 Capital.

Including one-off exceptional charges of RM4,767.0 million and related legal and professional expenses of RM21.1 million.

SIMPLIFIED GROUP STATEMENTS OF FINANCIAL POSITION

TOTAL ASSETS



● Cash and short-term funds and deposits and placements with banks and other financial institutions

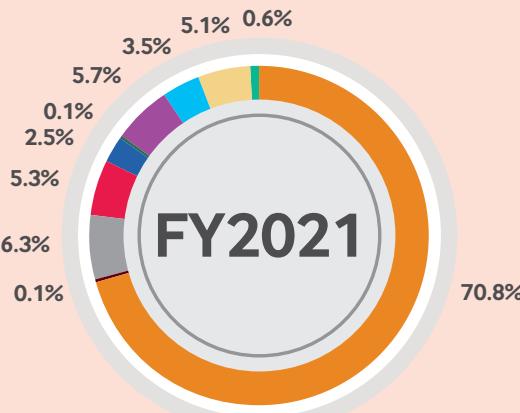
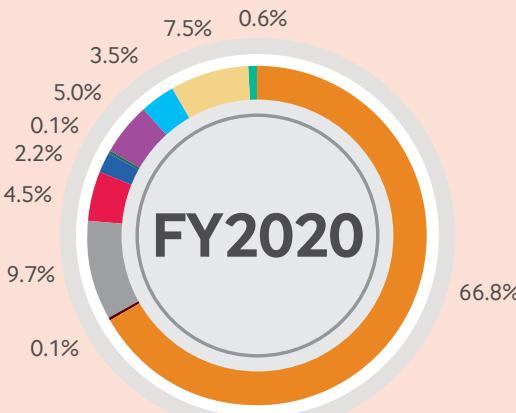
● Investments in securities

● Loans, advances and financing

● Statutory deposits with BNM

● Other assets

TOTAL LIABILITIES AND EQUITY



● Deposits from customers

● Investment accounts of customers

● Deposits and placements of banks and other financial institutions and securities sold under repurchase agreements

● Term funding and other borrowed funds

● Debt capital

● Redeemable cumulative convertible preference share

● Other liabilities

● Share capital

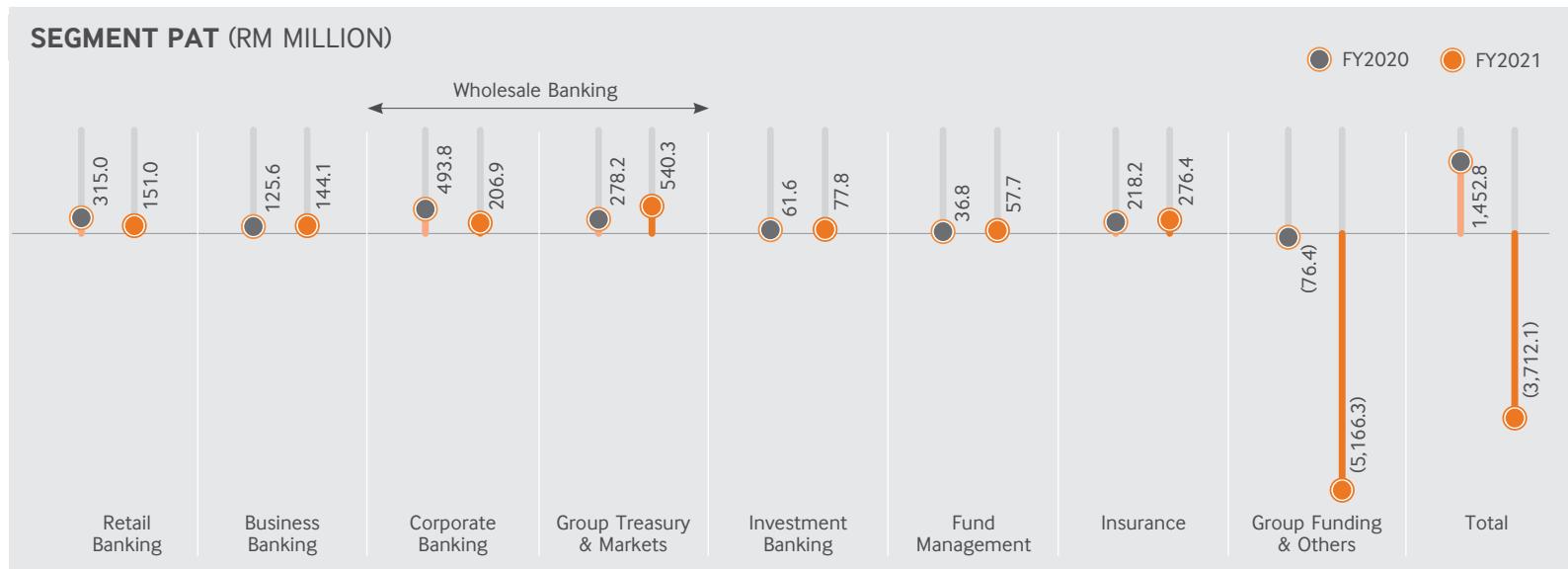
● Reserves

● Non-controlling interests

SEGMENTAL ANALYSIS

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

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



RETAIL BANKING

Retail Banking continues to focus on building mass affluent, affluent and small business customers. Retail Banking offers products and financial solutions which includes auto finance, mortgages, personal loans, credit cards, small business loans, priority banking services, wealth management, remittance services and deposits.

Income increased 9.0% to RM1,597.8 million. Net interest income ("NII") rose 8.6% in line with loans expansion. Non-interest income ("Noll") increased by 11.0%, attributable to higher fee income from wealth, foreign exchange and personal financing products. Expenses were flat Year-on-Year ("YoY"). Net impairment charge was higher at RM533.7 million (FY2020: RM187.1 million), due to higher overlays of RM279.0 million and non-performing loans inflow. Consequently, Profit after tax ("PAT") was down 52.0% to RM151.0 million.

Gross loans increased by 10.0% YoY to RM64.8 billion, mainly from growth in mortgages, personal financing and Retail SME. Customer deposits increased 3.9% YoY to RM47.3 billion, largely from CASA balances which grew 25.3%.

BUSINESS BANKING

Business Banking focuses on the small and medium-sized enterprises segment, which comprises of Enterprise Banking and Commercial Banking. Solutions offered to Enterprise Banking customers encompass Capital Expenditure ("CAPEX") financing, Working Capital financing and Cash Management, and while Commercial Banking offers the same suite of products, it also provides more sophisticated structures such as Contract Financing, Development Loans, and Project Financing.

Income rose by 6.4% to RM389.9 million. NII increased by 7.0% on the back of strong loans growth but partially offset by margin compression. Noll increased by 4.8%, mainly attributable to higher forex income. Net impairment charge at RM62.7 million, compared to RM57.0 million a year ago. Consequently, PAT increased by 14.7% to RM144.1 million.

Gross loans expanded by 11.9% YoY to RM12.6 billion while customer deposits increased by 14.5% YoY to RM8.2 billion.

WHOLESALE BANKING

Wholesale Banking comprises of Corporate Banking and Group Treasury & Markets. Corporate Banking offers a full range of products and services of corporate lending, trade finance, offshore banking and cash management solutions to wholesale banking clients. Group Treasury & Markets provides a full range of products and services relating to treasury activities, including foreign exchange, derivatives, fixed income and structured warrants.

Income growth of 22.0% YoY to RM1,509.2 million, underpinned by higher NII from increased holding in fixed income securities and higher Noll driven by Markets trading revenues and also from sales of equity derivatives and shares revaluation gain. Expenses fell by 7.0% YoY to RM281.7 million. PAT decreased 3.2% YoY, mainly due to higher impairment.

Gross loans stable at RM35.6 billion while customer deposits were 8.8% higher YoY at RM65.3 billion.

B. PERFORMANCE REVIEW**SEGMENTAL ANALYSIS****INVESTMENT BANKING AND FUND MANAGEMENT**

Investment Banking offers investment banking solutions and services, encompassing capital markets (primary) activities, broking, private banking services, corporate advisory and fund raising services (equity and debt capital).

Fund Management comprises of asset and fund management services, offering a variety of investment solutions for various asset classes to retail, corporate and institutional clients.

Overall income grew by 13.3% to RM346.1 million, mainly led by higher fee income from Fund Management, Private Banking and Stockbroking. Operating expenses fell by 3.0% to RM181.1 million. Overall, PAT increased 37.7% YoY to RM135.5 million.

INSURANCE

Insurance segment offers a broad range of general insurance products, namely motor, personal accident, property and household. It also offers life insurance and Takaful products namely wealth protection/savings, health and medical protection and family Takaful solutions provided through our joint venture operations.

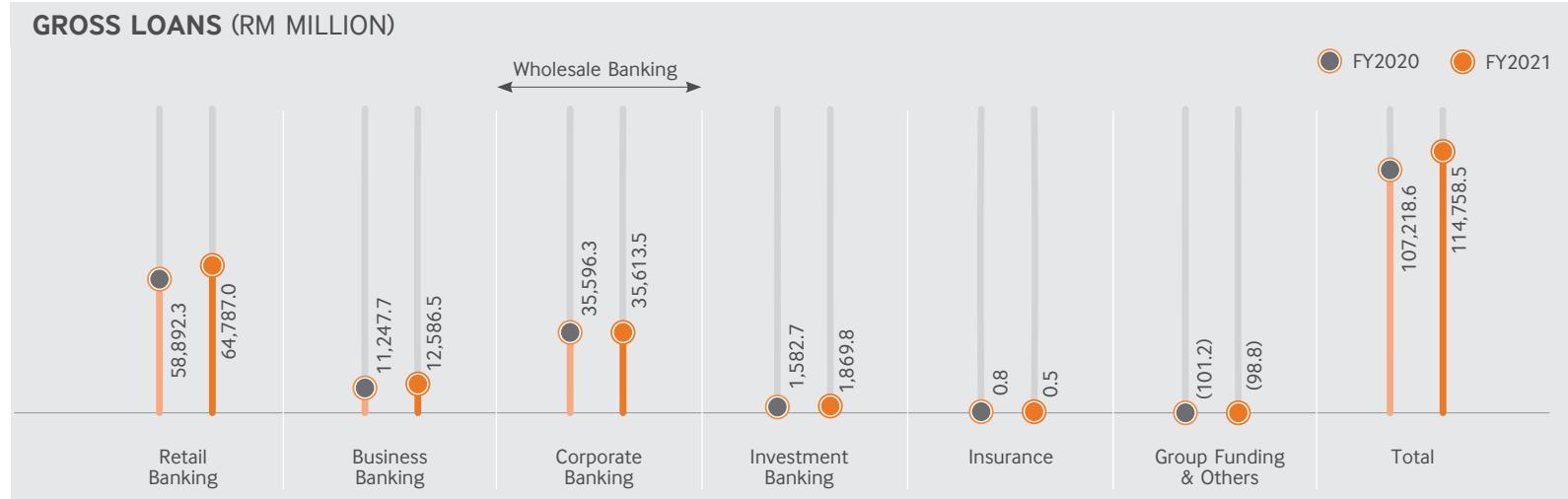
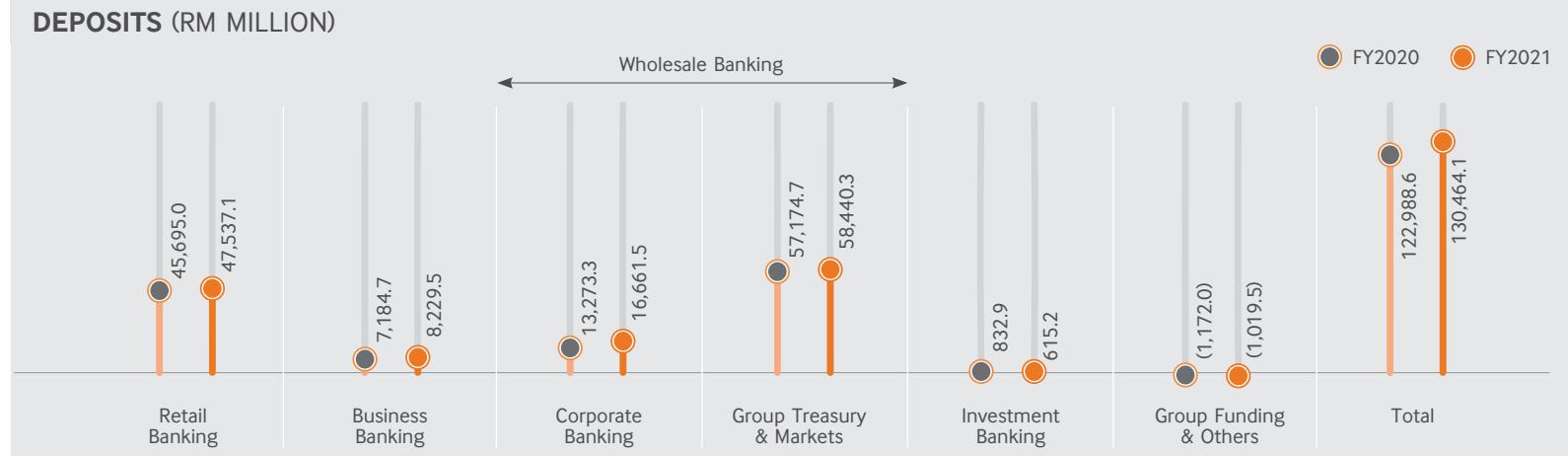
General Insurance income grew 3.6% YoY to RM615.7 million, underpinned by lower claims, partially offset by lower net earned premiums and investment income. Operating expenses increased by 5.5% to RM356.6 million from higher marketing cost. PAT up by 1.9% to RM232.5 million.

The Life Insurance and Family Takaful businesses recorded a strong improvement in PAT of RM43.9 million compared to a loss of RM9.9 million a year ago, mainly attributable to higher net earned premium, in addition to lower claims and lower reserving. The Group has equity accounted the results of the Life Insurance and Family Takaful business to reflect the Group's effective equity interests in the joint venture.

GROUP FUNDING AND OTHERS

Group Funding and Others comprise of activities to maintain the liquidity of the Group as well as support operations of its main business units and non-core operations of the Group.

The loss of RM5,166.3 million reflected the exceptional charges from the settlement of RM2.83 billion, goodwill and other impairment of RM1.9 billion and central COVID-19 overlay provisions of RM299.2 million.

GROSS LOANS (RM MILLION)**DEPOSITS (RM MILLION)**

GROUP QUARTERLY FINANCIAL PERFORMANCE

FY2021

	Q1	Q2	Q3	Q4
--	----	----	----	----

All in RM Million unless stated otherwise

Operating revenue	2,214.6	2,138.0	2,090.1	1,969.9
Net interest income	444.4	531.8	543.0	572.7
Net income from Islamic banking	180.1	243.4	304.6	201.6
Net income from insurance business	124.0	117.4	115.4	137.5
Other operating income	321.1	263.7	197.3	210.7
Share in results of associates and joint ventures	22.9	(1.5)	15.5	6.9
Other operating expenses	(538.6)	(523.8)	(545.2)	(524.7)
Impairment and provisions	(49.9)	(332.5)	(262.1)	(2,429.2)
Settlement	—	—	—	(2,830.0)
Profit/(Loss) before taxation and zakat	504.0	298.5	368.5	(4,654.5)
Profit/(Loss) attributable to equity holders of the Company	365.2	237.3	263.8	(4,692.8)
Earnings/(Loss) per share (sen)	12.1	7.9	8.8	(156.0)
Dividend per share (sen)	—	—	—	—

FY2020

	Q1	Q2	Q3	Q4
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All in RM Million unless stated otherwise

Operating revenue	2,390.4	2,349.3	2,370.1	2,214.8
Net interest income	468.3	472.9	504.9	492.5
Net income from Islamic banking	230.0	246.1	213.4	330.1
Net income from insurance business	121.2	112.5	105.1	101.9
Other operating income	232.4	245.4	276.0	77.6
Share in results of associates and joint ventures	12.8	(8.0)	5.2	(13.1)
Other operating expenses	(528.6)	(526.2)	(552.3)	(501.1)
Impairment and provisions	32.4	(109.1)	(56.9)	(202.5)
Profit before taxation and zakat	568.5	433.6	495.4	285.4
Profit attributable to equity holders of the Company	391.5	319.6	382.1	247.5
Earnings per share (sen)	13.0	10.6	12.7	8.3
Dividend per share (sen)	—	6.0	—	7.3

Note 1: Included in Q4FY2021 are impairment of goodwill and impairment of investment in an associate of RM1,789.2 million and RM147.8 million respectively.

Note 2: Relates to the settlement with the Ministry of Finance ("MOF") Malaysia on historical transactions of the Group with 1Malaysia Development Berhad ("1MDB") and its related entities.

B. PERFORMANCE REVIEW

KEY INTEREST BEARING ASSETS AND LIABILITIES

	FY2020		FY2021			
	Average Balance RM Million	Average Rate %	Interest Income/ Expense RM Million	Average Balance RM Million	Average Rate %	Interest Income/ Expense RM Million
INTEREST EARNING ASSETS						
Short-Term Funds, Deposits and Placements with Banks and Other Financial Institutions	5,239	2.37%	124	9,357	1.44%	135
Financial Assets at Fair Value Through Profit or Loss	14,295	3.55%	507	11,458	2.70%	309
Financial Investments at Fair Value Through Other Comprehensive Income	16,903	4.01%	678	18,389	3.59%	661
Financial Investments at Amortised Cost	5,034	4.34%	218	4,759	4.36%	207
Loans, Advances and Financing	102,598	5.20%	5,339	109,996	4.16%	4,572
INTEREST BEARING LIABILITIES						
Deposits from Customers ¹	104,346	3.03%	3,159	115,522	2.01%	2,324
Deposits and Placements of Banks and Other Financial Institutions	9,513	2.83%	270	8,888	1.56%	139
Recourse Obligation on Loans and Financing Sold to Cagamas Berhad	4,548	4.00%	182	5,081	3.27%	166
Term Funding, Debt Capital and Other Borrowed Funds	12,349	4.01%	495	8,363	3.81%	318

¹ Deposits from customers includes Investment accounts of customers

STATEMENT OF VALUE ADDED

	FY2020 RM million	FY2021 RM million
VALUE ADDED		
Net interest income	1,938.6	2,091.9
Net income from Islamic Banking	1,019.6	929.7
Income from Insurance Business	1,428.7	1,398.5
Other operating income	831.4	992.8
Share in results of associates and joint ventures	(3.1)	43.8
Insurance claims and commissions	(988.0)	(904.2)
Other operating expenses excluding personnel and depreciation and amortisation	(614.2)	(589.2)
Allowances for impairment on loans, advances and financing	(322.6)	(1,116.9)
Other impairment and provisions	(13.5)	(19.8)
Value added available for distribution	3,276.9	2,826.6

	FY2020 RM million	FY2021 RM million	FY2020 %	FY2021 %
DISTRIBUTION OF VALUE ADDED				
To employees:				
Personnel expenses	1,241.0	1,280.2	37.9	45.3
To the Government:				
Taxation	327.0	227.6	10.0	8.1
Settlement	–	2,830.0	–	100.1
To state collection centres and community:				
Zakat	3.0	1.0	0.1	0.1
To providers of capital:				
Dividends to shareholders	400.9	–	12.2	–
Non-controlling interests	112.1	114.4	3.4	4.0
To reinvest to the Group:				
Depreciation and amortisation	253.0	262.9	7.7	9.3
Retained profits/(accumulated loss)	939.9	(3,826.5)	28.7	(135.4)
Impairment of goodwill	–	1,789.2	–	63.3
Impairment of investment in an associate	–	147.8	–	5.2
	3,276.9	2,826.6	100.0	100.0

B. PERFORMANCE REVIEW

CAPITAL MANAGEMENT

AmBank Group's capital management approach remains focused on maintaining a healthy capital position that supports the Group's strategic objectives and risk appetite. This is achieved through building an efficient capital structure that optimises return on capital and provides sustainable returns to shareholders.

The Group's capital management is guided by the Group Capital Management Framework of which the objectives of capital management are to:



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

The Group evaluates its approach to capital management through the Internal Capital Adequacy Assessment Process (ICAAP) where it integrates the risk and capital management process. The Group's ICAAP document is prepared annually and approved by the Board of Directors annually of which includes the following:

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

In relation to the Settlement that has resulted in a reduction of the Group's Core Capital Equity Tier 1 (CET1) by 2.49% as at 31 March 2021, the Group has accelerated the capital restoration plan by undertaking a private placement on 14 April 2021 which raised approximately RM825 million. This will increase the Group's CET1 by 0.71% to 12.04% on a proforma 31 March 2021 basis. Besides, the other ongoing initiatives would be the implementation of a foundation internal ratings-based approach and the potential non-core asset divestitures, which will supplement the organic capital generation.

The Group's key initiatives that were undertaken during the financial year 2021 as outlined below:

- (a) RM400 million Basel III Tier 2 Subordinated Sukuk Murabahah on 8 December 2020;
- (b) RM400 million Basel III Tier 2 Subordinated Debt on 30 March 2021;
- (c) Equity Injection of RM650 million into AmBank via subscription of 66,394,280 new ordinary shares issued by AmBank;
- (d) Equity Injection of RM130 million into AmlInvestment Bank via subscription of 114,035,088 new ordinary shares issued by AmlInvestment Bank.

CREDIT RATINGS

From a credit rating perspective, we believe in providing our stakeholders with an independent view of our banking subsidiaries as well as that of the Company. As such, we continue to maintain credit ratings with Moody's Investors Service, S&P Global Ratings and RAM Rating Services Berhad, both solicited and unsolicited.

RATING AGENCY	RATING CLASSIFICATION	RATING ACCORDED
The Company		
RAM Rating Services Berhad	Long-term Corporate Credit Rating Short-term Corporate Credit Rating Outlook	AA3 P1 Stable
AmBank (M) Berhad		
Moody's Investors Service	Long-term Bank Deposits (Foreign) Rating Short-term Bank Deposits (Foreign) Rating Outlook	A3 P-2 Negative
S&P Global Ratings	Long-term Foreign Currency Rating Short-term Foreign Currency Rating Outlook	BBB+ A-2 Negative
RAM Rating Services Berhad	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	AA3 P1 Stable
AmBank Islamic Berhad		
RAM Rating Services Berhad	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	AA3 P1 Stable
AmInvestment Bank Berhad		
RAM Rating Services Berhad	Long-term Financial Institution Rating Short-term Financial Institution Rating Outlook	AA3 P1 Stable

BALANCE SHEET MANAGEMENT

Balance sheet management involves the management of AmBank Group's structural funding and liquidity. It also maintains the Funds Transfer Pricing (FTP) framework which is governed by the Group Assets and Liabilities Committee (GALCO).

Structural funding and liquidity are managed by targeting a diversified funding base and avoiding concentrations by depositor and investor type, product, maturity or currency and implementing wholesale funding diversification and maturity concentration limits. In setting its funding diversification policy, the Group will take into consideration the cost/benefit trade-off to ensure optimum level of funding cost.

To sustain a diversified funding profile and monitor the liquidity risk of the Group, we are guided by the Basel III liquidity framework, namely the:

- (1) Liquidity Coverage Ratio (LCR), with a primary focus of ensuring a sufficient buffer of liquid assets that could be easily converted into cash to meet the liquidity needs for up to 30 calendar days; and
- (2) Net Stable Funding Ratio (NSFR), outlining the requirements on maintaining a stable funding profile vis-à-vis the composition of assets and off-balance sheet commitments in order to reduce the likelihood of disruption to liquidity position.

The FTP framework promotes a Groupwide allocation of funding costs to the business units by taking into account the interest rate and liquidity positions of the Group. The FTP mechanism is refined according to market conditions and relevant strategies approved by the management and it is derived to reflect regulatory principles.

To fund our businesses, a liquidity premium is charged to the business units based on the contractual tenor of the transactions. Business units that generate long-term, stable funding are incentivised in the form of liquidity credit. Presently the key funding growth agenda is as follows:

- (1) To strengthen the deposit franchise, by focusing on lower-cost current accounts and savings accounts (CASA) and gathering term deposits to build sufficient base to fund the loans growth; and
- (2) To diversify the sources of funding to build a more sustainable base and reduce reliance on non-core deposits.

FUNDING STRUCTURE FY2021

Loans are the largest component of the Group's assets and are generally funded by core customer deposits. Our core customer deposits increased by RM7.5 billion from RM113.0 billion in FY2020 to RM120.5 billion in FY2021, a 6.6% growth. We will continue to prioritise growth in core customer deposits, which are a stable and resilient source of funding. We have outlined plans to lower the cost of funding by growing CASA composition, tapping on alternative funding sources and optimising a stable funding mix.

FINANCIAL CALENDAR

FY2020

27

February 2020

Announcement of Unaudited Consolidated Results for the Financial Third Quarter Ended 31 December 2019

29

June 2020

Announcement of Audited Consolidated Results for the Financial Year Ended 31 March 2020

30

July 2020

Payment of Final Single Tier Dividend of 7.3 sen per Share for the Financial Year Ended 31 March 2020

30

November 2020

Announcement of Unaudited Consolidated Results for the Financial Half Year Ended 30 September 2020

FY2021

1

March 2021

Announcement of Unaudited Consolidated Results for the Financial Third Quarter Ended 31 December 2020

31

May 2021

Announcement of Audited Consolidated Results for the Financial Year Ended 31 March 2021

30

July 2021

Notice of 30th Annual General Meeting

2

September 2021

30th Annual General Meeting

C. BUSINESS REVIEW

Wholesale Banking

"Despite the unprecedented disruption from the COVID-19 pandemic, Wholesale Banking continued to deliver strong performance in FY2021, recording an income growth of 22.0% YoY. Our commendable results were primarily driven by a strong performance from Group Treasury and Markets (GTM), with growth in flow ancillary income such as foreign exchange (FX) and equities along with careful positioning arising from global interest cuts. We maintained our momentum in improving customer experience through bespoke Cash Management solutions together with online ecosystems. Similarly, we partnered with Fintechs, eCommerce businesses and other corporates to explore new opportunities and market spaces that better meet customer onboarding, payment and collection needs during the pandemic. Overall, we have made commendable progress in customer experience excellence, evidenced by a significant increase of 23.3% in our Current Account Savings Account (CASA) base."

RAJA TEH MAIMUNAH RAJA ABDUL AZIZ

Managing Director

Wholesale Banking, AmBank Group



**TOTAL INCOME
FY2021**

RM1,509.2 MILLION

RM1,237.1 MILLION IN FY2020



**PROFIT BEFORE PROVISIONS (PBP)
FY2021**

RM1,227.5 MILLION

RM934.2 MILLION IN FY2020



**PROFIT AFTER TAX (PAT)
FY2021**

RM747.2 MILLION

RM772.0 MILLION IN FY2020

ABOUT US

At Wholesale Banking, we cater to the banking needs of mid-sized and large corporations from various economic sectors and industries. With business solutions experts, supported by client coverage teams that deliver world-class service, we offer our clients an extensive repertoire to help meet their diverse financial services' needs. These offerings include cash management, trade solutions, financing, foreign exchange (FX), remittances, investments, treasury, debt and equity capital markets solutions and more. We comprise of three main divisions:

Corporate Banking

Offers a full range of products and services of corporate lending, trade finance, offshore banking and cash management solutions to wholesale banking clients.

Transaction Banking

Delivers cash management solutions, trade products and remittances to corporate clients.

Group Treasury and Markets (GTM)

Manages liquidity for the banking group and offers financial markets solutions to a broad range of clients across all asset classes. The sales and trading activities cover fixed income, interest rates, foreign exchange, money market, equity, commodities and derivatives.

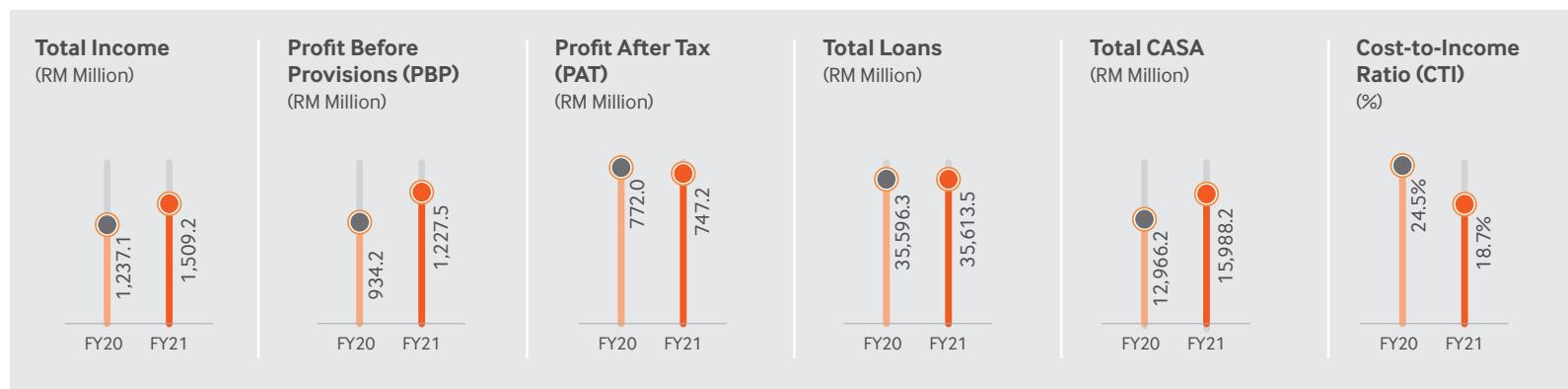
KEY INITIATIVES & OUTCOMES

Key Initiatives	Outcomes
<p>Equity Derivatives</p> <ul style="list-style-type: none"> Strengthened our footing in the equity derivatives space. Honed our structured warrants issuance and equity option market-making capabilities. <p>Fast & Simple eFX</p> <ul style="list-style-type: none"> Implemented digital FX pricing, execution and distribution engine (eFX) through existing digital channels. Continued to progress with the inclusion of FX as a key product for our corporate and retail client base. <p>Bespoke and innovative digital banking solutions</p> <ul style="list-style-type: none"> Developed Fintech partnerships to tap into new market solutions and customer segments, including e-Wallets, cryptocurrency, money services and Payment Service Agents (PSAs). Became the first bank in Malaysia to offer bespoke solutions via the exposure of Application Programming Interfaces (APIs), to enable our Fintech partners to fully digitalise their onboarding journey. Executed RENTAS settlements for DuitNow transactions for non-bank participants, including managing merchant settlements for these participants. Assisted the onboarding process for Fintech customers through bespoke APIs. Facilitated smaller merchants PSAs to adopt e-commerce via FPX. <p>Virtual Account Solutions</p> <ul style="list-style-type: none"> Provided Virtual Accounts for all major buyers and customers of our client, Hicom-Tek See Manufacturing (M) Sdn. Bhd. The virtual accounts allow the client to monitor and reconcile their collections efficiently. <p>Internal Collaborations</p> <ul style="list-style-type: none"> Strengthened collaborations with Wholesale Banking, Transaction Banking and AmBank Islamic to penetrate municipalities throughout the country. 	<ul style="list-style-type: none"> Achieved 12.0% market share in structured warrants.* <p>* As at 31 March 2021 (Source: Bursa Malaysia)</p> <hr/> <ul style="list-style-type: none"> Improved digital enablement to assist in growing customer base and added value to existing customers. Alleviated traffic flow to redirect focus to advisory and solutions whilst reducing operational risk. <hr/> <ul style="list-style-type: none"> Provided secure, real-time, reliable, accurate and significant enhancements for key customers, such as using APIs to facilitate the onboarding process for Rakuten Trade. More than 11,000 new accounts were activated at the beginning of the Movement Control Order (MCO) period in March 2020 and grew to 145,000 by end of October 2020. Formed strategic partnership with Merchantrade Asia Sdn. Bhd. to enable Hybrid e-Wallet, enabling Merchantrade's customers to enjoy a much larger e-Wallet capacity while reaping the benefits of Current Account-i, the first-of-its-kind with the largest wallet size of RM50,000. Demonstrated our position as one of the key players in the banking industry in accelerating the growth of cashless payments in Malaysia, by acting as a settlement bank to enable Finexus to participate in DuitNow, a retail payment platform operated by Payments Network Malaysia Sdn. Bhd. ("PayNet"). Contributed to the 23.3% YoY growth in CASA. <hr/> <ul style="list-style-type: none"> Enabled the clients to precisely identify the total collection from each of its buyers, both locally and internationally. Helped the clients to manage between RM20.0 million to RM30.0 million of collections per month. <hr/> <ul style="list-style-type: none"> Enriched our product offerings with successful sign-ups for various cash management products and increasing CASA balances.
8 Other Information	7 Sustainability Statement
6 Responsible Governance	5 Leadership
7 Key Messages	1 Overview of AmBank Group
3 Value Creation at AmBank Group	4 Management Discussion and Analysis
73	

C. BUSINESS REVIEW**Wholesale Banking****OUR PERFORMANCE**

In FY2021, Wholesale Banking remained undeterred by the volatile market environment as we tightened risk management and precisely executed strategy. We registered an income of RM1,509.2 million, growing 22% YoY and contributing to 33% of the total Group's revenue. Net interest income grew 29% YoY due to higher investment and trading securities income. Non-interest income was higher YoY, mainly driven by Markets trading revenues, sales of equity derivatives and shares revaluation gain. Transaction Banking remained focused on building operating accounts via cash management solutions to secure sticky CASA. As a result, CASA experienced a stellar growth of 23.3% YoY.

GTM delivered another year of solid performance, with income growth of 70.4% YoY. GTM also ensured that the Group's liquidity position remained sound during this challenging period by growing the deposit base by 6.6% YoY while keeping funding costs down. Liquidity Coverage Ratio (LCR), a key measure of liquidity for all operating entities, remained above the regulatory requirement of 100%. Due to proactive increases in loan loss provisions on anticipated new loan losses caused by the COVID-19 pandemic, our YoY PAT fell by 3.2%.

**AWARDS & RECOGNITION**

- **Alpha South-East Asia Awards 2020**
 - Best FX Bank for Corporates and Financial Institutions (9th Consecutive Year)
 - Best FX Bank for Structured Products: Commodities, Credit, Equity, FX and Multi-Assets for FX and Treasury segment
- **Asset Benchmark Research: Malaysia's Best Local Currency and Bond Individuals in Research, Sales and Trading for 2020**
 - Sales: Ranked 3rd (Ho Su Farn)
 - Trading: Ranked 2nd (Akmal Zaid Mansor)
- **Malaysian e-Payment Excellence Award (MEEA) 2020**
 - Outstanding Contributions to JomPAY (4th consecutive year)
 - Top JomPAY Acquirer (1st year)
- **Outstanding Digital Acceleration in Response to COVID-19 2020**
 - Honoured by The Digital Banker (Singapore) for our non-face-to-face customer acquisition enabler for Rakuten Trade
- **Best Islamic Finance Project Finance Deal of The Year**
 - Pengerang LNG (Two) Berhad's RM1.7 billion (US\$410.5 million) Project Financing Sukuk Murabahah
- **Alpha SEA: 14th Annual Best Deal/Solution Awards 2020**
 - Best FIG Islamic Finance Deal – MBSB Bank Berhad's MYR1.3 billion Sukuk Wakalah Issuance
 - Best Local Currency Sukuk – Dialog Group Berhad
- **The Asset Triple A Islamic Finance Awards 2020**
 - Best Bank Capital Sukuk – MBSB Bank MYR1.30 billion Tier 2 Sukuk Wakalah Issuance
 - Best NBFI Sukuk – MNRB Holdings MYR320 million Subordinated Murabahah Sukuk
- **The Digital Banker Award**
 - Outstanding Digital Acceleration in response to COVID-19

COVID-19 IMPACT & RESPONSE

COVID-19 Impact	Our Response	Outcomes
Cash flow disruptions of customers/borrowers and loan moratoriums by BNM impacted our deposits and business activities.	<ul style="list-style-type: none"> Leveraged on our diversified customer base to mitigate any major impact on our deposit base. Proactively engaged our customers to understand and help them navigate the unique and unprecedented challenges presented by the pandemic. Provided repayment assistance to SMEs and corporates with impacted cash flows, offering proactive solutions and assistance such as restructuring and rescheduling of existing loan payments. Increased frequency of counterparty credit reviews, in order to identify emerging potential credit risks. 	Deepened new and existing customer base, achieving 20% YoY growth on our flow franchise business.
All physical customer engagement events were put on hold due to the Movement Control Order (MCO).	<ul style="list-style-type: none"> Conducted online customer engagements, including market outlook seminars and customer appreciation events. Conducted regular virtual meetings to stay connected with our customers. 	Improved efficiency and accessibility during customer engagements.
Restrictions in physical movements led to new practices in terms of digitalisation, customer behaviours and execution of banking documents.	<ul style="list-style-type: none"> Worked closely with our IT and operations counterparts to ensure our e-channels are able to serve an increased volume of online customers. Remained vigilant during the processing of online documents to prevent fraud and potential losses. 	Mitigated system issues and ensured we fulfilled our customers' payment instructions promptly, and minimised cases of fraud within Wholesale Banking.

RISKS & MITIGATION

Challenges/Risks	Mitigation Strategies	Results
Increase in Online and Micro Payment Transactions A high volume of low-value transactions threatens system processing due to bottlenecks.	<ul style="list-style-type: none"> Introduced a queue processing mechanism in middleware to eliminate bottlenecks. 	Seamless and efficient processing of online/micropayment transactions, with an expected reduction in turnaround time and rejected transactions.
Product Development/Management Non-compliance with Product Approval Papers and outdated product documents.	<ul style="list-style-type: none"> Obtain product approval from Group Product Forum. Periodically review product documents. 	Zero breaches against product approvals and no outdated product documents recorded.
Potential Defaults Default risk arising from multiple financing of invoices.	<ul style="list-style-type: none"> Collaborations with BNM and PayNet and use of distributed ledger technology to ensure that invoices are not financed multiple times. 	Progressively reduced multiple financing.

PROSPECTS & OUTLOOK

In FY2022, we anticipate new challenges as the world continues its transition into the new normal. Financial and capital markets will have to navigate the economic challenges and uncertainty. Our clients are expected to face a disruption in cash flow due to slow business demand arising from several lockdown, thus impacting business growth and asset quality. Therefore, wholesale banking remains focus to ease the financial burden of our clients.

We will continue to refine our suite of products and services, both conventional and Shariah, to meet our clients' evolving needs. This includes the launching of our PayNet products, in which we will leverage on our first-mover advantage. Other strategic initiatives in the pipeline include forging new partnerships and collaborations that will enable us to deliver niche banking solutions to our clients. Overall, we aim to build sticky CASA, promote healthy loans growth and building capital light revenues. With the current and pipeline initiatives bundling, coupled with our Fintech and eCommerce partnerships, we are confident in our ability to continue delivering customer value, grow our CASA balance, and improve our revenue.

C. BUSINESS REVIEW

AmlInvestment Bank

"Despite operating in a challenging business environment, AmlInvestment recorded a commendable performance during the period under review, growing our total income by 13.3% YoY from RM305.5 million to RM346.1 million. The strong performance was mainly driven by higher contributions from our flow businesses, i.e., our Equity Markets, Private Banking and Fund management divisions, which benefitted from the low-interest-rate environment. Our Equity Markets continued to benefit from the surge in traded volumes in line with the spectacular performance of the Malaysian stock market last year where both traded volumes and traded values hit record highs, mainly due to increased participation from retail investors. Our fund management business, AmlInvest, also turned in a sterling performance, closing the year with a record fund size of RM47.9 billion. In Private Banking, clients benefitted from our recommendations in light of consistent rebound in capital markets from the second half of the year. Our discretionary mandate during the calendar year 2020 had outperformed the MSCI ex-Japan index by 4.0%, delivering a performance of 27.0% for the year. Corporate Finance and Capital Markets Group, however, saw COVID-driven uncertainties leading to corporate deals being put on hold or cancelled with companies conserving cash in anticipation of a protracted recession. Despite these difficulties, we managed to maintain our Top 3 ranking amongst local banks in the Malaysia M&A league table and are ranked 4th in the Malaysian Overall Bond/Sukuk league table. The pandemic also tested our agility and ability to quickly roll out various digitalisation initiatives such as remisier mobility to stay on top of the game. Overall, our positive performance amid unprecedented challenges, supported by a string of awards and accolades won, serve as a testament to AmlInvestment's strategic focus in building a sustainable high-growth business model."

TRACY CHEN
Chief Executive Officer
AmlInvestment Bank Berhad



TOTAL INCOME

RM346.1 MILLION

RM305.5 MILLION IN FY2020



PROFIT AFTER TAX (PAT)

RM135.5 MILLION

RM98.4 MILLION IN FY2020



ASSETS UNDER MANAGEMENT (AUM)

RM57.9 BILLION

RM50.9 BILLION IN FY2020

ABOUT US

We are amongst the most prominent investment banks in Malaysia with a strong market presence. We provide a full range of integrated solutions and services, which include corporate finance and M&A advisory, equity and debt capital markets, fund management, private banking and stockbroking services. These services cover both conventional and Islamic financing.

Our key areas of expertise include:

- **Capital Markets Group (CMG):** Delivers market-leading and customised financing solutions via the debt capital markets to our entire spectrum of clients, ranging from corporate and institutional to government-linked entities. The team leverages its debt origination and structuring expertise built from a comprehensive market and product knowledge in providing clients with integrated financing solutions.
- **Corporate Finance (CF):** Delivers an extensive range of corporate and advisory services comprising mergers and acquisitions (M&As), take-overs, restructuring, initial public offerings (IPO), issuance of equity and equity-linked instruments, valuations and independent advisory services. CF is dedicated to providing our clients with the highest levels of deal execution and service.
- **Equity Capital Markets (ECM):** Leverages on a well-established distribution network and close relationships with fund managers, retail investors and research analysts; providing timely market intelligence in the origination of primary market transactions and the structuring and managing of the marketing and distribution of both primary and secondary equity offerings.

- Equity Markets (EM):** Provides a comprehensive range of products and services, including futures broking, share trading and share margin financing. EM offers share trading facilities to retail and institutional investors, as well as share margin financing facilities to retail and corporate investors. Customers can trade or invest in companies listed on Bursa Malaysia and selected overseas exchanges.
- Fund Management (AmlInvest):** Manages a broad range of investment mandates and unit trust funds across the risk-return spectrum for individuals, corporates and institutions, and provides fund distribution support services for institutional distributors. AmlInvest also manages Private Retirement Schemes (PRS) and Exchange Traded Funds (ETFs).
- Private Banking (AmPrivate):** Provides high net-worth clients with investment solutions, both discretionary and non-discretionary, to fit their risk profiles (both in Malaysian Ringgit and foreign currencies).

KEY INITIATIVES & OUTCOMES

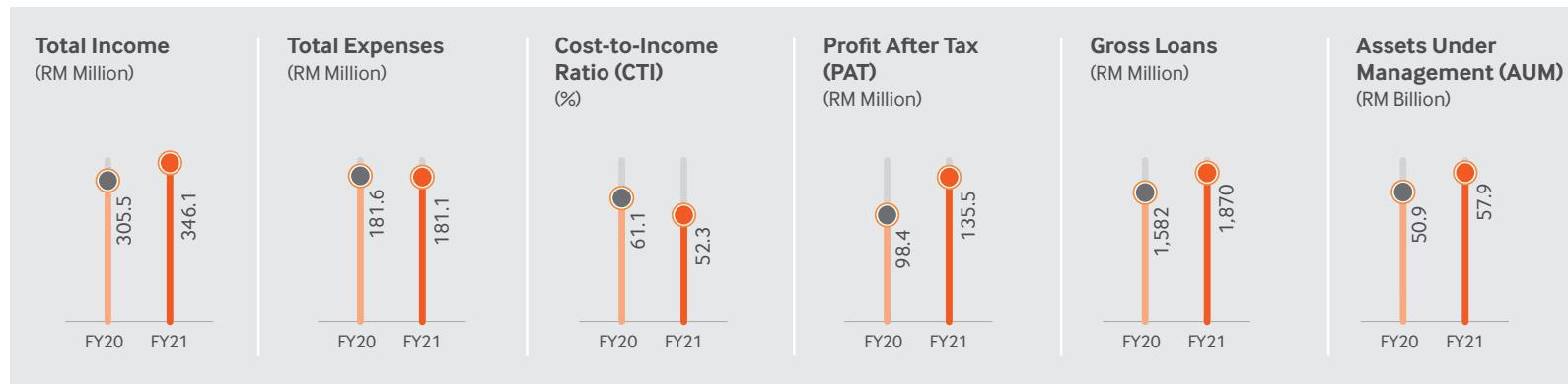
Key Initiatives	Outcomes
<p>Capital Markets Group (CMG)</p> <ul style="list-style-type: none"> Road to Capital Markets ("RTCM"): Provided debt and project finance advisory to corporate clients in Business Banking and MidCorp segment to tap capital markets for funding. To advise and arrange sustainability funding. 	<ul style="list-style-type: none"> Ranked No. 4 with 10.7% market share for Overall Malaysian Bonds/Sukuk for 2020. Acted as a Principal Advisors/Lead Arranger for major Sukuk and Syndicated Financing deals, including: <ul style="list-style-type: none"> - RM3.0 billion Sukuk Wakalah Programme for Dialog Group Berhad. - RM700.0 million Asset-Backed Medium Term Notes Facility for Swirl Assets Berhad. - RM1.7 billion Sukuk Murabahah for Pengerang LNG (Two) Sdn Bhd. - RM100.0 million Islamic Commercial Papers Programme and RM500.0 million Islamic Medium Term Notes Programme for George Kent (Malaysia) Berhad. - RM71.0 billion Government-Guaranteed Islamic Commercial Paper & Islamic Medium Term Notes Programme for Danainfra Nasional Berhad. - Syndicated Revolving Credit-i Facility of up to RM3.0 billion guaranteed by the Government of Malaysia for Lembaga Pembiayaan Perumahan Sektor Awam. - Multi-Trade Finance-i, Revolving Credit-i and Cash Line-i Facilities of up to RM231.0 million for Swift Haulage Sdn Bhd. Secured a few ESG Sukuk mandates e.g. up to RM700 million ESG Sukuk for 2 mini-hydro projects.
<p>Corporate Finance (CF) & Equity Capital Markets (ECM)</p> <ul style="list-style-type: none"> Road to Capital Markets: Provided investment banking advice to corporate clients in Business Banking and Mid-Corp sectors to access capital markets. Raised clients' awareness and interest in investment banking products via webinars. Place greater focus and enhanced marketing on Initial Public Offering (IPO) and listing of companies on Bursa Securities. 	<ul style="list-style-type: none"> Gained strong interest for the Road to Capital Markets Webinar with over 160 attendees that led to higher deal enquiries. Achieved repeated investment banking mandates for corporate clients, including origination of several general offer/privatisation deals. Maintained a healthy IPO deal pipeline with a significant number of potential transactions. Acted as Principal Adviser for key deals such as: <ul style="list-style-type: none"> - RM823 million acquisition of property assets by Lagenda Properties Berhad. - RM714 million acquisition of property assets by GSB Group Berhad. - RM590 million takeover offer of Eastern & Oriental Berhad by Amazing Parade Sdn Bhd. - RM423 million acquisition of property assets by Grand-Flo Berhad. - RM340 million divestment of property assets by Naim Holdings Berhad. - RM89 million takeover offer of Euro Holdings Berhad by SPA Furniture Sdn Bhd. - RM37 million takeover offer of Grand Hoover Berhad by Aim Tetap Teguh Group. Acted as Placement Agent for <ul style="list-style-type: none"> - Lagenda Properties Berhad – raised RM134 million through Primary Placement. - Kerjaya Prospek Property Berhad – raised RM102 million through Primary Placement.

C. BUSINESS REVIEW**AmInvestment Bank****KEY INITIATIVES & OUTCOMES (CONTINUED)**

Key Initiatives	Outcomes
Equity Markets (EM) <ul style="list-style-type: none"> Implemented a Retail Business Broking System for remisiers to further enable dealer mobility and improve client servicing efficiency. Optimised our delivery channels and operations with the closure of the Johor Bahru branch. 	<ul style="list-style-type: none"> Ranked No. 3 (amongst investment banks) in Institutional Trade Value in 2020 with a market share of 7.0%. Created a seamless experience for customers through facilitating trade settlements and crediting of sale proceeds by linking clients' trading accounts with their AmBank banking accounts. Online transactions constituted nearly 70% of total Retail traded value.
AmInvest <ul style="list-style-type: none"> Reinforced our investment team with regional/offshore and ESG/SRI expertise. Continued to build better brand recognition and public trust with our expertise and performance track record. 	<ul style="list-style-type: none"> Top five market ranking by fund size in the Lipper Unit Trust League Table. Best Bond Group by Refinitiv Lipper Funds Awards Malaysia 2021. Strengthened our brand as an investment solution provider with 40 years of award-winning experience.
AmPrivate <ul style="list-style-type: none"> Strengthened our team of Private Client Managers to continue serving the needs of high net worth clients. Increased the number of Private Client Managers at identified locations, serving both new and next-generation high net worth clients. 	<ul style="list-style-type: none"> Achieved decent growth in AUM to reach RM10 billion in FY2021.

OUR PERFORMANCE

Continuing on our growth momentum, we contributed positively to AmBank Group's performance, with a 13.3% YoY increase in total income. This growth is a result of a higher net income from the flow of business, which consequently offset the drop in IB origination and lower write-back of impairment.



CMG retained its dominance in the Malaysian debt capital markets. Its market share in the Malaysian Ringgit Islamic Sukuk space expanded from 10.7% to 12.2% while maintaining its market share in the overall Malaysian Bond category at over 10%. Amongst the top four investment banks ranked in Bloomberg's Malaysian Bond and Malaysian Ringgit Islamic Sukuk League Tables, CMG is ranked 1st in total deal volume versus single counterparty exposure limit (SCEL). This performance stands as a testament to the close collaboration with our client coverage colleagues, deep-seated relationships

with our client base, and an unwavering commitment to providing innovative market-driven solutions.

CF's strategy continues to align with the aim of Wholesale Banking Coverage (WBC) and Business Banking (BB), where we provide integrated financial solutions to our corporate clients to help them achieve their business objectives. Top-notch advisory solutions coupled with high levels of execution excellence has enabled CF to remain as a Top 3 adviser in Malaysia.

ECM contributed to our growth through equity fundraising activities that primarily focused on mid-cap sized companies listed on Bursa Malaysia. It was another milestone year as ECM raised more than RM600 million via numerous equity fundraising deals. In addition, despite the challenging market environment, ECM completed two notable property fundraising deals: Lagenda Properties Berhad, in which ECM successfully raised RM134.0 million through Primary Placement; and Kerjaya Prospek Property Berhad with RM92.0 million also raised via Primary Placement.

EM recorded a 65.0% YoY increase in revenue, contributing RM109.4 million to total Group revenue in FY2021. Additionally, profit before tax (PBT) grew by nearly three-fold to RM64.0 million, while total share margin financing outstanding rose by 56% YoY to RM1.03 billion. This strong growth performance is attributed to a surge in traded volumes and traded values due to increased participation from retail investors.

AmInvest achieved another record in terms of total funds under management. We closed the year with a fund size of RM47.9 billion, breaking last year's record of RM42.1 billion. Our total funds under management have been growing steadily over the past three years with a 10.0% cumulative annual growth rate (CAGR). We also maintained our top five Fund Size Market position in FY2021. AmInvest's growth came from capturing a rise in demand for investment funds by institutional and retail investors while applying robust client retention strategies amidst uncertain times, offering appropriate products to our investors and growing the investment portfolios by capitalising on the volatility of the capital markets.

AmPrivate achieved a double-digit return on capital employed (ROCE) in FY2021 due to strong growth in assets under management (AUM), improved quality of idea generation by our Product Specialists, as well as significant outperformance by AmPrivate's Discretionary Mandate team.

AWARDS & RECOGNITION



CMG

- **RAM League Awards 2020**
 - Lead Manager Award by Programme Value 2019 (3rd Place)
 - Lead Manager Award by Number of Issues 2019 (Joint 2nd Place)
 - Lead Manager Award (Sukuk) by Programme Value 2019 (3rd Place)
 - Lead Manager Award (Sukuk) by Number of Issues 2019 (Joint 2nd Place)
- **The Asset Triple A Islamic Finance Awards 2020**
 - Best Bank Capital Sukuk (MBSB Bank Berhad's RM1.3 billion Tier 2 Sukuk Wakalah Issuance)
 - Best Non-Bank Financial Institution (NBFI) Sukuk (MNRB Holdings Berhad's RM320 million Subordinated Sukuk Murabahah)
- **The Asset Triple A Asia Infrastructure Awards 2020**
 - Petrochemical Deal of the Year (Regional) (Pengerang Refinery and Petrochemical's USD9.5 billion Debt Facility)
 - Petrochemical Deal of the Year (Malaysia) (Pengerang Refinery and Petrochemical's USD9.5 billion Debt Facility)
 - Telecom Deal of the Year (Digi Telecommunications Sdn Bhd's RM900 million Sukuk Murabahah)
 - Water Deal of the Year (Pengurusan Air SPV Sdn Bhd's RM1.6 billion Multi-Tranche Sukuk)
- **14th Annual Alpha SEA Deal and Solution Awards 2020**
 - Most Improved Bond House in Southeast Asia 2020
 - Best FIG Islamic Finance Deal of the Year (MBSB Bank Berhad's RM1.3 billion Tier 2 Sukuk Wakalah)
 - Best Islamic Syndicated Loan Deal of the Year (Serba Dinamik Holdings Berhad's RM1.2 billion Syndicated Term-Financing i)
 - Best Islamic Finance Project Finance Deal of the Year (Pengerang LNG (Two) Sdn Bhd's RM1.7 billion Sukuk Murabahah)
 - Best Local Currency Sukuk (Dialog Group Berhad's RM500 million Perpetual Sukuk Wakalah)

CF

- **14th Annual Alpha Southeast Asia Deal & Solution Awards 2020**
 - Best Equity Deal of the Year, Malaysia (Joint Underwriter for Mr D.I.Y. Group Berhad's RM1.5 billion IPO)
- **14th Annual Alpha Southeast Asia Best Financial Institution Awards 2020**
 - Best Small to Mid-Cap Corporate Finance House in Malaysia

EM

- **Global Banking & Finance 2020**
 - Best Securities Brokerage Malaysia 2020
- **Bursa Malaysia Top Brokers 2020**
 - Top Broker in Highest Traded Value For ETFs Category

AmInvest

- **Refinitiv Lipper Fund Awards Malaysia 2021**
 - Best Bond Fund Family Group Over Three Years (2nd consecutive year)
 - AmDynamic Bond, Best Bond MYR Fund Over 3 Years (2nd consecutive year)
 - AmDynamic Bond, Best Bond MYR Fund Over 5 Years (2nd consecutive year)
 - AmDividend Income, Best Equity Malaysia Income Fund Over 3 Years
 - AmDividend Income, Best Equity Malaysia Income Fund Over 10 Years
 - AmMalaysia Equity, Best Equity Malaysia Fund Over 5 Years
 - AmMalaysia Equity, Best Equity Malaysia Fund Over 10 Years
- **Asia Asset Management Best of the Best Awards 2021**
 - Best Bond Manager, Malaysia
 - Best Institutional House, Malaysia
 - Best Pension Fund Manager, Malaysia (3rd consecutive year)
- **World Finance Investment Management Awards 2020**
 - Best Investment Management Company, Malaysia

C. BUSINESS REVIEW**AmlInvestment Bank****COVID-19 IMPACT & RESPONSE**

COVID-19 Impact	Our Response	Outcomes
Cashflow disruptions of corporate clients led to suspension or cancellation of M&A deals.	<ul style="list-style-type: none"> Maintained close contact with clients to understand their objectives and provide sound advice on deal strategy. 	Effectively managed the timing of M&A deal execution with the provision of necessary funding when markets improved.
Higher traded volumes and values by retail investors due to moratorium and low-interest-rate environment.	<ul style="list-style-type: none"> Invested in digital capabilities to improve deliverables, minimise errors during trading, and maximise customer experience. 	<ul style="list-style-type: none"> Recorded an all-time high total revenue and pre-tax profit from Retail Business.
The MCO adversely affected the processing of new share trading account applications by retail customers.	<ul style="list-style-type: none"> Implemented electronic account opening application forms (e-AOF), enabling online account applications through our trading platform (AmEquities). 	<ul style="list-style-type: none"> Increased retail investors' share of traded volumes and value to 50% of all equity trades transacted by/through AmlInvestment.
Volatility in capital markets due to economic and market disruptions.	<ul style="list-style-type: none"> Regularly communicated with distributors and customers to better understand and meet their needs. 	<ul style="list-style-type: none"> Achieved a record number of new account opening applications with online trades exceeding 70% of total trades.
		<ul style="list-style-type: none"> Increased overall fund size and effectively managed withdrawal concerns.

RISKS & MITIGATION

Key Risks	Mitigation Strategies	Results
Fee Compression Increased competition may lead to fee compression for advisory revenues.	<ul style="list-style-type: none"> Closely collaborate with client relationship teams, offering financing to execute the deals. Provide a comprehensive one-stop financial solutions to defend key client relationships. 	Ranked Top 3 by deal value amongst Malaysian advisers in Bloomberg M&A League Table 2020.
Traded Volumes & Value Lower traded volumes/value by institutional investors impacts overall performance.	<ul style="list-style-type: none"> Diversify our reliance on government-linked investment corporations (GLICs) and foreign institutional clients. 	Successfully opened new-to-Bank Non-GLIC accounts and reactivated some dormant or inactive Non-GLIC accounts.
Product Withdrawals Tax incentives may lead to withdrawals from some of our unit trust products.	<ul style="list-style-type: none"> Offer alternative solutions and new products that better meet clients' needs. 	Increased fund demands and growth in this category.

PROSPECTS & OUTLOOK

The post-pandemic recovery may be uneven, with some sectors recovering faster than others. This dynamic will drive investor demand initially for assets in those ahead in the recovery curve and navigate AmlInvestment through growth resumption in FY2022. CMG will continue to adopt a dynamic approach in the pursuit of innovative and optimal financing solutions. The CMG team will leverage its debt origination and structuring expertise, built from a comprehensive market and product knowledge in providing clients with integrated financing solutions. At the same time, CF continues executing its strategic initiatives such as the Road to Capital Markets programme for clients in Business Banking and Mid-Corp sectors, as well as, build on the M&A and IPO pipeline in FY2022. For ECM, we expect a significant increase in equity fundraising deal volume, with FY2022 projected to be an 'IPO Year' supported by a robust pipeline.

A key strategic initiative for EM in FY2022 is to introduce new products such as Securities Borrowing & Lending and Global Futures to diversify its revenue and increase its market share. Additionally, EM endeavours to grow its share margin financing book by tapping the growing number and increased participation of retail investors.

Similarly, AmlInvest's FY2022 focus area is to increase the digitalisation and in-sourcing of its platform to grow its distributors and client base. AmlInvest will also enhance its innovative product offerings, particularly in terms of sustainable and offshore funds. Meanwhile, AmPrivate will continue to focus on the emerging high net-worth millennials.

Retail Banking

"FY2021 has been a challenging year, with the pandemic impacting both the economy as well as social behaviour. Retail Banking proudly rose to the challenge by helping our customers navigate the financial crisis, enhancing our digital channels for remote banking, strengthening our segment value propositions for SMEs and Priority Banking customers, and maintaining employee morale and productivity. Despite the unprecedented difficulties, we delivered on our commitments to customers as well as overall Group performance. As a testament to our resilience, we recorded an encouraging growth in assets under management (AUM), gained market share across major product categories, and exceeded RM1.0 billion in ASNBV sales volume for the first time in AmBank's history."

AARON LOO
Managing Director, Retail Banking
AmBank Group



INCOME

RM1,597.8 MILLION

RM1,466.3 MILLION IN FY2020



PROFITS BEFORE PROVISIONS (PBP)

RM732.8 MILLION

RM601.2 MILLION IN FY2020



PROFIT AFTER TAX (PAT)

RM151.0 MILLION

RM315.0 MILLION IN FY2020

ABOUT US

We provide banking solutions to help individuals and small businesses realise their aspirations. Our range of products and services addresses customers' financial, and lifestyle needs through physical and digital channels. We offer a full suite of financial products tailored to the needs of different segments and sub-segments, from affluent to mass market and from retailers to F&B outlets. Our partnerships with major lifestyle corporations, such as BonusLink, allow us to deliver on such needs seamlessly. Additionally, our partnership with technology companies like Maxis has enabled us to provide our clients with value-added access to digital capabilities as well as access to government grants to support their migration to a digital environment.

Our clients have access to a wide variety of channels, including:

- AmOnline (Web and AMY 2.0) and AmAccessBiz that enable clients to conduct most of their transactions without having to leave the comfort of their home or office
- 170 branches nationwide network
- 1,090 self-service machines
- Call Centres

C. BUSINESS REVIEW**Retail Banking****KEY INITIATIVES & OUTCOMES**

Key Initiatives	Outcomes
Helping Our Customers <ul style="list-style-type: none"> Developed and deployed a comprehensive set of Repayment Assistance packages to help affected customers. Mobilised more than 1,000 bankers nationwide to reach out and proactively help our most at-risk clients. Simplified the Repayment Assistance application process with minimal requirements to provide evidence of hardship. 	<ul style="list-style-type: none"> Approved close to 100% of customers that applied for Repayment Assistance.
Enhance Digitalisation <ul style="list-style-type: none"> Launched AMY 2.0, our refreshed mobile app improved usability and functionality. Started pilot trials on full digital account opening for individuals through AMY 2.0 and for SMEs via AmAccessBiz using electronic Know Your Customer (e-KYC) capabilities. 	<ul style="list-style-type: none"> Increased the number of individuals using our digital channels by 30% YoY, with a more than 80% increase in individuals' total financial transactions via digital channels.
Strengthen Segment Value Proposition <ul style="list-style-type: none"> Launched SME-in-a-Box in partnership with Maxis and BonusLink. The box allows customers to gain preferential rates to an entire host of products, including deposits, financing, merchant terminal, telecommunications and more. Introduced PayG, a new product that allows us to grant financing to SMEs based on their historical transaction volume captured by their credit card merchant terminals. Developed mTAP (in partnership with Maxis), an app that converts smartphones with Near Field Communications (NFC) into payment acceptance devices. This enables businesses to accept credit, debit and QR based payments using their mobile phones. 	<ul style="list-style-type: none"> Recorded more than 20% growth in RSME CASA and financing volume.
Signature Priority Banking <ul style="list-style-type: none"> Pivoted our Priority Banking value proposition away from lifestyle-related programmes centred on giving clients more flexibility via cashback programmes. Launched relevant campaigns linked to our client's level of Assets Under Management (AUM). This includes our Wealth Connection Campaign that rewarded loyal clients with digital devices to help them stay connected during MCO. Launched a series of new investment propositions, including retail bonds, equity-linked investments and foreign currency products, enhancing and diversifying their returns. Developed our Relationship Management team to ensure that our Priority Banking clients get the coverage and attention they deserve. 	<ul style="list-style-type: none"> Increased in AmSPB customers with Wealth products and higher Wealth AUM per AmSPB customer.
Energise Our People <ul style="list-style-type: none"> Developed digital engagement programmes including physical and mental health programmes to keep our teams connected and engaged during MCO. Launched a series of Robotic Process Automation (RPA) to reduce repetitive tasks, thus allowing employees to focus on more meaningful work. 	<ul style="list-style-type: none"> Improved our Gallup engagement score to the 60th percentile of Malaysian companies from the 24th percentile in the previous year. Increased staff engagement scores by 13% YoY.

OUR PERFORMANCE

Our focus on mass affluent, affluent and small business segments have yielded a higher YoY Net Promoter Score (NPS) among our customers, gains in key products market shares, as well as a deepening of our customer relationship.

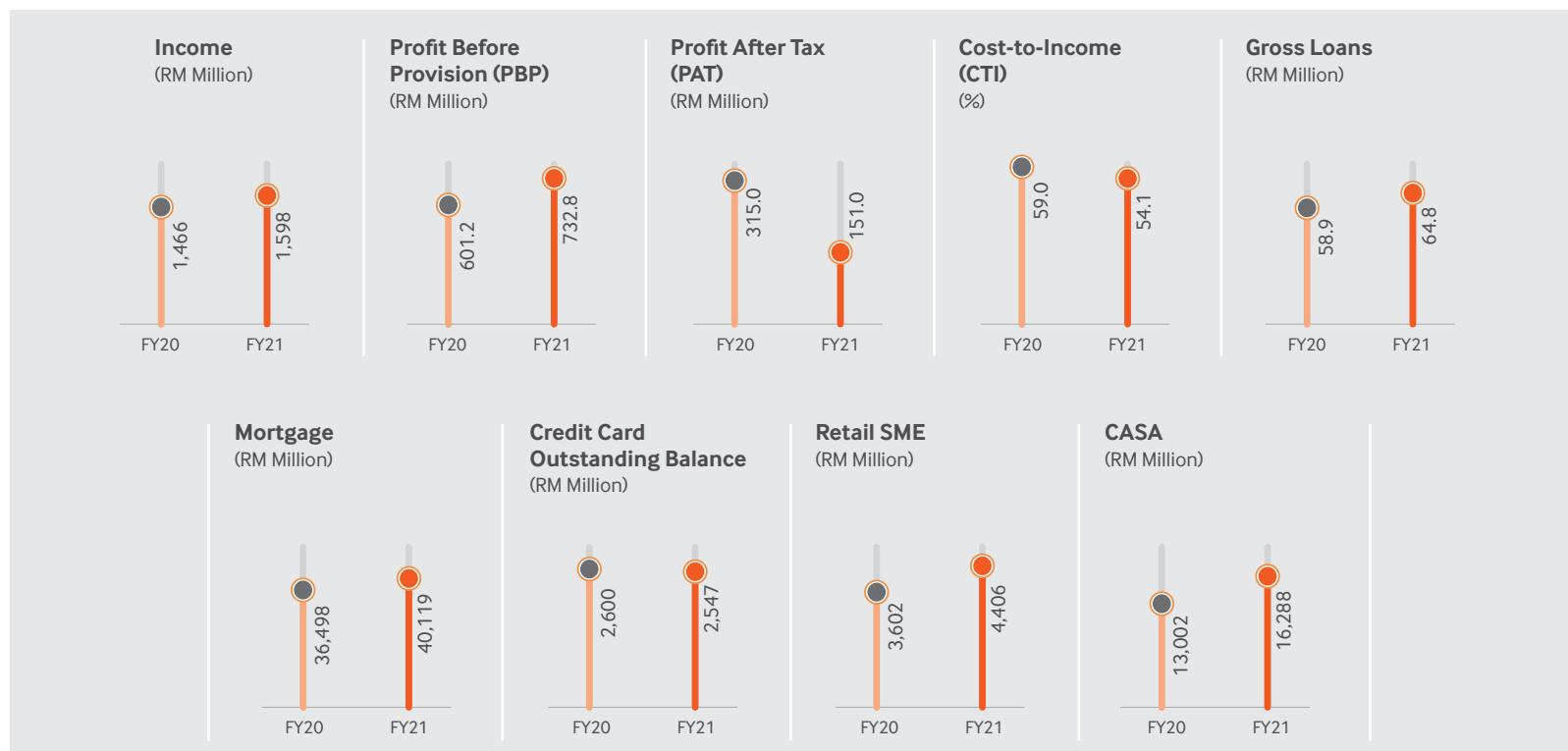
Our income registered strong underlying growth YoY while maintaining strict cost discipline to enable our Profit Before Provision to grow by 22%. Cost Income Ratio improved to 54% from 59% last year.

PAT reduced by 52% YoY mainly attributable to prudential management overlays in our Expected Credit Loss ('ECL') Provisions. This ensures that the

business is sufficiently buffered against potential future credit deterioration upon the expiry of repayment assistance programmes.

Gross Loans grew by 10% to RM 64.8 billion, partly due to the impact of the automatic moratorium which reduced repayments but also attributable to our ability to sustain good sales momentum during the year despite a challenging macroeconomic environment.

We have also been successful in diversifying our deposit base with CASA growth of RM3.3 billion or 25%, hence resulting in an improved CASA ratio of 34.5% compared to 28.6% last year.



AWARDS & RECOGNITION



- **Visa Award 2019**
 - Highest Payment Volume (PV) Growth for eCommerce Spend
 - Highest Payment Volume (PV) Growth for Co-Brand Card'
- **The Global Business Outlook Awards**
 - Best Mobile Banking App
 - Most Innovative Mobile Banking App
- **The Asset Triple A Digital Awards 2020**
 - Best Retail Mobile Banking Experience
 - Best Wealth Management Experience
- **Malaysian e-Payments Excellence Awards**
 - Outstanding Contribution to MyDebit (fourth consecutive year)
 - Outstanding Contribution to JomPAY (fourth consecutive year)
 - Top JomPAY Acquirer
- **Excellence in Retail Financial Services Awards 2021 – by The Asian Banker**
 - Best Digital Employee Engagement Initiative/Application

C. BUSINESS REVIEW**Retail Banking****COVID-19 IMPACT & RESPONSE**

COVID-19 Impact	Our Response	Outcomes
<p>Cashflow disruptions of customers, with 85% of our borrowing customers taking the six months National automatic moratorium.</p> <hr/> <p>Overall, industry credit card transaction volumes dropped as a result of movement and social distancing restrictions.</p>	<ul style="list-style-type: none"> Reached out to financing customers through multiple channels of communications. Provided Senior Management Oversight to ensure close monitoring and speedy decisions were made. Mobilised more than 1,000 staff bank-wide staff to support Repayment Assistance programs, with 6,400 site visits conducted on Retail SME customers. <hr/> <ul style="list-style-type: none"> Listened to our customer needs during the lockdown and amalgamated all our propositions in Essential Kit. Recalibrated credit cards and financing options through the launching of the new Cash Rebate Card, Amazing 30 – a campaign that rewards cardholders with attractive cash rebates, cash backs and discounts. 	<p>Enrolled 22% of our Balance Sheets with various Repayment Assistance programmes.</p> <hr/> <p>Gained in market share on the credit card in circulation, retail spend and receivables.</p>

RISKS & MITIGATION

Key Risks	Mitigation Strategies	Results
<p>Customer Experience Challenges in customer engagement affect sales growth.</p> <hr/> <p>Margin Compression Uncertainty in the Overnight Policy Rate (OPR) makes it challenging to manage our margins.</p> <hr/> <p>High Cost of Funds A low CASA ratio leads to a higher cost of funds.</p> <hr/> <p>High-Net-Worth Clients A ratings downgrade by RAM impacts the confidence of our high-net-worth clients.</p>	<ul style="list-style-type: none"> Accelerate digital onboarding and transactions. <hr/> <ul style="list-style-type: none"> Grow our fixed-rate loans through Hire Purchase and new fixed-rate mortgage products. <hr/> <ul style="list-style-type: none"> Delivered segment-led value propositions via strategic partnerships. Introduced self-directed digital solutions to grow operating CASA accounts. <hr/> <ul style="list-style-type: none"> Deploy a sizeable and experienced relationship management team to continuously engage with our clients. Provide clients with proactive advice in optimising their investment returns. 	<p>Improved the usage of our online banking platform to more than 60%.</p> <hr/> <ul style="list-style-type: none"> Hire purchase disbursed volume increased by 20% Rolled out a new fixed-rate Mortgage loan in 2020 <hr/> <p>Turnaround the perception issues faced by the ratings downgrade.</p>

PROSPECTS & OUTLOOK

Despite the challenges faced in FY2021, we have accelerated our growth across all major product lines and taken market share. In the upcoming year, we aim to continue this positive momentum by further strengthening the segment-based value proposition offered to our individual and SME clients, while also enhancing our ability to acquire and service clients digitally through AmOnline and AmAccessBiz. Similarly, we will reformat our physical branch networks and enable greater non-face-to-face interactions using self-service machines and AmOnline kiosks as well as equip our relationship management team with digital solutions to better serve our AmSPB clients. In expanding our client base, we work closely with our Business and Wholesale Banking clients to extend value propositions to their employees and suppliers. Similarly, through strategic partnerships with Maxis and BonusLink, we will offer their clients value to efficiently acquire greater clientele, as well as accelerate the digitalisation of SMEs through value proposition and product innovation (i.e., SME-in-a-Box, mTAP and PayG).

Business Banking

"Business Banking continues to serve companies, particularly SMEs, with annual turnovers not exceeding RM150 million. Since our establishment in 2017, we have experienced tremendous growth in the market. Through our relentless efforts, the Group's SME loans portfolio achieved a CAGR growth of 20.8%, from RM5.9 billion in FY2017 to RM12.6 billion in FY2021. Over the last year, we have stepped up our productivity and established a first-mover advantage through various initiatives in the areas of digital enablement, investments, branding and marketing alignment."

CHRISTOPHER YAP HUEY WEN
Managing Director, Business Banking
AmBank Group



TOTAL INCOME

RM389.9 MILLION

RM366.3 MILLION IN FY2020



NII

RM296.8 MILLION

RM277.5 MILLION IN FY2020



NOII

RM93.1 MILLION

RM88.8 MILLION IN FY2020

ABOUT US

We provide banking solutions that nurture and grow Malaysia's entrepreneurs through our network of 25 Enterprise Banking Centres and 22 Commercial Banking Centres nationwide. Our division has been instrumental in acquiring more than 15,000 new SME clients for the bank. We adopt a high-touch relationship model combined with a structured lending programme for a holistic understanding of our customers' needs. Our areas of services include Commercial Banking, Enterprise Banking, Business Wealth, Industrial Hire Purchase and Bancassurance.

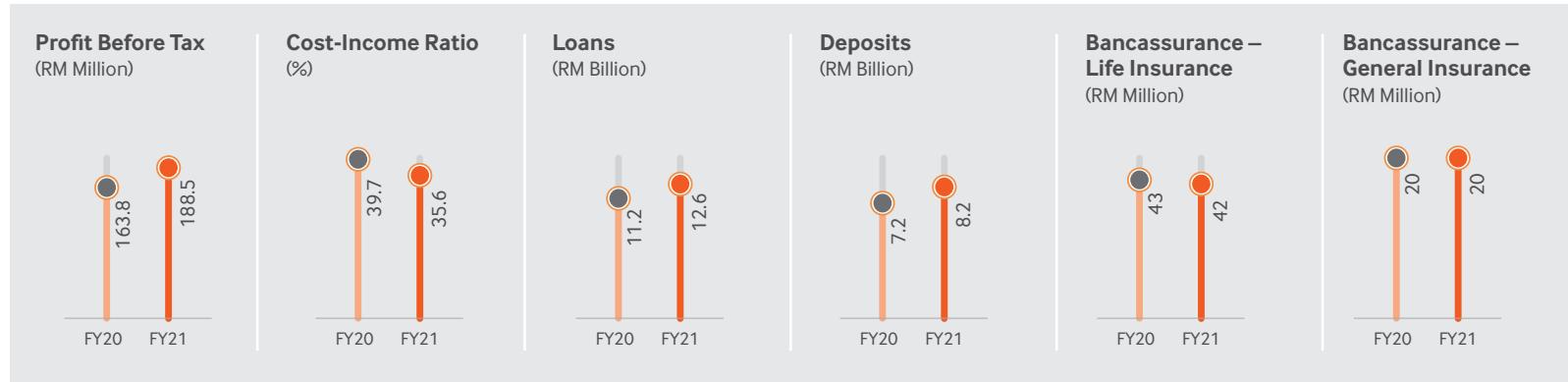
We strive to create holistic relationships that extend beyond financing which includes providing tailor-made solutions that meet SMEs' needs, cash management tools that help them operate efficiently and seamlessly, as well as development initiatives to help SMEs reset, revive and grow during this unprecedented time.

C. BUSINESS REVIEW**Business Banking****KEY INITIATIVES & OUTCOMES**

Key Initiatives	Outcomes
<p>COVID-19 Assistance for SMEs</p> <ul style="list-style-type: none"> Introduced several financing commitment reliefs as pre-emptive efforts to safeguard our SMEs businesses. Provided financial relief and schemes to alleviate the financial burden of SMEs. <p> <i>For more information, see page 154</i></p>	<ul style="list-style-type: none"> The Bank received up to 2,795 financing scheme applications by SME customers that were greatly impacted by the pandemic. A total of 1,718 applications were successfully disbursed amounting to RM1.4 billion, where 66% of the total disbursed amount was contributed by the Business Banking division.
<p>AmBank BizRACE Programme</p> <ul style="list-style-type: none"> In FY2021, the AmBank BizRACE programme surrounded three key themes; which are Digitalisation, Industrial Revolution 4.0 (IR4.0) and the Halal Industry. Offered SMEs grant funding of up to RM1 million through strategic partnerships with various Government bodies, including the Ministry of International Trade and Industry (MITI), Malaysian Investment Development Authority (MIDA) and Malaysia Digital Economy Corporation (MDEC). Partnered with Jabatan Kemajuan Islam Malaysia (JAKIM), Halal Development Corporation (HDC) and Malaysia External Trade Development Corporation (MATRADE) to create awareness on the benefits of Halal Certification. 	<ul style="list-style-type: none"> Received more than 2,000 sign-ups for AmBank BizRACE, with more than 200 shortlisted to undergo various training and development activities. SME participants receive close guidance from our AmBank BizRACE partners on their grant application journey, as well as IR 4.0, Digitalisation and Halal Certification strategies. Our corporate partners also include Bosch Rexroth Malaysia, Maxis and Microsoft Malaysia who are renowned experts in Industrial Revolution 4.0 and Digitalisation.
<p>AmBank BizHUB</p> <ul style="list-style-type: none"> Introduced AmBank BizHUB, a cloud-based marketplace for businesses to sell and purchase their services and solutions online. The aim is to fill the gap further up the supply chain with B2B transactions. Purchases through AmBank BizHUB can also be converted into affordable monthly instalments using AmFlexi-Pay upon request. 	<ul style="list-style-type: none"> Onboarded over 300 companies from various sectors, including, trading, printing, logistics and many more. Sellers provided with advanced services, such as automated customer matching and dedicated support for the onboarding process through our partner, Supplycart. Buyers gain easy access to almost 2,000 verified vendors and can compare the prices of products on the platform through the price comparison feature.

OUR PERFORMANCE

We have achieved a 6.4% growth in revenue, with a conditional focus on high-yielding products and business advisory capabilities such as Forex & Deposits, Bancassurance and Corporate Finance. Over the last financial year, we have also achieved a growth of 11.9% for loans and 14.5% for deposits.



AWARDS & RECOGNITION



- **Global Banking & Finance Review**
 - Best SME Bank Malaysia 2020
- **Alpha Southeast Asia**
 - Best SME Bank in Malaysia 2020
- **Asian Banking and Finance**
 - SME Bank of the Year 2020 (Malaysia)

COVID-19 IMPACT & RESPONSE

COVID-19 Impact	Our Response	Outcomes
Business and cash flow disruption experienced by Business Banking customers.	<ul style="list-style-type: none"> • Maintained frequent and meaningful contact with SME customers, enabling timely monitoring and discussions on their specific needs to overcome the crisis. 	Addressed the immediate needs of our SME customers, with many customers provided with financial relief.
Movement restrictions impacted SMEs ability to conduct their business as usual.	<ul style="list-style-type: none"> • Deployed digital processes such as an online marketplace, client onboarding platform, digital payroll and more. 	Provided SME customers with new platforms to expand their business and bring their digital strategy forward.
Rising need for businesses to experiment with technologies and cooperative approaches.	<ul style="list-style-type: none"> • Introduced various programmes for SME customers surrounding timely topics such as Industrial Revolution 4.0, Digitalisation and Halal Certification for their business. 	Helped over 200 SMEs embark on their digital journey and gain additional Government assistance, such as grants and certifications awareness.

C. BUSINESS REVIEW**Business Banking****RISKS & MITIGATION**

Key Risks	Mitigation Strategies	Results
Soft Market Demand Declining demand in the global and domestic market due to the economic slowdown.	<ul style="list-style-type: none"> Manage and coordinate the non-retail segment on COVID-19-related government financing schemes. Offer temporary payment deferment (moratorium) and several commitment-relief schemes for affected customers. 	<ul style="list-style-type: none"> Successfully disbursed RM924 million worth of loans for up to 1,092 applications by Business Banking customers under non-retail financing schemes. Provided RM2.5 billion worth of commitment relief packages to more than 289 Business Banking customers.
Crowded SME Space Intense competition in the SME sector threatens our market share.	<ul style="list-style-type: none"> Deliver holistic offerings to customers, extending beyond financing initiatives to help SMEs scale to the next level. 	Reached out to 232 SMEs, closed 35 deals, obtained RM219 million in loans and achieved RM19 million in revenue through our Road to Capital Market Series.
Margin Compression Increased competition and lower sales lead to margin compression for products and services.	<ul style="list-style-type: none"> Focus on capital-light revenue through initiatives such as SME digital onboarding, merchant business solutions, and cash management solutions. 	Improved the management of our margin compression.
Rapidly Changing Market Rapid market advancements continue to drastically change market needs.	<ul style="list-style-type: none"> Provide offerings that help future-proof our SME customers Invest in processes that future-proof our internal operations. 	Increased take-up rate of our digital solutions by SME customers.

PROSPECTS & OUTLOOK

In FY2022, we expect the market's volatility to continue as we transition towards a post-pandemic landscape. Therefore, our focus remains on helping our SME customers navigate the upcoming challenges. We will continue to monitor our customers' financial health, offer assistance where needed in the form of repayment, provide products and services to help customers future-proof their business, and further digitalise our processes for greater efficiency and customer experience.

We have developed several strategic priorities for FY2022. For example, our Road to Capital Markets programme allows customers to expand their business by tapping into our capital market products offerings. We have also introduced programmes that focus on SME Digitalisation, Sustainability, Ecosystem Financing and Liability Push. The associated strategic initiatives in the pipeline are designed to help drive AmBank Group's FOCUS 8 Strategy, particularly in pushing capital-light revenue, delivering holistic value propositions, ramping up digitalisation, integrating Environmental, Social and Governance Considerations into the business, and future-proofing our workforce.

AmBank Islamic

"The COVID-19 pandemic is impacting societies at their core. This unprecedented situation in recent history presents a new set of challenges for companies and individuals around the world. AmBank Islamic Berhad (AmBank Islamic) fully supports the various measures by the Government of Malaysia and BNM including the stimulus packages to help people and businesses cope with the near-term challenges. In supporting these initiatives, we have implemented various assistance programmes, which include financing to impacted SME customers at favourable terms and the automatic 6-month moratorium to individuals and SMEs. Rest assured of our belief that our success and ability to remain profitable and relevant is intrinsically dependent on the long-term prosperity of the environment and societies which we serve."

EQHWAN MOKHZANEE BIN MUHAMMAD
Chief Executive Officer
AmBank Islamic Berhad



TOTAL FINANCING

RM 36.2 BILLION

RM32.3 BILLION IN FY2020



TOTAL INCOME

RM 916.3 MILLION

RM883.8 MILLION IN FY2020



NET FUNDED INCOME (NFI)

RM830.4 MILLION

RM767.5 MILLION IN FY2020

ABOUT US

At AmBank Islamic, we offer a comprehensive range of Shariah-compliant retail and non-retail banking products and services, including investment, treasury, and trade solutions. Our primary role as a credit intermediary is evolving as we advance towards our value-based intermediation (VBI) aspiration. This is an integral strategy to catalyse our journey towards becoming a purpose-based organisation, whilst being mindful of financial returns to our shareholders.

We continue to serve our existing market segments, including retail, SME, corporate and institutional customers. Concurrently, we deliver added value to the Group by offering Islamic-centric solutions and penetrating niche market segments that naturally gravitate towards Islamic banking. AmBank Islamic is poised to further improve its income and profitability through its growth strategies.

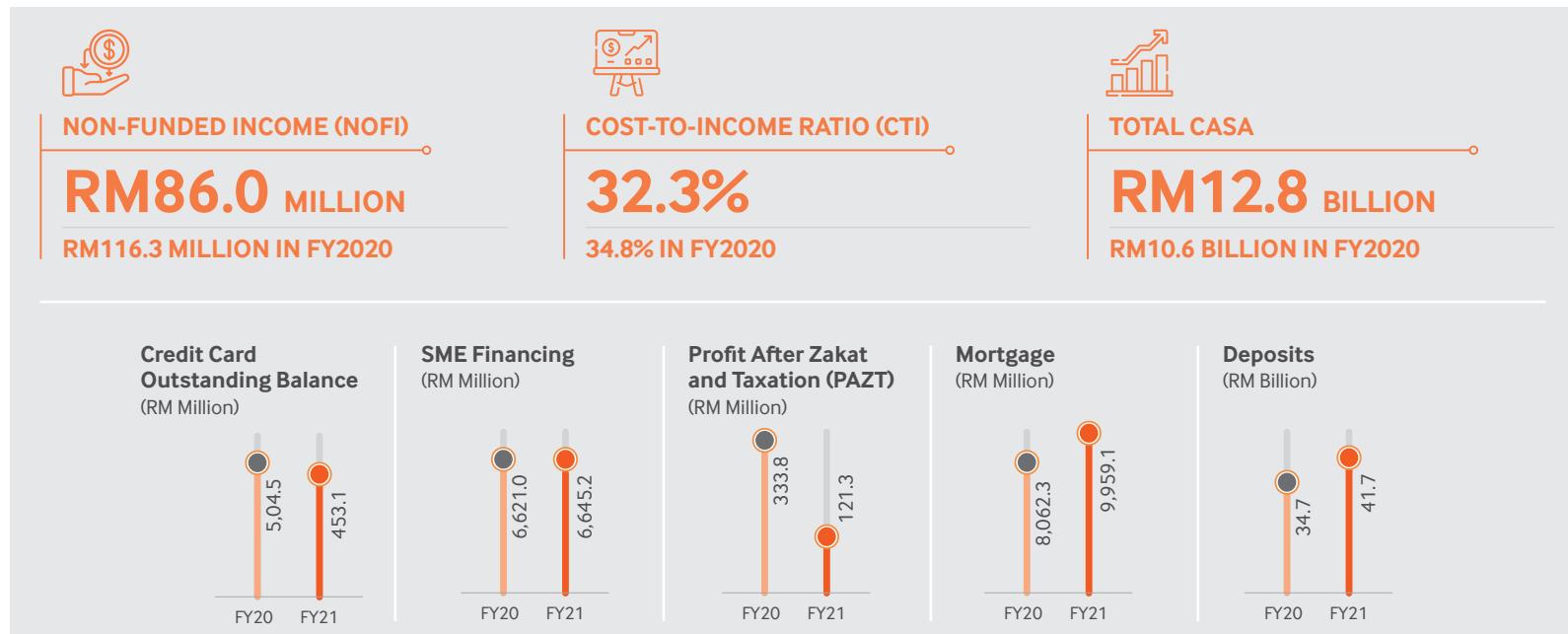
C. BUSINESS REVIEW**AmBank Islamic****KEY INITIATIVES & OUTCOMES**

Key Initiatives	Outcomes
Niche Market Segments	
<ul style="list-style-type: none"> Offered the following solutions and targeted niche segments to drive CASA balances: <ul style="list-style-type: none"> – AmWafeeq-i savings account – Educational institutions – JomPAY – Public bodies – Virtual Account 	<ul style="list-style-type: none"> Recorded a 20.2% growth in CASA balances.
Income Diversification	
<ul style="list-style-type: none"> Diversified income base by growing our fixed income securities book. 	<ul style="list-style-type: none"> Contributed to RM32.6 million or 3.7% growth in total income.
Business Customers	
<ul style="list-style-type: none"> Implemented capacity-building initiatives and deepening of wallet share to reinforce our relationships with SME and mid-corp customers. 	<ul style="list-style-type: none"> Achieved a RM3.9 billion or 12.2% growth in total financing, with net funded margin recorded at 1.80%.

OUR PERFORMANCE

Whilst the COVID-19 pandemic had far-reaching ramifications for financial institutions, we managed to record an increase in income by 3.7% to RM916.3 million and financing growth of 12.2%, which were attributable to our strategies in relation to income diversification and management of funding costs. This commendable performance is on the back of day one modification loss from the support given to customers through inter alia the automatic six-month moratorium, repayment assistance and targeted repayment schemes, albeit mitigated by the support given by the Government and BNM. We continued to demonstrate discipline and efficiency in cost management, which resulted in operating expenses falling by 3.8%, and consequently an improved cost-to-income ratio from 34.8% to 32.3%.

The COVID-19 pandemic and the fluidity of the imminent outlook have necessitated the need to adopt a prudent approach to our credit portfolio by recognising a significantly higher net impairment charge of RM50.9 million (FY2020: RM154.9 million). Whilst our underlying business continued to record commendable growth with profit before impairment of RM620.7 million, due to the anticipatory forward-looking overlay adjustments for potential financing delinquency upon expiry of the repayment assistance schemes, as well as from our exposure to the aviation and oil & gas sectors, our profit after zakat and taxation (PAZT) decreased by 63.7% to RM121.3 million.



AWARDS & RECOGNITION					1 Overview of AmBank Group

- **Global Banking & Finance (GBAF)**
 - Islamic Banking CEO of the Year Malaysia 2021 (3rd consecutive year)
 - Best Islamic Corporate Bank Malaysia 2020
 - Best Islamic SME Bank Malaysia 2020
- **Alpha Southeast Asia**
 - Best Islamic SME Bank in Malaysia 2020 (2nd consecutive year)
- **The Asset Triple A**
 - Best Bank Capital Sukuk Malaysia (Role: Shariah Adviser)
 - Best Non-Bank Financial Institutions (NBFI) Sukuk Malaysia (Role: Shariah Adviser)

COVID-19 IMPACT & RESPONSE		
COVID-19 Impact	Our Response	Outcomes
Lockdowns and movement restrictions negatively impacted businesses, resulting in income reductions, pay cuts, termination, and employees' resignations.	<ul style="list-style-type: none"> • Offered six-month automatic payment deferment for financing facilities to all eligible individual and SME customers until 30 September 2020. • Provided an option to customers with credit card facilities to convert their outstanding balances into term financing. • Continued to offer the Repayment Assistance and Targeted Repayment Assistance Programmes to ease the cash flow constraints of our customers. 	<ul style="list-style-type: none"> • Eased customers' cash flow constraints to mitigate the risk of customer default.
Supply-and-demand shocks due to economic lockdowns severely affected SME customers' business continuity and cash flow.	<ul style="list-style-type: none"> • Launched the Financial Relief Programme, which provides financing of up to RM1.0 million to impacted SME customers under Special Relief Facility, an initiative by BNM. • Introduced a moratorium or payment holiday of up to six months to ensure viable businesses continue to operate. 	<ul style="list-style-type: none"> • Approved additional financing to AmBank SME customers at favourable terms.
Corporate customers were severely impacted and required assistance in payment moratorium and/or financial assistance to stay afloat.	<ul style="list-style-type: none"> • Regularly engaged with corporate customers to assist those who are facing financial constraints. • Deployed more resources in managing rescheduling and restructuring (R&R) requests. 	<ul style="list-style-type: none"> • Effectively structured tailored R&R plans to suit customers' respective financial commitments.

91	Leadership	5	Responsible Governance	6	Sustainability Statement	7	Other Information	8	Management Discussion and Analysis	4	Value Creation at AmBank Group	3	Key Messages	2	Overview of AmBank Group
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C. BUSINESS REVIEW**AmBank Islamic****KEY RISKS & MITIGATION**

Key Risks	Mitigation Strategies	Results
Potential Defaults Poor economic conditions impact customers' ability to meet their payment obligations.	<ul style="list-style-type: none"> Manage and monitor the onboarding of customers vis-à-vis strategies and risk appetite. Implement prudent credit underwriting standards and proactive collection strategies. Monitor asset portfolio and composition. Proactively engage major underperforming customers to avoid impairment. 	Improved gross impaired financing ratio from 1.90% in FY2020 to 1.69% in FY2021.
Cybersecurity Increasing digitalisation and online use expose our critical data and business to cyber-attacks.	<ul style="list-style-type: none"> Implement the Cyber Resilience Policy to enhance cybersecurity through a multi-layered approach that builds our ability to prevent and recover from cyber-attacks and events that disrupt business operations and services. Establish a Security Incident Response Team to identify, protect, detect, respond and recover from cyber risk incidents. 	Zero successful cyber-attack incidents recorded.
Shariah Risks Shariah non-compliance (SNC) results in the purification of income and could impact our business if it remains unabated.	<ul style="list-style-type: none"> Align with the BNM Shariah Governance Framework (SGF), in which the Shariah Management Department acts as the 1st line of defence, Shariah Risk Management and Shariah Review functions act as the 2nd line of defence, and Shariah Audit function acts as the 3rd line of defence. Implement the necessary policies, guidance and control measures to mitigate SNC risks, including training and awareness programmes. 	One SNC event involving the use of insurance coverage for Industrial Hire Purchase-i facilities. There were no SNC income ramifications. In relation to the SNC income of approximately RM353,000, this pertains to the extension of Cash Line-i facilities without Aqad. The discovery was prompted by a similar SNC event that took place in the financial year ended 31 March 2020, and was part of the Bank's conscious effort to proactively identify any other potential SNC events involving Cash Line-i facilities. Given that this SNC event is similar to the one SNC incident which occurred in the financial year ended 31 March 2020, both SNC events are grouped as a single SNC event that was deemed to occur in the financial year ended 31 March 2020.

PROSPECTS & OUTLOOK

The current COVID-19 pandemic is a reminder that financial institutions are exposed to financial risks stemming from potential disruption to the global supply chain and customers' operations. We expect the market to remain volatile as the economy gradually recovers from this global health and economic crisis. As we navigate through the post-pandemic climate, we will accelerate our journey towards becoming a sustainable organisation by incorporating VBI-related principles. We will enhance our capabilities to overlay environmental and social risk grades into our credit evaluation process, in particular incorporating climate change considerations in decision-making. Social finance would assist community empowerment on a sustainable basis and this can be driven by our financing products and our efforts in re-thinking zakat mobilisation. Simultaneously, we will manage credit risks through continuous customer engagements, to support them during these trying times.

Recognising behavioural changes and the emergence of new opportunities arising from COVID-19, we will also reinforce the digitalisation agenda. In doing so, we aim to improve customer experience and end-to-end solutions, including in supporting the e-commerce segment. Furthermore, we will drive business growth by identifying and supporting industries and/or customers not severely impacted by COVID-19, deepen wallet share with existing customers. We will improve the targeting of the affluent segment by reinforcing our Islamic wealth management proposition.

AmGeneral Insurance

"In FY2021, AmGeneral realigned its strategic initiatives to gain new growth opportunities and prepared for market volatilities given the current challenging operating environment due to the COVID-19 pandemic. In view of unprecedented times, we remain committed to supporting and servicing our customers and intermediaries to address their insurance concerns while adapting to the new norm. We took a proactive lead in COVID-19 measures and responses, rolling out many initiatives to support our customers, partners, and all Malaysians at large. We continue to address concerns in response to the changing landscape. The recent awards and recognitions received from both Insurance Asia News and Motordata Research Consortium (MRC) served as testaments to our market-leading capabilities."

DAVID TAN SEE DIP
Chief Executive Officer
AmGeneral Insurance Berhad



GROSS WRITTEN PREMIUM

RM1,559.5 MILLION

RM1,575.9 MILLION IN FY2020



NET PROFIT AFTER TAX

RM232.5 MILLION

RM228.1 MILLION IN FY2020

ABOUT US

We are one of Malaysia's most prominent motor and leading general insurance companies in the market. Driven by a robust sales force and committed support from our business partners, we continue to deliver better-valued products and services. Under two retail brands, AmAssurance and Kurnia, we provide insurance to one in every seven cars in Malaysia. Additionally, we are ranked Top 2* in motor with a market share of 15.4% and Top 2* for overall general insurance. With over two million customers, we generate business from a comprehensive range of general insurance solutions distributed through a network of 33 branches and counters, servicing over 6,200 agents and dealers, as well as through AmBank Group's branches nationwide. Our purpose is to make Malaysia a safer place and be recognised as the 'Most Trusted Insurer' in Malaysia, which places utmost importance on honesty and transparency in doing business.

* Source: Insurance Services Malaysia (ISM), December 2020

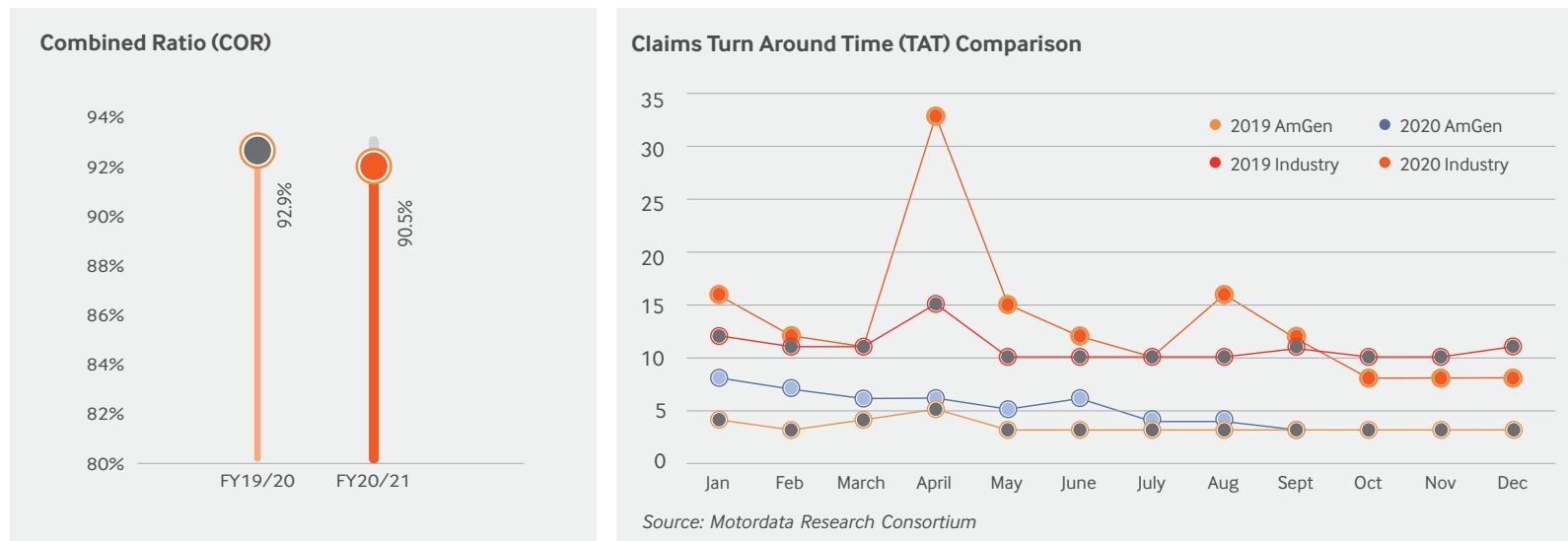
C. BUSINESS REVIEW**AmGeneral Insurance****KEY INITIATIVES & OUTCOMES**

Key Initiatives	Outcomes
Enhanced Motor Services <ul style="list-style-type: none"> Launched Motorcycle365, an enhanced motorcycle product targeted at the mass market. Introduced Grab Daily Insurance, an e-hailing insurance coverage for Grab drivers and passengers. Offered complimentary motor assistance to all Malaysians during MCO. 	<ul style="list-style-type: none"> Recorded RM34.2 million in gross written premium for Motorcycle365. Maintained our #2 position in motor, with 15.4% in market share. Outperformed the industry average in motor loss ratio (61.0% vs 62.5%).
Efficient Claims Management <ul style="list-style-type: none"> Strengthened the efficiency of our claims management approval process. Provided constant updates via calls and SMS to our customers to keep them informed of their claim's approval during MCO. 	<ul style="list-style-type: none"> Achieved an average three-day turnaround time (TAT) for overall claims approval. For comparison, the next closest insurer had a six-day* TAT whilst the rest averaged at 16 days. <p>* Source: Motordata Research Consortium</p>
New Value-Added Products <ul style="list-style-type: none"> Launched several key products with new value-added benefits, gaining market recognition in property segments. These products include: <ul style="list-style-type: none"> Fire365: provides additional Sabotage & Terrorism (S&T) extension benefits to the existing Fire365. Flexi SME 365: delivers a comprehensive policy with flexible solutions for SMEs, as well as a renewal and multiple policy discounts. 	<ul style="list-style-type: none"> Recorded the following gross written premium for each new product since launch until financial year-end: <ul style="list-style-type: none"> Fire365: RM35.4 million Flexi SME 365: RM976,000 Grew AmGeneral's Fire portfolio by 3.3% YoY, which is faster than the industry average of 1.6%, despite the current economic uncertainties.

OUR PERFORMANCE

Despite the effects of COVID-19 lockdowns, our lead in COVID-19 response helped protect the scale of the business, with a Gross Written Premium of RM1.56 billion. Additionally, our underwriting combined ratio significantly improved over FY2021. This is due to the favourable impact of reduced accident frequency, which led to a lower loss ratio. As a result, we recorded an underwriting profit of RM133.0 million, which is higher than the same period last year by RM32.0 million. Concurrently, we continued to spearhead the competitive general insurance market by delivering the fastest claims turnaround time in the industry.

	FY2020	FY2021
Gross Written Premium (RM Million)	1,575.9	1,559.5
Net Profit After Tax (RM Million)	228.1	232.5





AWARDS & RECOGNITION

- **Domestic General Insurer of the Year (Malaysia)**
 - Insurance Asia Awards 2020
- **Best P&C Insurer of the Year in Malaysia**
 - Insurance Asia News Awards for Excellence 2019
- **Motor Claims Insurer of the Year 2019**
 - Fastest Estimate Claim Approval Time for Own Damage Claims' by Motordata Research Consortium (MRC)
- **Motor Claims Insurer of the Year 2020**
 - Fastest Estimate Claim Approval Time for Own Damage Claims' by Motordata Research Consortium (MRC)

COVID-19 IMPACT & RESPONSE

COVID-19 Impact

Lockdown measures created customer concerns such as underutilisation of vehicles, difficulties in road tax/license renewals, travel plan disruptions, bereavement benefits and temporary liquidity issues.

Our Response

- Extended complimentary assistance for stationary cars with flat batteries/tyres.
- Assured the validity of customers' Motor insurance claims, even if they have not been able to renew their road tax/license.
- Extended complimentary coverage for all annual Kurnia Travel Supreme (KTS) policies.
- Introduced an ex-gratia benefit for travel policy holders for cancellations/curtailments due to COVID-19.
- Pledged a fund of up to RM1 million through a series of support initiatives and insurance protections, such as Complimentary Bereavement Benefit to all AmGeneral policyholders.
- Provided an interest-free instalment facility for customers with Corporate Non-Motor policies, with fast-tracking of payments to both customers and suppliers.
- Set up MCO Express claims, whereby customers could submit photos of minor damages via WhatsApp for prompt assessments and repair payments.
- Kept customers regularly informed on their vehicle's status and repair progress through text messages and personal phone calls.
- Offered a cash incentive to repairers who repaired customers' vehicles within a certain timeframe.
- Provided repairers with up to 50% advance payment for their outstanding repair invoices to maximise cash flow.
- Waived external adjuster assignments to fasten the repair process and avoid travel needs.

Outcomes

- Delivered continuous support to customers amid the COVID-19 pandemic.
 - Improved customer satisfaction and loyalty, with an 8-point growth in Net Promoter Score (NPS) compared to the same period last year.
-
- Maintained our leadership position in the motor claims ecosystem and customer services.
 - Delivered improved Claims services and seamless user experience with higher value for both customers and business partners.

C. BUSINESS REVIEW**AmGeneral Insurance****RISKS & MITIGATION**

Key Risks	Mitigation Strategies	Outcomes
Strategy Execution Prolonged COVID-19 threat leading to Movement Control Orders implemented nationwide would affect consumer spending capabilities and poses threat to meeting our strategic objectives.	<ul style="list-style-type: none"> Continue to improve product offerings to provide the best prospective proposal to customers. Setup an Underwriting, Pricing & Product (UPPCo) Committee to review underwriting, pricing and product development. 	Delivered competitive product pricing and attractive product features that meet consumer protection needs.
Cybersecurity Cyber threats to our core systems may lead to business and customer data breaches.	<ul style="list-style-type: none"> Implement preventive measures according to regulatory requirements and best practices to protect the integrity and privacy of sensitive data. Work closely with AmBank Group to monitor for potential threats and enhance cyber resilience. 	Effectively secured our customers' and company's data as well as improving our cyber resilience to effectively respond in the event of a cyber-incidence.
Economic Uncertainties The challenges in the economic outlook will give rise to volatilities in earnings from our investments.	<ul style="list-style-type: none"> Actively manage and revise our investment portfolio holdings to manage market uncertainties. Work closely with AmFunds to ensure our investment strategy is able to optimise the Company's investment returns. Implement the Tactical Asset Allocation and Strategic Asset Allocation of the Company set within our risk appetite. 	Successfully lowered our investment earnings' volatility with optimised investment returns.

PROSPECTS & OUTLOOK

In view of the challenging market landscape, we are taking a holistic view of the potential impacts of COVID-19, reprioritising our initiatives and investments to ensure business growth and sustainability. We will continue with our current 'Big 4' Strategic Pillars, which aligns with our purpose and mission:

- Grow to be One of Malaysia's Largest Most Profitable Motor Insurer
- Accelerate Non-Motor Growth to 30% of Total Portfolio
- Offer Market Leading Customer & Agent Servicing
- Develop Outstanding Internal Capabilities

Additionally, in FY2022, we will intensify our efforts on becoming the leading insurer in Malaysia. We have set out strategies to win in the changing landscape by growing profitably in our portfolios. With this, we will be embracing agency challenges whilst intensifying broking and Banca relationships. Our aim is to increase productivity by scaling up IT and expand analytics capabilities. This will be achieved by strengthening our core systems, front-end systems and processes.

As customers and our employees play a significant role in our current and future successes, we will also continue to enhance our customer experience by digitalising customer touchpoints. We aim to improve our good Net Promoter Score and increase customer retention and loyalty. To drive high-performance capabilities within AmGeneral, we will keep investing in employee development to drive stronger engagements with our customers. Overall, we are poised to continue to be a market leader, as we move into a more agile business environment in the 'new normal' – embracing change and adapting to market challenges.

"At AmMetLife, we emerged from the pandemic with greater confidence that we have the right strategy, the right businesses, the right culture, and the right team to create long-term value for our customers and stakeholders."



LEE JIAU JIUNN
Chief Executive Officer
AmMetLife Insurance Berhad



GROSS WRITTEN PREMIUM

RM592.1 MILLION

RM 604.7 MILLION IN FY2020



TOTAL INCOME

RM248.7 MILLION

RM140.3 MILLION IN FY2020

ABOUT US

Stemming from AmBank Group and MetLife's strategic partnership in 2014, AmMetLife aims to be a leading customer-centric and modern insurer in Malaysia. We are focused on meeting our customers' diverse needs with innovative solutions at different stages of their lives, making it easier and simpler for families and individuals to achieve financial security and pursue more from life. AmMetLife offers a comprehensive range of life insurance solutions to meet protection, medical and savings needs, and credit-related insurance solutions distributed through the AmBank Group's network of nearly 200 AmBank and AmMetLife branch offices nationwide. Additionally, we leverage the strength of our authorised life insurance agents who provide comprehensive coverage and reach across Malaysia.

KEY INITIATIVES & OUTCOMES

Key Initiatives

Agency Leaders

- Revitalised Agency channel by recruiting new agents and developing future Agency Leaders.

Outcomes

- Gained professional and high calibre agents through our Young Entrepreneur Scheme.

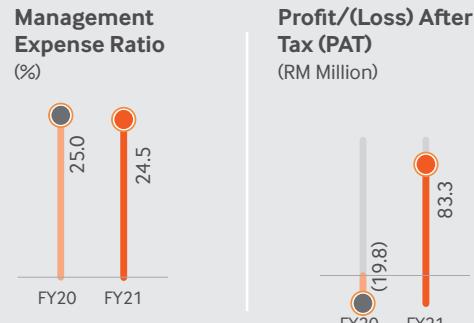
Digital Solutions

- Introduced new customer solutions with a simplified enrollment process.
- Implemented the digitalisation of sales distribution and customer experience.
- Launched a virtual sales process through digital point-of-sale tools.

- Launched a market-leading whole life plan, ProtectEase, and critical illness rider, CriticalEase, both with guaranteed acceptance.
- Enhanced customer touchpoints with 24/7 self-served functionalities, ePolicy, ePayment facilities and faster policy issuance turnaround time.

C. BUSINESS REVIEW**AmMetLife****OUR PERFORMANCE**

We are proud to announce net earnings of RM83.3 million for FY2021, despite the challenges presented by the pandemic. Over the past five years, we have also recorded a positive growth of 31.3% in gross written premiums, from RM451 million in 2015 to RM592 million in 2021.

**AWARDS & RECOGNITION**

- **Excellence in CSR Efforts**
– MY AMCHAM CARES 2020

COVID-19 IMPACT & RESPONSE**COVID-19 Impact**

Cash flow disruptions of customers impacted by the economic lockdowns.

Various challenges and hardships faced by customers following the COVID-19 pandemic.

Lower sales due to lockdowns as well as customers' reluctance for face-to-face sales meetings.

Our Response

- Regularly communicated with customers to better understand and meet their financing needs.
- Offered three-month premium deferment to ease customer needs.
- Provided special lump sum of RM6,000 compassionate benefit per life upon death for life assured, agents and front-line medical workers of registered hospitals (including non-policyholders).
- Offered additional complimentary benefits to new customers, including death benefits of RM25,000, up to RM300 for daily hospital income, and reimbursements up to RM400 for COVID-19 Test or pre-surgical COVID-19 test.
- Implemented a regulatory compliant workaround solution for new sales submissions.
- Accelerated digitalisation to enable end-to-end virtual sales submission, which can be activated during lockdowns.

Outcomes

Received over 400 applications for premium deferment amounting above RM600,000.

Received positive feedback from our customers and agents regarding our COVID-19 initiatives.

Ensured business continuity and ability to deliver insurance solutions to customers.

PROSPECTS & OUTLOOK

As the world gradually recovers from the impact of COVID-19, we expect digital adoption and digital plays to continue accelerating at a great pace. At AmMetLife, we will leverage this digital opportunity to improve efficiency and customer value. For Bancassurance, we are progressively streamlining our end-to-end sales process through Point-of-Sale, as well as building a robust sales activity management system. Our agents will also be re-trained to increase usage of the fully integrated digital Point-of-Sale tool, iEASY. Our overall focus for FY2022 is to improve the customer experience, which includes continuously enhancing customer online self-serve portal key functionalities and promote electronic communications. To deliver the right solutions for the right customers, we aim to target retail bank mass affluent customers with customisable product offerings and solutions. Similarly, the Agency will be launching a new medical product that provides superior protection needs for the mass market. At the same time, we will continue to revitalise and rebuild our professional Agency force through a 36-month Young Entrepreneur Scheme (YES 2.0) that recruits new agents and develops future AmMetLife leaders.

AmMetLife Takaful

"FY2021 marked another landmark for AmMetLife Takaful as we continue to expand our businesses. We generated an income of RM62.7 million, which is 44% higher than FY2020. This growth is driven by the relentless efforts and continuous improvement from our Business Distribution team, with Bancatakaful channel remaining the primary contributor from the Credit business, followed by the Alternative and Agency channel. We are guided by the Three-Year Business Plan & Strategy, which aims to accelerate the company growth by improving existing Bancatakaful arrangements, harnessing business banking opportunities, and exploring alternative distribution channels by proactively collaborating with third-party banks, government bodies and other co-operations."

NOOR AZAM BIN MOHD YUSOF

Chief Executive Officer
AmMetLife Takaful Berhad



PROFIT BEFORE TAX (PBT)

RM5.7 MILLION



YOY GROWTH

70%

ABOUT US

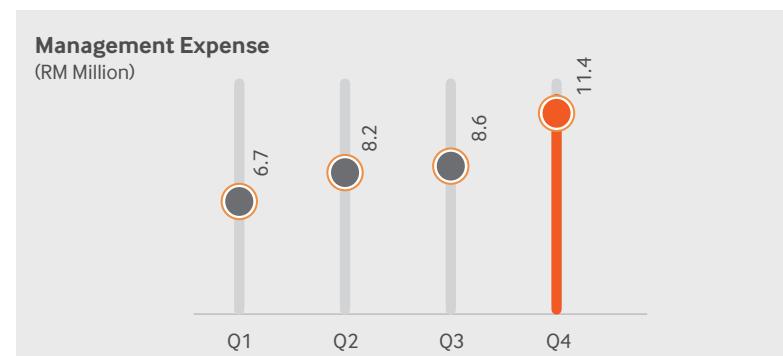
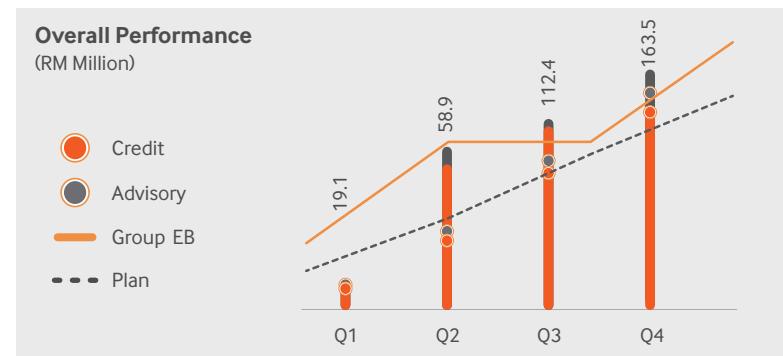
AmMetLife Takaful Berhad (Family Takaful) is licensed by BNM to conduct Family Takaful business in Malaysia under the Takaful Act 1984. Established in 2012, we are a strategic collaboration between AmBank Group and MetLife International Holdings. We offer a comprehensive range of Takaful solutions distributed by our authorised Takaful agents and Bank Partners' branches nationwide. AmMetLife Takaful aims to meet our customers' diverse needs with innovative solutions at different stages of their lives, making it easier and simpler for individuals to achieve financial security and pursue more from life.

C. BUSINESS REVIEW**AmMetLife Takaful****KEY INITIATIVES & OUTCOMES**

Key Initiatives	Outcomes
Distribution Reinforce <ul style="list-style-type: none"> Accelerated sustained Bancatakaful Specialists. Aligned hybrid business priorities with strategic KPIs. Implemented a differentiated premier Agency Model. 	<ul style="list-style-type: none"> Improved credit business penetration from 86% to 95%. Increase Agency's total manpower to 274, with the productivity per active agent increasing to 3.3/case per agent.
Distribution Reinforce <ul style="list-style-type: none"> Harnessed new business banking opportunities. Implemented the loyalty acquisition initiative. 	<ul style="list-style-type: none"> Established a business banking channel in Q4 FY2020, capturing business amounting to RM1.6 million to date.
Distribution Expansion <ul style="list-style-type: none"> Continued to build integrated distribution partnerships and value propositions with comprehensive solutions. 	<ul style="list-style-type: none"> Successfully launched new alternative business partnerships with <ul style="list-style-type: none"> i. PMB Tijari – PENJANA scheme (March 2020) ii. iMARA – PENJANA scheme (November 2020) iii. Affin Business Banking (January 2020)

OUR PERFORMANCE

We continued our growth momentum in FY2021 with a profit before tax (PBT) of RM5.7 million. This growth is driven by achieving a commendable 103% of the committed sales target amounting to RM164.6 million, a YoY growth of 70%. Our positive performance is mainly attributed to the 95% of business penetration, particularly credit-related business (i.e., Mortgage Reducing Term Takaful and Personal Financing Reducing Term Takaful). Another critical driver of growth was the Banca business strategy's alignment with AmMetLife Insurance, AmBank, and AmBank Islamic. The Government's Public Sector Housing Financing Board (LPPSA), where the Company provides coverage for LPPSA Mortgage Financing, demonstrated an exceptional 122.0% growth since its development in 2019, totalling RM24.7 million. Lastly, the reprioritising of resources in managing projects allowed us to better control and minimise costs for enhanced financial performance.



COVID-19 IMPACT & RESPONSE

COVID-19 Impact	Our Response	Outcomes
<p>Financial challenges faced by customers resulted in an increase in lapsation of Takaful Certificates.</p> <p>Movement restrictions disrupted day-day business transactions, mainly for sellers in the proposal submission.</p>	<ul style="list-style-type: none"> Provided a contribution payment deferment option to affected certificate owners. Established a "Virtual Communication Process" for new business submissions. 	<p>Successfully received and conserved 54 Certificates that requested for deferments.</p> <p>Effectively conducted the sales process online during MCO.</p>

PROSPECTS & OUTLOOK

Despite the unprecedented challenges of COVID-19, we proudly ended the FY2021 financial year in a better position than last year. We forecast to continue on this positive trajectory in FY2022, leveraging what we have achieved to accelerate the business towards sustainable growth. With most of the infrastructure is in place, we are well-positioned to generate higher income. In the upcoming year, we will also continue to prospect for strategic partnership and collaboration with other financial institutions, cooperatives and Government agencies to accelerate the business growth.

CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI AZMAN HASHIM

Chairman

Non-Independent Non-Executive Director

GRAHAM KENNEDY HODGES

Non-Independent Non-Executive Director

ROBERT WILLIAM GOUDSWAARD

Non-Independent Non-Executive Director

SOO KIM WAI

Non-Independent Non-Executive Director

VOON SENG CHUAN

Senior Independent Non-Executive Director

SEOW YOO LIN

Independent Non-Executive Director

FARINA BINTI FARIKHULLAH KHAN

Independent Non-Executive Director

HONG KEAN YONG

Independent Non-Executive Director

DATO' KONG SOOI LIN

Independent Non-Executive Director

AUDIT AND EXAMINATION COMMITTEE

Seow Yoo Lin

Chairman

Independent Non-Executive Director

Farina Binti Farikhullah Khan

Independent Non-Executive Director

Dato' Kong Sooi Lin

Independent Non-Executive Director

GROUP INFORMATION TECHNOLOGY COMMITTEE

Hong Kean Yong

Chairman

Independent Non-Executive Director

Robert William Goudswaard

Non-Independent Non-Executive Director

Voon Seng Chuan

Senior Independent Non-Executive Director

PRINCIPAL BANKER

AmBank (M) Berhad

REGISTRAR

Boardroom Share Registrars Sdn Bhd

11th Floor, Menara Symphony

No. 5, Jalan Prof. Khoo Kay Kim

Seksyen 13, 46200 Petaling Jaya

Selangor Darul Ehsan

Malaysia

Tel : +603-7890 4700

Fax : +603-7890 4670

Email : bsr.helpdesk@boardroomlimited.com

WEBSITE

ambankgroup.com

STOCK EXCHANGE LISTING

Listed on the Main Market of

Bursa Malaysia Securities Berhad

Listing Date : 13 February 1992

Stock Name : AMBANK

Stock Code : 1015

INVESTOR RELATIONS

ir@ambankgroup.com

RISK MANAGEMENT COMMITTEE

Dato' Kong Sooi Lin

Chairman

Independent Non-Executive Director

Graham Kennedy Hodges

Non-Independent Non-Executive Director

Robert William Goudswaard

Non-Independent Non-Executive Director

Voon Seng Chuan

Senior Independent Non-Executive Director

Hong Kean Yong

Independent Non-Executive Director

AUDITORS

Messrs Ernst & Young PLT

20200600003 (LLP0022760-LCA) & AF 0039

Chartered Accountants

Level 23A, Menara Millenium

Jalan Damanlela

Pusat Bandar Damansara

50490 Kuala Lumpur

Malaysia

BOARD AT A GLANCE

BOARD BALANCE AND COMPOSITION

4

Non-Independent Non-Executive Director

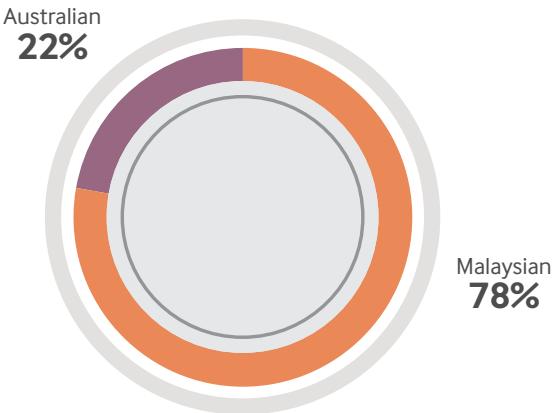
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Senior Independent Non-Executive Director

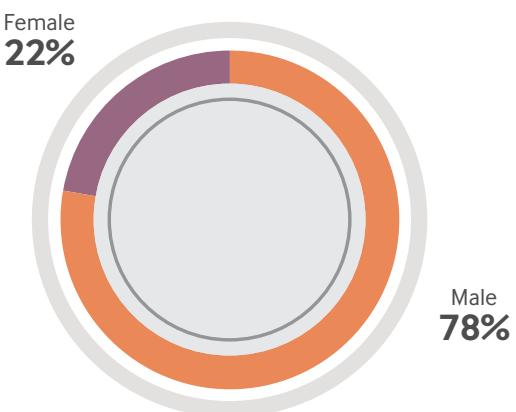
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Independent Non-Executive Director

NATIONALITY

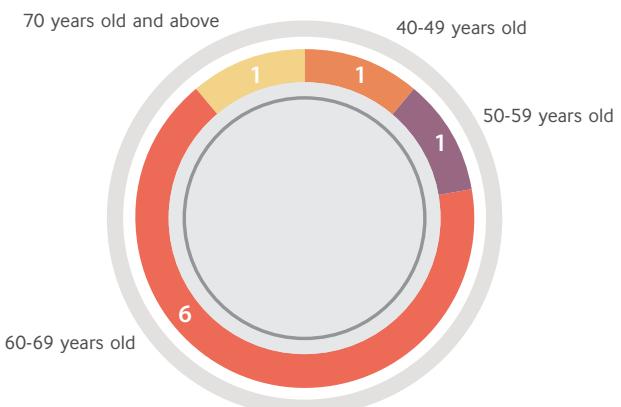


GENDER DIVERSITY



AGE

The current Board's age distribution falls within the respective age groups as follows:



PROFILE OF THE BOARD OF DIRECTORS

TAN SRI AZMAN HASHIM

Chairman
Non-Independent Non-Executive Director

Nationality:

Age: 82

Gender: Male

Date of Appointment: 15 August 1991

Length of Service: 30 Years



Further details about Tan Sri Azman Hashim, can be found on [page 8](#) of GFR, which is available online at ambankgroup.com



Qualification:

- Fellow Chartered Banker (FCB)
- Fellow, Institute of Chartered Accountants (Australia)
- Fellow, Institute of Chartered Secretaries and Administrators

Skills and Experience Areas:

- Banking & Finance
- Strategic Planning & Business Strategy
- Corporate Governance
- Entrepreneurship
- Accounting

GRAHAM KENNEDY HODGES

Non-Independent Non-Executive Director

Nationality:

Age: 66

Gender: Male

Date of Appointment: 30 June 2016

Length of Service: 5 Years



Further details about Graham Kennedy Hodges, can be found on [page 9](#) of GFR, which is available online at ambankgroup.com



Qualification:

- Bachelor of Economics (Honours), Monash University, Australia

Skills and Experience Areas:

- Commercial Banking
- Risk Management
- Strategic Planning & Business Strategy
- Corporate Governance
- Sustainability



ROBERT WILLIAM GOUDSWAARD
Non-Independent Non-Executive Director

Nationality:

Age: 61

Gender: Male

Date of Appointment: 25 March 2021

Length of Service: Less than 1 Year



Further details about Robert William Goudswaard, can be found on **page 10** of GFR, which is available online at ambankgroup.com

Qualification:

- Bachelor of Economics, La Trobe University
- Graduate Diploma of Corporate Finance, RMIT University
- Fellow, Australian Institute of Company Directors
- Fellow, Financial Services Institute of Australasia
- Fellow, Leadership Victoria
- INSEAD International Directors Programme

Skills and Experience Areas:

- Risk Management
- Banking & Finance
- Strategic Planning & Business Strategy
- Corporate Governance



SOO KIM WAI
Non-Independent Non-Executive Director

Nationality:

Age: 60

Gender: Male

Date of Appointment: 4 October 2002

Length of Service: 18 Years



Further details about Soo Kim Wai, can be found on **page 11** of GFR, which is available online at ambankgroup.com

Qualification:

- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants
- Fellow, Certified Practising Accountant, Australia
- Fellow, Association of Chartered Certified Accountants, United Kingdom

Skills and Experience Areas:

- Strategic Planning & Business Strategy
- Corporate Governance
- Accounting & Finance
- Taxation
- Asset Management

PROFILE OF THE BOARD OF DIRECTORS

VOON SENG CHUAN

Senior Independent Non-Executive Director

 **Nationality:** 

 **Age:** 62

 **Gender:** Male

 **Date of Appointment:** 18 June 2015

 **Length of Service:** 6 Years



Further details about Voon Seng Chuan, can be found on **page 12** of GFR, which is available online at ambankgroup.com



Qualification:

- Bachelor of Science (Honours) in Mathematics, University of Malaya

Skills and Experience Areas:

- Information & Communication Technology
- Strategic Planning & Business Strategy
- Disruptive Technology/Digital
- Entrepreneurship
- Human Resource Management

SEOW YOO LIN

Independent Non-Executive Director

 **Nationality:** 

 **Age:** 65

 **Gender:** Male

 **Date of Appointment:** 30 June 2016

 **Length of Service:** 5 Years



Further details about Seow Yoo Lin, can be found on **page 13** of GFR, which is available online at ambankgroup.com



Qualification:

- Certified Public Accountant
- Master of Business Administration, International Management Centre, Buckingham, United Kingdom
- Member, Malaysian Institute of Accountants
- Member, Malaysian Institute of Certified Public Accountants

Skills and Experience Areas:

- Accounting & Finance
- Strategic Planning & Business Strategy
- Corporate Governance
- Taxation
- Legal & Compliance



FARINA BINTI FARIKHULLAH KHAN
Independent Non-Executive Director

Nationality:

Age: 49

Gender: Female

Date of Appointment: 8 August 2017

Length of Service: 4 Years



Further details about Farina Binti Farikhullah Khan, can be found on [page 14](#) of GFR, which is available online at ambankgroup.com

Qualification:

- Bachelor of Commerce in Accounting, University of New South Wales, Australia
- Fellow, Chartered Accountants Australia and New Zealand
- Advanced Management Program, Harvard Business School, United States of America

Skills and Experience Areas:

- Corporate Governance
- Strategic Planning & Business Strategy
- Accounting & Finance
- Risk Management
- Economics



HONG KEAN YONG
Independent Non-Executive Director

Nationality:

Age: 58

Gender: Male

Date of Appointment: 10 October 2019

Length of Service: 1 Year



Further details about Hong Kean Yong, can be found on [page 15](#) of GFR, which is available online at ambankgroup.com

Qualification:

- Bachelor of Engineering (Honours) in Electrical and Electronics Engineering, University of Malaya

Skills and Experience Areas:

- Information & Communication Technology
- Disruptive Technology/Digital
- Cyber Security
- Strategic Planning & Business Strategy

PROFILE OF THE BOARD OF DIRECTORS

DATO' KONG SOOI LIN

Independent Non-Executive Director

Nationality:

Age: 60

Gender: Female

Date of Appointment: 30 October 2019

Length of Service: 1 Year



Further details about Dato' Kong Sooi Lin, can be found on [page 16](#) of GFR, which is available online at ambankgroup.com



Qualification:

- Bachelor of Commerce (Honours), University of New South Wales, Australia
- Fellow, Certified Practising Accountant, Australia
- Chartered Banker, Asian Institute of Chartered Bankers
- Chartered Accountant, Malaysian Institute of Accountants

Skills and Experience Areas:

- Investment Banking
- Corporate Finance
- Risk Management
- Strategic Planning & Business Strategy
- Debt Capital Market
- Project Advisory

PROFILE OF COMPANY SECRETARY



KOID PHAIK GUNN
Group Company Secretary

Malaysian

55 / Female

9 March 2010

11 Years

- Fellow, Institute of Chartered Secretaries and Administrators (ICSA)
- Bachelor of Law, University of London, United Kingdom
- Koid Phaik Gunn has more than three decades of experience in corporate secretarial practice. She joined the Group in 1993 as Company Secretary of AmSecurities Sdn Bhd, then the stockbroking arm of the Group.
- In 2004, she moved to the Group Legal and Company Secretarial Department as Deputy Group Company Secretary. She has been the Group Company Secretary of the Group since 2009.
- Prior to joining the Group, she was in company secretarial practice for nine years.

Further details about Koid Phaik Gunn, can be found on page 17 of GFR, which is available online at ambankgroup.com

Nationality

Age / Gender

Date of Appointment

Length of Service

Qualification

Experience Matrix

PROFILE OF GROUP SENIOR MANAGEMENT



DATO' SULAIMAN BIN MOHD TAHIR
Group Chief Executive Officer
AmBank Group



JAMIE LING
Group Chief Financial Officer
AmBank Group

Nationality	Malaysian
Age / Gender	58 / Male
Date of Appointment	23 November 2015
Description of Role	<ul style="list-style-type: none">Oversees the management of all Group businessesEnsures sustainable growth and long-term value creation for all stakeholders, particularly shareholders, customers and employees
Experience Matrix	<ul style="list-style-type: none">Expertise spanning over three decades of spearheading growth in the Malaysian Banking industryIntroduced a new archetype at the Group through transformational efforts premised on innovationEnsured AmBank is positioned at the forefront of digital adoption in the industryDelivered leading-edge banking solutions as well as enhanced customer experiencesBegan his career at PriceWaterHouseCoopers prior to joining the Bank of Commerce in 1987Held various key positions in an ASEAN bank prior to joining AmBank Group

Nationality	Malaysian
Age / Gender	52 / Male
Date of Appointment	1 June 2017
Description of Role	<ul style="list-style-type: none">Responsible for the full spectrum of AmBank Group's financeOversees the Group's financial strategy and implementation as well as the Group's business strategy <ul style="list-style-type: none">Over two decades of regional and international banking experience across Asia and EuropeHeld key roles in treasury, finance, risk management and sales in international banking institutionsLeadership roles in Malaysia, UK and North East AsiaHeld the post of Regional Chief Financial Officer of Standard Chartered Bank for Greater China and North East AsiaFormer Board Member and Finance Director of Standard Chartered (Hong Kong) Limited



RAJA TEH MAIMUNAH RAJA ABDUL AZIZ

Managing Director
Wholesale Banking, AmBank Group

Malaysian

53 / Female

7 February 2017

- Spearheads the Group's Wholesale Banking division encompassing Group Treasury and Markets, Group Transaction Banking, Wholesale Banking Client Coverage, Corporate Banking and Credit Administration
- More than 25 years' experience in the banking industry with previous roles covering Investment Banking, Islamic Banking and Digital Banking
- Previously held the role of Chief Executive Officer of AmlInvestment Bank
- Former Managing Director and Chief Executive Officer of Hong Leong Islamic Bank
- Held the position of Chief Operating Officer of Digital Innovations & Transaction Banking whilst at Hong Leong Bank Group
- Former Global Head, Islamic Markets at Bursa Malaysia Berhad
- Has held the role of Chief Corporate Officer and Head, International Business, Corporate and Investment Banking at Kuwait Finance House (Malaysia)
- Former Senior Director of Bank Alkhair (Bahrain)
- Former Associate Director at CIMB Investment Bank
- Senior Vice President, Investment Banking whilst at RHB Investment Bank
- Current Board Member and Board Risk Committee Member of Kumpulan Wang Persaraan (Diperbadankan) (Malaysia's Public Pension Fund)
- Current Member of the Board of Trustees of Amanah Warisan Negara



TRACY CHEN

Chief Executive Officer
AmlInvestment Bank Berhad

Malaysian

56 / Female

28 October 2020

- Responsible for stewarding the investment bank's full range of integrated solutions and services including corporate finance, equity capital markets, debt and sukuk origination, private banking, fund management and stockbroking services
- More than 30 years' experience in the investment banking and financial services sector
- Prior to assuming her current role, she was the Deputy CEO & Head of Capital Advisory, leading and driving the Corporate Finance, Capital Markets Group and Equity Capital Markets team to originate, structure and secure investment banking mandates
- Prior to joining the AmBank Group, she held the position of Senior Managing Director and Co-Head in Senior Bankers Group at CIMB Investment Bank.

Nationality

Age / Gender

Date of Appointment

Description of Role

Experience Matrix

PROFILE OF GROUP SENIOR MANAGEMENT



AARON LOO
Managing Director
Retail Banking, AmBank Group



CHRISTOPHER YAP HUEY WEN
Managing Director
Business Banking, AmBank Group

Nationality	Malaysian
Age / Gender	48 / Male
Date of Appointment	1 September 2019
Description of Role	<ul style="list-style-type: none"> Oversees AmBank Group's Retail Banking division Responsible for development and execution of AmBank's retail banking strategy Areas of responsibility covers business and strategic planning, channel management, product development, customer experiences and care as well as operations and credit management Current area of focus is to strengthen AmBank's position in the affluent, mass affluent and SME segments Developing innovative solutions for customers through partnerships and alliances
Experience Matrix	<ul style="list-style-type: none"> More than 20 years of experience in the financial services sector Began his career in McKinsey & Company Held senior roles in CIMB, Alliance Bank, Standard Chartered and OCBC Bank Drove the digital transformation efforts for OCBC's Malaysian franchise Grew the Priority Banking and Retail SME business as well as led the digital transformation at Standard Chartered Bank Malaysia

Malaysian
48 / Male
2 February 2017
<ul style="list-style-type: none"> His key responsibilities include driving the Bank's growth in the SME and Commercial Banking segments Expanding the Group's presence and market share in the entrepreneurial and SME sectors through strategic developments and execution Building a collaborative culture with various leading SMEs and partnerships with key industry players across the country He also continues to introduce various initiatives and opportunities to help SMEs accelerate their digital strategy
<ul style="list-style-type: none"> Holds more than two decades of experience in the financial services industry Began career in trade services with Citibank Malaysia Former Head of SME at Alliance Bank, where he was influential in growing the Bank's SME portfolio to a 25% share of its revenue



EQHWAH MOKHZANEE BIN MUHAMMAD

Chief Executive Officer
AmBank Islamic Berhad



45 / Male

1 April 2015

- Manages and oversees AmBank Islamic, and is responsible for charting its strategic direction
- The Champion of AmBank Group's Sustainability agenda
- More than 20 years of corporate and financial services experience, particularly in inter alia business development, corporate management, debt capital markets, corporate finance, corporate banking, financial advisory, real estate investments and international business
- Developed award-winning and innovative Islamic financial structures, and authored research papers on Islamic finance
- 1st Chairman of the industry-level Value-based Intermediation (VBI) Working Group to develop sectoral guides for the palm oil, energy efficiency and renewable energy sectors and activity which were issued on 31 March 2021
- Named as the Best Islamic Banking CEO Malaysia by Global Banking & Finance Review for three consecutive years (2019 to 2021), the Islamic Banker of the Year 2019 by Global Islamic Finance Awards and the Banking CEO of the Year Malaysia 2020 by International Business Magazine.



DATUK ISWARAAN SUPPIAH

Group Chief Operation Officer
AmBank Group



57 / Male

2 February 2017

- Responsible for both Group Information Technology and Operation (GIOD) and the Digital Banking divisions
- Oversees and ensures the effective rollout of the Group's digital blueprint, AmDigital
- Banking professional with 30 years experience in technology, operations and digital innovation
- Appointed Group Chief Information and Operations Officer, CIMB Group where he managed the bank's digital transformation through the application of technology and innovation
- Since joining AmBank in 2017, has built two award winning online channels in-house, implemented state-of-the-art analytics, driven process automation and embraced open-source adoption
- Responsible to co-create Digital Strategy of the bank, with lines-of-business
- Has championed significant growth in digital adoption and revenue among all AmBank customer segments

Nationality

Age / Gender

Date of Appointment

Description of Role

Experience Matrix

1 Overview of AmBank Group

3 Value Creation at AmBank Group

113

5 Leadership

6 Responsible Governance

7 Sustainability Statement

8 Other Information

PROFILE OF GROUP SENIOR MANAGEMENT

**FARADINA BINTI MOHAMMAD GHOUSE**Group Chief Compliance Officer
AmBank Group**JEROEN THIJS**Group Chief Risk Officer
AmBank Group**Nationality**

Malaysian

Age / Gender

51 / Female

Date of Appointment

15 March 2016

Description of Role

- Responsible for overseeing the Group's compliance function
- Ensure enterprise-wide compliance with all internal and external policies, legal frameworks and regulation
- Ensure effective management of compliance risk and reinforcement of ongoing efforts to uphold highest standard of integrity
- 26 years of experience in the Malaysian, regional and global financial industry
- Began her career in a stockbroking firm prior to joining Citibank Malaysia as a Management Associate
- Held the role of Head of Operations, Citibank Securities & Fund Services and Trade Operations for Citibank Berhad
- Former Head of Operations for Citigroup's AML Transaction Monitoring Operations Hub in Kuala Lumpur
- Prior to joining AmBank Group, she led Citigroup's Global Head of Transaction Monitoring Standards and Training for AML Operations

Experience Matrix

Netherlands

54 / Male

1 January 2017

- Responsible for strategising, monitoring, identifying and enforcing the Group's risk management framework
- Support the Group's growth strategy and endeavours
- Ensure sound risk practices are adhered to and business outcomes are achieved

- 30 years of experience across Asia and Europe in risk management, corporate banking, structured finance and treasury functions
- Vast exposure and insights into the Malaysian conventional and Islamic banking models and risk landscapes
- Held key roles in reputed banking institutions including Country Chief Risk Officer for OCBC Bank Malaysia and Chief Risk Officer for Bank Islam Malaysia



PENELOPE GAN
Group Chief Human Resource Officer
AmBank Group

Malaysian

44 / Female

1 March 2018

- Responsible for strategising, developing and implementing AmBank Group's human capital management
- In charge of manpower planning, organisational and performance management, talent development and succession management, engagement and change management, as well as compensation
- To provide strategic counsel and leadership on human capital issues
- Responsible for enhancing the bank's human capital performance
- Has more than two decades of experience covering the full spectrum of human resource management
- Joined AmBank in October 2014 as Head of Group Rewards and Performance Management to drive market-competitive rewards and compensation practices
- Helmed the Group's Human Resources Centre of Excellence
- Mapped the Group's workforce of the future blueprint and kick started the employee sustainability agenda



SHAMSUL BAHROM BIN MOHAMED IBRAHIM
Group Chief Internal Auditor
AmBank Group

Malaysian

46 / Male

25 September 2017

- Tasked with providing insights into AmBank Group's overall governance, systems of internal control and compliance culture
- Facilitate Board and Management oversight by ensuring effectiveness of the systems of internal control including compliance with relevant laws and regulations
- Ensuring the recommendation of required risk mitigation measures

Nationality

Age / Gender

Date of Appointment

Description of Role

Experience Matrix

PROFILE OF GROUP SENIOR MANAGEMENT



DAVID TAN SEE DIP
Chief Executive Officer
AmGeneral Insurance Berhad



LEE JIAU JIUNN
Chief Executive Officer
AmMetLife Insurance Berhad

Nationality	Malaysian
Age / Gender	64 / Male
Date of Appointment	1 January 2021
Description of Role	<ul style="list-style-type: none">Responsible for delivering growth, direction, distribution and performance of the general insurance business of AmBank Group
Experience Matrix	<ul style="list-style-type: none">CEO of a multinational insurance company from 2009 till 201740 years of experience in the insurance industryNumerous senior leadership roles within the industryCurrently an Academic Council member of the Malaysia Insurance Institute

Malaysian
58 / Male
1 April 2020
<ul style="list-style-type: none">Responsible for AmMetLife's transformation into an innovative company that meets customer expectations whilst delivering profitability and shareholder return
<ul style="list-style-type: none">Joined in 2015 as the Appointed ActuaryChief Financial Officer (CFO) since 201814 years' experience with AIA in Malaysia and TaiwanHeld actuarial roles in both Malaysian and New Zealand insurance sectors

**NOOR AZAM BIN MOHD YUSOF**

Chief Executive Officer
AmMetLife Takaful Berhad

Malaysian

50 / Male

1 July 2017

- Responsible for formulating and implementing strategic growth plans for penetration and distribution of AmMetLife Takaful products in Shariah-driven markets
- More than 2 decades of experience in the Malaysian insurance and Takaful industry
- Head of Sales and Distribution for HSBC Amanah Takaful (M) Berhad prior to joining AmMetLife Takaful

Nationality**Age / Gender****Date of Appointment****Description of Role****Experience Matrix**

STRENGTHENING SUSTAINABILITY THROUGH VALUE CREATION

INTRODUCTION

At AmBank Group (the Group), the Board and Management strive to create maximum shared value across all spheres, by staying true to the Group's Purpose and ensuring the relevance and sustainability of our business model.

We respond to risks and opportunities, monitor the overall environment, align our performance with various strategies and acknowledge increasing investor scrutiny and expectations for better sustainability.

We are spurred by our Vision that is manifested through our focus on

- relationships with customers by providing them with professional, reliable and timely service, thereby earning their trust and confidence;
- performance, teamwork and collaboration with partners that add value;
- growth for our customers, business and employees; and
- leveraging domestic growth opportunities

as we drive strategic responses and heed market needs. In the course of executing this strategy, we are driven at the same time by our sustainability

agenda. Our sustainability agenda aims to make us more competitive, more resilient to disruptions, more flexible to change, more unified in our core values and more accountable in the way we conduct our business and serve our customers.

The Board and Management take responsibility for the governance of sustainability in the Group by setting clear and realistic sustainability strategies, priorities and targets at the start of each financial year. Sustainability is at the top of the Board's agenda and the Board is fully cognisant of the fact that ESG concerns have become critical to corporate competitiveness.

Across the Group's business operations, sustainability considerations are integral in the development and implementation of the Group's strategies, business plans and risk management.

The Group's core values (Principled, Proactive, Appreciative, Collaborative and Experimental) form the basis of right work ethics, conduct and behaviour of our employees and are promoted and operationalised across the Group.

GOVERNANCE at AmBank Group

As a value-based Group, AmBank Group recognises that we have an enormous duty to operate responsibly in order to sustain the economic value we create for our shareholders, customers and other stakeholders. Our efforts are underpinned by the highest level of corporate governance, ethics and integrity to deliver growth and to be accountable to our stakeholders.

In the conduct of our business, we strengthen the governance processes with a view to consistently enhance the value and protect the interests of all stakeholders. Within this well-defined system of corporate governance, we are able to manage our risks effectively while enhancing our credibility and reputation, reinforcing thereby the confidence of our stakeholders and our ability to deliver our goals and objectives.

We are guided in this respect, by the best practices in corporate governance such as those espoused in the MCGC 2017 and have a robust institutional framework of internal controls, policies that ensure we maintain the highest level of ethics and compliance. These policies and procedures are regularly reviewed, enhanced and improved for the benefit and interest of all stakeholders.

For the Group, good governance is imperative for sustainable long-term performance, creating long-term economic value and growth of the Group.

Our banking business provides both conventional and Islamic financial solutions and services including corporate finance and advisory services, restructuring, future market services among others. In so doing, we are resilient and at the same time, flexible in adopting new regulatory changes, responding and adapting to the challenging and competitive regional and global business environment.

We believe that good governance with value-driven objectives creates and sustains shareholder value, ensures that our behaviour is ethical and promotes positive outcomes for all stakeholders.

As a responsible business entity therefore, our overriding objective for sustainability is that it creates value for stakeholders by acknowledging and meeting their needs while at the same time reducing our environmental footprint.

The Group's sustainability strategies are disclosed in the Sustainability Statement of the Integrated Report 2021 of the Company. It provides shareholders with a more insightful view of the Group's sustainability practices and performance in addressing sustainability risks and opportunities.

VALUE-DRIVEN OBJECTIVE OF OUR BOARD: PILLAR OF SUSTAINABLE VALUE-CREATION

Value-driven objectives of our Board are entrenched in corporate governance principles and best practices set out in the MCCG 2017, reporting disclosures and compliance requirements (MMLR of Bursa Securities, BNM Policy Document on Corporate Governance, Companies Act 2016 and other applicable regulations).

The Board's governance oversight is guided by its strong commitment and well-defined governance objectives. The objectives provide a mechanism to measure and evaluate performance in applying the Principles and Practices of the MCCG 2017.

It is a conscious commitment by the Board and Senior Management at every level of the organisation to lead with their values, embrace corporate values and create an organisational culture that optimises performance, accountability and contribution.

A. Effective Ethical Leadership

Strong, ethical, effective and responsible leadership underpins the Board's oversight and strategic steer. We believe that good governance starts at the top. The Board sets the tone with the Chairman leading the Group and actualising a robust governance framework that is sound, transparent and responsive.

The value-driven leadership requires a high degree of stewardship and accountability. The Board is committed to strengthen our governance processes to ensure we are aligned with best practices and that our approach to disclosure is open, timely and transparent.

The role of the Board is regulated in a formal Board Charter, which defines its authority and power. While retaining overall accountability, the Board has appropriately delegated authority to the Board Committees, the GCEO and Management. The Board does not however abdicate its responsibility and exercises collective oversight of the Board Committees and Management.

The Board Charter sets out the respective roles and responsibilities of the Board, Board Committees, individual Directors and Management and issues and decisions reserved for the Board. The Board Charter is reviewed from time to time to reflect the relevant changes to the policies, procedures and processes as well as amendments to rules and regulations to ensure the document remains relevant and consistent with the applicable rules and regulations and recommended best practices.

Challenge and team work are essential features of the Board. In decision-making, Board members act with independence, competence, diligence, inclusivity, insight and courage.

B. Strategy and Performance

The Board takes responsibility for the overall governance, management and strategic direction of the Group and for driving corporate performance in accordance with its organisational goals and objectives. In setting the Group's strategic aims, the Board ensures that the necessary resources are in place to meet its value-driven strategic objectives.

The Group's strategy to achieve its Vision is key in order to drive sustainable value creation for all stakeholders. Performance of focus areas that have been identified is closely monitored.

Information related to required disclosures are contained in this Integrated Report 2021 and other reports available on the Group's corporate website at ambankgroup.com.

C. Governance and Delegation

The Board together with its Board Committees, provide guidance and oversight to the Group on the management of the Group's business, risk and internal control as well as governance matters.

D. Sustainable Growth and Stakeholders

Sustainability is an on-going journey which the Group is committed to continuously undertake. The existence of a well-structured Group Sustainability Council serves as a critical coordinating function and helps steer the Group's ESG strategy into a competitive advantage for the Group's business. It provides a platform for the Group's Senior Management to drive the Group's sustainability agenda.

The Board is aware that to achieve sustainable growth, the Group must be driven by a sense of authentic purpose and clarity of vision. The Board acknowledges that there should be stakeholder inclusivity, continuous innovation, a strong brand identity and delivery of the Group's purpose and objectives for the benefit of all stakeholders.

STRENGTHENING SUSTAINABILITY THROUGH VALUE CREATION

COLLECTIVE RESPONSIBILITIES OF THE BOARD

The Board is collectively responsible for the long-term success of the Group and the delivery of sustainable value to its stakeholders. Board members have a collective responsibility and individual responsibility to all shareholders for the manner in which the affairs of the Company are managed, controlled and operated. In discharging its fiduciary duties and leadership functions, the Board ensures that it sets the strategic direction of the Group while exercising oversight over Management.

The Directors are fully aware that individual Directors do not hold separate authority. A Director, when exercising his/her power, acts honestly and in good faith in the best interest of the Company.

When Board members merge their skills towards achieving the vision of the Group, it creates a synergy that makes the whole Board greater than the sum of each individual's contribution.

The Board strives to ensure that good governance is practised throughout the Group as a fundamental part of discharging its primary governing roles and responsibilities to enhance stakeholders' value and increase the performance of the Company.

The Board's oversight role in the COVID-19 pandemic period and post-COVID-19 period will focus on continuing to build a resilient organisation while also laying the foundations for our future success.

The principle roles and responsibilities of the Board are set out in the Company's Board Charter which is available on its website at ambankgroup.com.

ENGAGING WITH THE BUSINESS ON STRATEGIC MATTERS

Although the Board maintains its independence, the Board engages with Management on multiple levels. Some examples of Board and Senior Management engagements during the year include Board Retreat session, Board and Board Committees meetings and other engagements outside Board meetings as required.

The Group CEO submits a report at every Board meeting on the performance of the businesses across the Group.

RISK MANAGEMENT

At AmBank Group we align our strategy, risk management and internal processes to fulfil our strategic priorities in delivering value for all stakeholders. Risk arising from a constantly shifting business and geopolitical landscape are among the major challenges our business faces in progressing with our goal of growing shareholders' value in a sustainable manner.

The Board acknowledges the importance of a sound internal control system and robust risk management for good corporate governance to safeguard shareholders' investment as well as the Group's assets. The Board understands that the ultimate responsibility for ensuring a sound internal control system lies with the Board.

Risk management is fundamental to the Group's strategy and our banking and financial services business. The pervasiveness of risk in the banking and financial services industry means that our Board deems risk management as an integral part of our business strategy.

Risk management oversight is carried out by the Board and the Risk Management Committee (RMC). Additionally, oversight

is embedded within operational levels through the Risk Management Framework in line with Practice 9.1 and Practice 9.2 of the MCGC 2017 to ensure seamless integration of risk management into our business processes.

The governing of risks by the Board through the RMC includes amongst others, the risk strategy, policies, procedures, limits and exposures.

Ongoing financial and economic shifts continue to shape retail banking consumers' habits opinions and needs. The pervasive challenges across the Group's business segments, requires us to be vigilant in our risk management and to continuously identify new emerging risks.

Our top operational risks are:

- Digitalisation/digital and system disruption
- Human error in executing tasks and processes which includes missed deadlines.
- Theft and fraud
- Breach of secrecy on disclosure of customer information
- Regulatory risk

BOARD INDEPENDENCE

The Independent Non-Executive Directors (INEDs) bring with them relevant business experience and provide a diversity of breadth in skills and expertise. All Board members are persons of high integrity and calibre with sound knowledge and understanding of the Group's business.

The INEDs play a significant role in bringing objectivity and scrutiny to the Board's deliberations and decision-making. Their role is also particularly critical for related party transactions as these require independence of judgement and objective impartiality to protect the interests of minority shareholders.

The Board comprises nine Directors, five of whom are INEDs (or 55% of the Board composition) who promote independent judgement and diverse mind-sets and opinions. A Board comprising a majority of INEDs allow for more effective collective oversight of Management. The Board composition exceeds the minimum one-third requirement of Independent Directors as stipulated under the MMLR of Bursa Securities and meets the requirement of having a majority of Independent Directors as set out in the BNM Policy Document on Corporate Governance.

All Directors must exercise their judgement independently, regardless of their independence status.

All Directors are assessed annually via the Board Effectiveness Evaluation exercise.

The INEDs assessed in the financial year under review, satisfied the 'Fit and Proper' criteria specified under the BNM Policy Document on Corporate Governance as well as the independence criteria specified under the BNM Policy Document on Corporate Governance and MMLR of Bursa Securities, and therefore maintained their independent status.

In line with the recommendation by the MCGC 2017, BNM Policy Document on Corporate Governance and the Company's Board Charter, the total tenure of an INED is capped at nine years. All five Independent Directors have not served more than nine years.

STRENGTHENING SUSTAINABILITY THROUGH VALUE CREATION

BOARD SKILLS MATRIX AND EXPERIENCE

Banks and financial services companies need a broad range of skills to ensure and create value in the interests of all stakeholders.

With the appropriate mix of skills and experience, the Board is assured that it is well equipped to guide and steer the Group's strategy into the future and thereby create value.



BOARD DIVERSITY

Directors bring with them years of experience in managing sustainable business growth and collectively represent a formidable leadership with diversity of perspectives that support effective decision-making.

The Group believes that the organisation is best served by a constantly evolving Board that has a combination of fresh perspective, diverse experience and knowledge.

In the rapidly transforming and evolving business environment, diversity is important to remain relevant, resilient and sustainable. In this regard, the Group Nomination and Remuneration Committee is empowered to review and evaluate the composition and performance of the Board annually as well as assessing qualified candidates to occupy Board positions.

The Board acknowledges the importance of Board diversity that embraces gender, ethnicity, age and business experience in the effective functioning of the Board. Nonetheless, while the Board acknowledges the importance of boardroom diversity, appointments to the Board shall always be based on merit.

Presently, 22% of the Directors on the Board are women. The Board supports the government's aspirational target of 30% representation of women directors and will continue its search for suitable women candidates. The Board has set a time frame of two years to meet this target.

Gender diversity in management is also an integral part of the Group's competitive strategy. As at the date of this report, 31% of the Senior Management team are women. The Group's goal is to diversify its talent pool and promote gender balance as one of its key priorities.

BOARD TENURE AND EXPERIENCE

A blend of experience, expertise, insight and perspectives.

Non-Executive Directors: Age

40 – 49 years old



50 – 59 years old



60 – 69 years old



70 years old and above



Non-Executive Directors: Time on Board

Less than 1 year



1 – 9 years



More than 9 years



ENSURING AND PROTECTING VALUE

AmBank Group's sustainability strategy takes into consideration effective risk management practices, internal control and compliance with objectives to create value for our stakeholders.

Our control systems are adequate and appropriate for the Group given the size of our operations. The integrity of these controls are regularly monitored and reviewed to ensure the Group's conformance with applicable laws, regulations and guidelines. This means fewer control failures and an increased likelihood of achieving objectives and improved stakeholder value.

We have the following in place:

- practices that encompass the entire organisational structure with clear connections between 'silos'.
- strategies that address the full spectrum of risks, including industry specific, compliance, competitive, environmental, security, business continuity, strategic and operational.
- a culture where risk management practices are infused throughout so that strategy and decision-making evolve out of risk-informed process.
- a philosophy that focuses not solely on risk avoidance, but also on risk taking as a means to value creation.
- an independent internal audit function.
- an effective Enterprise Risk Management (ERM) Framework.

OUR APPROACH TO COMPLIANCE

The Group complies with and subscribes to various legislations and regulatory requirements, such as MMLR of Bursa Securities, MCCG 2017, Companies Act 2016, Capital Markets and Services Act 2007, Financial Services Act 2013, Islamic Financial Services Act 2013, Malaysian Financial Reporting Standards and International Financial Reporting Standards applicable to the Group and BNM Policy Document on Corporate Governance.

Appropriate and thorough procedures and mechanisms are in place to ensure full and continuous adherence to these.

Our business compliance covers a wide range of laws and regulatory areas. A strong compliance culture reflects a corporate culture of high ethical standards and integrity in which the Board and Senior Management lead by example. As a financial and banking services Group, we hold ourselves to high standards in carrying on business and observe at all times, both the spirit and the letter of the law and regulations.

The principles governing our ethical standards and compliance can be found within our Code of Conduct and Code of Ethics, Whistleblowing Protection Policy, Anti-Bribery and Corrupt Practices Policy, No Gift Policy, Trading in AmBank Shares Policy, Anti-Money Laundering (AML) and Counter Financing of Terrorism (CFT) Framework and Related Party Transaction Policy.

STRENGTHENING SUSTAINABILITY THROUGH VALUE CREATION

VALUES AND CULTURE

The Board acknowledges its role in embedding a corporate culture that encompasses and embraces ethical conduct within the Group.

The Board sets the tone for governance within the Group.

The Board believes that without the right culture to reflect the Group's moral and ethical beliefs and standards, employees will have difficulty embracing the core values and behaviours which are the embodiment of this organisation.

We are cognisant that our culture journey will continuously evolve in the context of our overall strategy. As we move forward in an agile, digital, fast-paced customer-centred and highly competitive environment new mind-sets and capabilities will be required to manage and thrive in this changed corporate landscape.

CONFFLICT OF INTEREST

A Director is prohibited from using his or her position or confidential or price-sensitive information to benefit herself or himself or any related third party, financially or otherwise.

Directors are also required to inform the Board of conflicts or potential conflicts of interest that they may have in relation to particular items of business or other directorships. They must declare any actual or potential conflict of interest they have at the Board and/or Board Committee meeting where the matter is being transacted and discussed. They must not be present when the matter is being deliberated.

A Director may accept other Board appointments provided the appointments are not in conflict with the Company's business and do not adversely affect the discharge of the Director's duties as a Director of the Company.

A Director should not hold more than five directorships in public listed companies at any given time.

FAIR AND RESPONSIBLE REMUNERATION

The Board strives to ensure that remuneration is fair and transparent, promoting positive outcomes aligned with legitimate expectations of all stakeholders.

Remuneration of employees is linked to sustainable value creation objectives in line with the Group's strategy. It is based on distinct performance targets and market benchmarking.

DRIVING INNOVATION

AmBank Group's innovation excellence is borne through the adoption of an innovation led culture which encourages innovative thought processes and approaches in meeting our customers' requirements.

To remain relevant and competitive in this digital age the Board places innovation as one of its governance responsibilities given its strategic importance to create sustainable value.

STAKEHOLDER ENGAGEMENT ON ENVIRONMENT, SOCIAL AND GOVERNANCE (ESG) MATTERS

Our Group Sustainability Framework is based on ESG and value-based intermediation principles to guide our aspiration to become a sustainable organisation. The Framework is testament to our commitment to contribute to global sustainability targets vis-a- vis the UN's Sustainable Development Goals and Maqasid Shariah. The Framework is aligned to the Group's business strategies and supports nine out of seventeen UN's Sustainable Development Goals.

In the execution of our governance role and responsibilities, we have therefore adopted a stakeholder-inclusive approach that balances the needs, interest and expectations of stakeholders. Pursuant thereto, engaging with stakeholders is crucial to the sustainable growth of our business. Effective and proactive engagement help translate stakeholder needs into organisational goals and creates the basis for effective strategy development.

ETHICS AND RESPONSIBLE AND ETHICAL BUSINESS CONDUCT

An organisation must fundamentally add value for stakeholders by adopting a responsible business philosophy.

At AmBank Group, we believe in doing business responsibly and ethically. Responsible or ethical business is based on a trust relationship with stakeholders. While banking is all about trust, it is created by having a sound strategy and business offering ethical leadership and a commonly accepted set of values employees live by, which in turn lead to effective governance and risk and compliance management. All of these assist us in building our reputation, brand and shareholder value.

The Board is committed to promoting good business conduct and maintaining a healthy corporate culture that stimulates integrity, transparency and fairness. Ultimately, the Board, Management, employees and other stakeholders are clear on what is considered acceptable behaviour and practice in the Group.

The Board acknowledges its role in establishing a corporate culture that encompasses and embraces ethical conduct within the Group. For the list of policies adopted by AmBank Group to ensure that the conduct of business and the employees are consistently carried out ethically and with integrity, refer to pages 136 to 140 of the Sustainability Statement in this IR 2021.

STRENGTHENING SUSTAINABILITY THROUGH VALUE CREATION

● OUR BOARD AND BOARD COMMITTEES

The Board provides leadership and strategic guidance to safeguard stakeholder value creation within a framework of prudent and effective controls. This makes it possible for the Group to assess and manage risk to ensure long-term sustainable development and growth.

The Board is ultimately accountable and responsible for the performance and affairs of the Group and ensures that the Group adheres to high standards of ethical behaviour.

The Board Committees assist the Board in the discharge of its duties and responsibilities and operate within their respective Terms of Reference (TOR).

The Board Committees review matters within their respective TORs and make recommendations to the Board for approval where relevant. The Board is kept apprised of the activities of the Board Committees through circulation of minutes of meetings of the Board Committees. In addition, a summary of key deliberations and decisions made at the Board Committees' meetings are provided by the respective Chairman of the Board Committee during Board meetings.

The Board monitors these responsibilities to ensure effective coverage of and control over the Group's operations.

BOARD OF DIRECTORS

Chairman:

Tan Sri Azman Hashim



To find out more about the principle roles and responsibilities of the Board, refer to the Company's Board Charter which is available on its website at ambankgroup.com

AUDIT AND EXAMINATION COMMITTEE (AEC)

Chairman:

Seow Yoo Lin



To find out more about the roles and responsibilities of the AEC, refer to page 60 of the AmBank GFR 2021.

GROUP INFORMATION TECHNOLOGY COMMITTEE (GITC)

Chairman

Hong Kean Yong



To find out more about the roles and responsibilities of the GITC, refer to page 65 of the AmBank Group GFR 2021.

GROUP NOMINATION AND REMUNERATION COMMITTEE (GNRC)

Chairman

Farina binti Farikhullah Khan



To find out more about the roles and responsibilities of the GNRC, refer to page 44 of the AmBank Group GFR 2021.

RISK MANAGEMENT COMMITTEE (RMC)

Chairman

Dato' Kong Sooi Lin



To find out more about the roles and responsibilities of the RMC, refer to page 55 of the AmBank Group GFR 2021.

Sustainability Statement

TABLE OF CONTENTS

- 1. Leadership Commitment**
- 2. Sustainability Disclosures**
- 3. Sustainability @ AmBank Group**
 - Sustainability Framework
 - Sustainability Objectives
 - Sustainability Themes and Sustainability Matters
- 4. Sustainability Governance**
 - Functions & Decision-Making
 - Sustainability Risk Management
 - Key Sustainability Policies & Guidelines
 - Memberships & Associations
- 5. Sustainability Performance**
- 6. Sustainability Theme 1: Responsible Banking**
 - Customer Satisfaction & Responsible Sales and Marketing
 - Brand & Market Presence
 - Data Security & Digital Transformation
 - Responsible Lending & Source of Funds
 - Responsible Investments & Advisory Services
- 7. Sustainability Theme 2: Conscious Self-Conduct**
 - Ethics, Governance & Compliance
 - Employee Development & Well-being
 - Responsible Procurement
 - Energy, Plastics & Waste Management
- 8. Sustainability Theme 3: Positive Societal Impact**
 - Community Investments & Development
- 9. Additional Information**
 - Workplace Statistics
 - Independent Assurance Statement
 - GRI Content Index

LEADERSHIP COMMITMENT

Dear Stakeholders,

Over the past fiscal year, the COVID-19 pandemic has severely affected livelihoods, communities as well as physical and social well-being. It has been a clear demonstration of the imperative need for banks to play a more pronounced role in mitigating global sustainability challenges. Accepting and fulfilling this critical responsibility necessitates the integration of responsible environmental, social and governance (ESG) practices into a sustainable business model.

At AmBank, we have taken the past few years to focus on how we can achieve our strategic objectives while contributing to the greater good of our people and planet through accountable banking and business practices. This commitment is reflected in our Group Sustainability Agenda, which ensures that we actively consider our ESG impacts and create shared prosperity for current and future generations, without compromising our financial objectives. Our Sustainability Agenda was particularly crucial this year, as it allowed us to prioritise getting our customers and surrounding communities back on track in the near term while we worked to build a better, more resilient future for all.

DATO' SULAIMAN MOHD TAHIR
Group Chief Executive Officer



INTEGRATING ESG INTO THE BUSINESS

The Group's capacity to address ESG risks and opportunities is key to our sustained growth and continued relevance. We firmly believe that sustainability is not just an extension of our business activities, it is an essential component of AmBank Group's Focus 8 Strategy (FY2021-FY2024), which specifies 'Integrating ESG Considerations into Our Business' as a key focus area.

Our Sustainability Framework, which integrates responsible ESG and Value-Based Intermediation (VBI) principles, formalises the Group's sustainability strategy, comprising our sustainability themes, material matters, the United Nation's Sustainable Development Goals (SDGs), Maqasid Shariah as well as our core values.

The Group's robust sustainability governance structure outlines the specific roles and functions of our Board and management to enable more efficient decision-making, implementation, transparency and accountability.

As part of our commitment to continue strengthening this structure, we have established a designated Group Sustainability Department to drive the development and execution of our strategic sustainability

initiatives. The governance structure is supported by policies and guidelines on sustainability practices that allow us to identify and address our material matters.

Additionally, as part of our efforts to strengthen our sustainability risk assessment system, as of 2021, credit applications for non-individual customers are now assigned with an environmental and social risk grade (ESRG). This allows us to assess a customer's activities from a sustainability perspective to build a more resilient portfolio.

BANKING ON SUSTAINABILITY

As part of the banking ecosystem, we are conscious of the critical role we play in providing both the finance and expertise required to meet the ambitious targets of the global SDGs. As part of our contribution to the Goals, the Group's lending and investment practices endeavour to meet customer needs, while also contributing to sustainable development outcomes. In line with VBI principles, we zero in on financing opportunities that give rise to social progress and improved environmental health. This includes channelling funds and expertise into developing SMEs, start-ups, affordable housing and the green sector.



WE CONTRIBUTED MORE THAN

RM22.6 billion
TO SMES THROUGH LOANS AND FINANCING

In FY2021 alone, we contributed more than RM22.6 billion to SMEs through loans and financing. Apart from that, we continued to organise programmes through the AmBank BizClub to help SMEs and entrepreneurs scale their businesses. Testament to our role as an SME market leader, we received multiple awards and recognition during the year.

In line with our focus on green financing, we developed a green taxonomy for classifying transactions pertaining to critical sectors, such as energy, manufacturing, building, transport and palm oil that are deemed green, drawing upon the global SDGs. We also organised and participated in workshops and events that involved industry experts, with the intention of propelling Malaysia's green financing market forward.

Our customers play an active role in our sustainability journey. Their finances are a vehicle to influence change and we are committed to ensuring that we offer them products and services that are sustainable and add value. We continue to invest in new technologies that offer faster, simpler banking services to our retail and business customers. Transaction volumes on our online platforms, AmOnline and AmAccess Biz, experienced significant growth of 35.0% and 2,782% in FY2021, demonstrating customer trust and satisfaction in our digital solutions. Overall, we ranked 1st in Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS) amongst the Group customers, with a commendable 20-point increase in our NPS score.

PRIORITISING OUR PEOPLE

We are a people-oriented Bank. Our goals and objectives are driven by the best interest of our multiple stakeholders. This commitment was particularly evident in FY2021, as we responded swiftly to protect our employees, suppliers and customers from the health and financial impact of the pandemic.

We implemented remote working and banking measures to ensure that customers could access critical financial services, while keeping our employees safe. Across the Group buildings, we installed thermal scanners, carried out disinfection exercises, and distributed hand sanitisers and protective equipment to curb the spread of the virus.

For customers who were financially impacted by lockdowns, we extended the targeted Repayment Assistance Programme to ease their financial burdens, approving over 2,300 SME applications for rescheduled and restructured (R&R) payments. A Special Relief Facility comprising collateral-free financing of up to RM1.0 million was also set up for COVID-19 affected SMEs. Since March 2020, we have received more than 1,400 applications for the facility, amounting to approximately RM1.20 billion.

As part of our continuous journey to create a positive impact on the communities in which we operate, we have actively invested in projects that address common community development challenges. During the reporting year, we channelled RM228,760 into community programmes covering a range of issues, including COVID-19 assistance, financial literacy, safety and health as well as welfare. We were able to help underserved communities, touching the lives of 33,670 people and institutions.

TAKING CARE OF THE PLANET

The long-term well-being of stakeholders and our business ultimately depends on the health of the environment. With climate change posing an unavoidable threat to future business and livelihoods, we are committed to minimising the impact from our business operations with a focus on further reducing our carbon footprint.

With this in mind, we introduced the Group Energy Policy in FY2021. Approved by the Board, the policy formalises our commitment to energy efficiency and low-carbon operations. The policy supports our target of cutting down our overall carbon emissions by 24.0% by FY2023, with FY2019 as the baseline year.

Among the green initiatives implemented during the year included investing in energy-efficient infrastructure, as well as replacing plastic products with environmentally-friendly alternatives, amongst many other initiatives. As a result, we successfully lowered our carbon emissions by 12.5% year-on-year (YoY).

Beyond our operational footprint, we also support climate action through our active participation in the Joint Climate Change Committee (JC3). JC3's objective is to steer the Malaysian financial sector towards a low-carbon future, which is achieved by building capacity and facilitating collaboration between stakeholders in terms of advancing coordinated solutions to address arising transition challenges.

Sustainability is a journey in which we strive to make great progress each year. The Group remains dedicated to integrating sustainability into our operations and business model. As we move forward into the year ahead, we look to mark new milestones in creating sustainable value that will benefit all segments of stakeholders.

DATO' SULAIMAN MOHD TAHIR
Group Chief Executive Officer

SUSTAINABILITY DISCLOSURES

AmBank Group advocates for positive environmental, social and governance (ESG) practices as we continue to make great strides in our sustainability journey. Our Sustainability Framework (Framework) articulates our intention to consider the ESG impacts in our strategies, activities and portfolio, which consequently contribute to the long-term well-being of people, the planet and our business.

REPORTING PERIOD

All the data and information included in this sustainability statement cover the period from 1 April 2020 to 31 March 2021 (FY2021) unless stated otherwise. Where possible, we also provide data from the past three years to demonstrate our year-on-year (YoY) sustainability progress. Our previous sustainability statement was published to cover the period from April 2019 to 31 March 2020 (FY2020).

REPORTING BOUNDARY

This sustainability statement covers information pertaining to our three main subsidiaries: AmBank (M) Berhad; AmBank Islamic Berhad; and AmlInvestment Bank Berhad, hereinafter referred to as AmBank Group or the Group. The three subsidiaries account for over 96.0% of AmBank Group's total assets, therefore comprising the majority of our sustainability footprint.

The sustainability statement outlines the progress of the ten Sustainability Matters that impact our long-term business and stakeholder value creation. Throughout the report, our sustainability initiatives are labelled with the following icons:



Environmental Impact



Social Impact



Governance Impact

PRINCIPLES OF REPORTING

As part of our commitment to publishing a credible and transparent sustainability statement, we are guided by the following reporting principles:

Sustainability Context	We present our ESG performance in the broader context of sustainability.
Inclusiveness	We capture and describe the sustainability expectations and interests of all stakeholders.
Materiality	We prioritise and address significant sustainability areas that impact our business and influence stakeholder decisions.
Comparability	We seek to benchmark our progress with market practices.

REPORTING STANDARDS

The scope of our sustainability disclosures adheres to the following local and international standards and guidelines:

- Global Reporting Initiative (GRI) Standards
- Bursa Malaysia Sustainability Reporting Guide
- The ACCA Malaysia Sustainability Reporting Guidelines for Malaysian Companies

The GRI content index for the report is shown on pages 193 – 199.

INDEPENDENT ASSURANCE

Selected areas in this sustainability statement have been validated through an external audit conducted by SIRIM QAS International Sdn. Bhd.

The assurance statement is shown on pages 189 – 192.

POINT OF CONTACT

We welcome all comments, feedback and enquiries from our readers so that we can improve the quality of our sustainability disclosures. Please contact our sustainability team at +603-2167 3661.

SUSTAINABILITY @ AmBank Group

SUSTAINABILITY FRAMEWORK

AmBank Group's Sustainability Statement

AmBank Group's strategies, activities and portfolio will consider the environmental, social and governance (ESG) impacts, including climate change risks and ensuring that adequate procedures in relation to anti-bribery/corrupt practices are in place – to ensure that they contribute to the greater good of our stakeholders (e.g., customers, shareholders, employees, regulators, community) – without compromising AmBank Group's financial objectives.

Our business objectives extend beyond creating profits. We strive to enable economic activities that create shared prosperity for current and future generations, without compromising the well-being of the environment. In achieving this, we continuously align our business strategies with sustainability principles from the lenses of ESG and VBI, ensuring that everything we do is for the greater good of our stakeholders. Our sustainability agenda is underpinned by AmBank Group's Sustainability Framework, which outlines the broad parameters of our sustainability agenda.

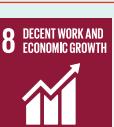


SUSTAINABILITY @ AmBank Group

SUSTAINABILITY OBJECTIVES

As a strong advocate of sustainable development, we continue to join the global alliance in accomplishing the United Nation's Sustainable Development Goals (SDGs). The 17 SDGs interrelated global ambitions are closely linked to our efforts in improving the outcomes of communities and the environment. We play our part in the global goals by enhancing the lives and livelihoods of Malaysians, focusing particularly on sustainable economic growth, environmental protection and social inclusion. This ultimately reinforces Malaysia's contribution to the global collective journey of building peaceful, just and inclusive societies, and ensuring the tangible conservation of the planet and its natural resources.

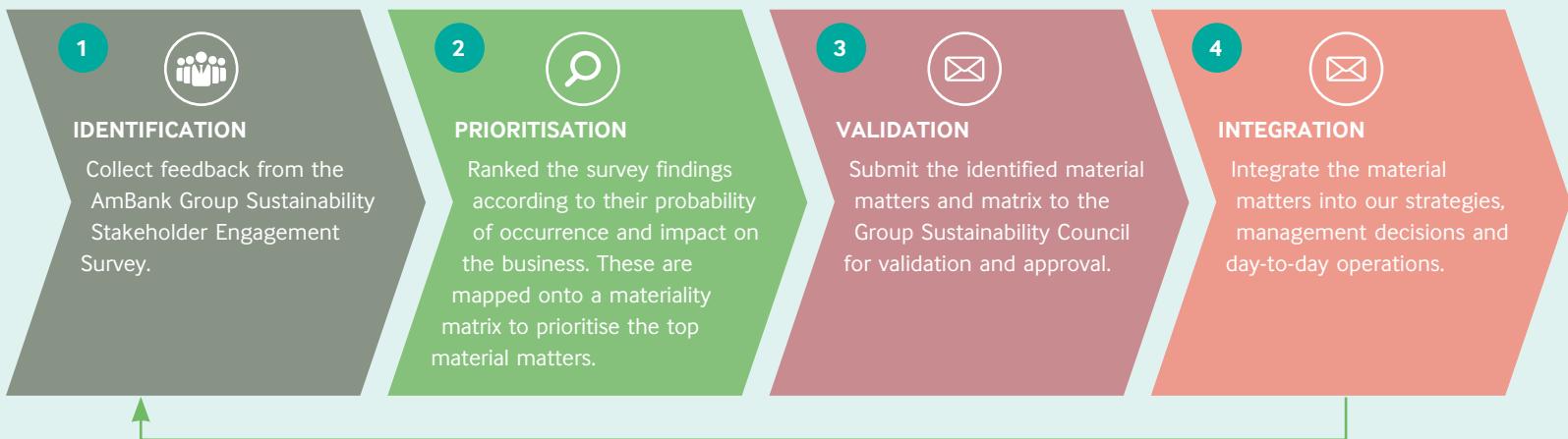
Methodology on UN SDG Alignment: To optimise our SDG contributions, we prioritise the goals that are directly or indirectly impacted by our operations and activities. We assessed each of the 17 SDGs and their corresponding indicators to determine how our business can help achieve these goals. As a result, we have identified nine priority SDGs, as shown below:

 2 ZERO HUNGER	Contribute by our community investments and developments initiatives	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Contribute by our innovative lending programmes and support initiatives to develop SMEs
 3 GOOD HEALTH AND WELL-BEING	Contribute by promoting our employee's well-being and ensuring a conducive and healthy workplace	 11 SUSTAINABLE CITIES AND COMMUNITIES	Contribute by supporting sustainable infrastructure and financial inclusion initiatives
 4 QUALITY EDUCATION	Contribute by equipping our employees with valuable skills, as well as raise the standards of education through Financial Industry Collective Outreach (FINCO)	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Contribute by reducing the negative impact of our own environmental footprint
 5 GENDER EQUALITY	Contribute by improving gender equality within the Group, including influential levels	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Contribute by supporting a fair and equitable workplace and ensuring a strong ethics and compliance culture throughout the Group
 8 DECENT WORK AND ECONOMIC GROWTH	Contribute by protecting labour rights and supporting a healthy work environment for our employees, and enhancing accessibility of our products and services		

SUSTAINABILITY THEMES AND SUSTAINABILITY MATTERS

Our aspiration to create a sustainable and responsible organisation requires the systematic identification and management of areas that materially impact our business and influence stakeholder decisions. These areas, which are called Sustainability Matters, are based on our understanding of stakeholder expectations, industry trends and ESG challenges, which influence our strategy to help us achieve sustainable growth.

Methodology on Sustainability Matters



Based on our methodology, we have identified ten Sustainability Matters, which in turn are clustered into the following three Sustainability Themes:



The Sustainability Matters define the key areas that we prioritise to chart our sustainability journey. We conduct a materiality assessment on these Sustainability Matters periodically, which ensures our Sustainability Matters are continuously relevant. Following our recent assessment in FY2021, out of the ten Sustainability Matters that are material to our sustainability agenda, one Sustainability Matter is new compared to the previous financial year. The level of importance (ranking) of the identified Sustainability Matters are shown in the matrix below:



SUSTAINABILITY @ AmBank Group

Our Sustainability Matters

Sustainability Matter	Business Context	Risks
 Customer Satisfaction & Responsible Sales and Marketing	<p>Customer loyalty and trust rely on our ability to meet their changing needs and protect their financial interests.</p>	<p>Marketing contents that mislead or financially exploit customers would result in the loss of customers or regulatory action.</p>
 Brand & Market Presence	<p>Developing a sustainable brand requires a consistent approach to differentiate ourselves from the competition and maintain customer trust. Delivering a unified and consistent brand message, both internally and externally, is crucial for our long-term growth.</p>	<p>Poor alignment of the brand message will negatively impact brand affinity and trust.</p>
 Data Security & Digital Transformation	<p>Emerging technology and digital advancements continue to disrupt and transform the banking sector, and concurrently increase data security risk.</p>	<p>Cyberattacks and data breaches result in business disruption and loss of stakeholder trust and confidence.</p>
 Responsible Lending & Source of Funds	<p>There is increasing customer and investor expectations and preferences for organisations to ensure that lending practices are undertaken in a responsible manner that contributes towards socio-economic resilience. This aligns with procuring funding from responsible sources.</p>	<p>Supporting businesses that adversely impact the environment and society tarnishes our reputation and affects our long-term performance, including the potential to adversely affect customer repayment capabilities and collateral values.</p>
 Responsible Investments & Advisory Services	<p>An increasingly conscious market is driving a rise in demand for responsible and ethical investments and the provision of advisory services.</p>	<p>Insufficient ESG investment products may cause socially conscious clients to seek from competitors.</p>
 Ethics, Governance & Compliance	<p>Our sustainability objectives and business growth rely on good corporate governance, transparency, compliance with laws, regulations and Shariah, accountability and integrity across all levels.</p>	<p>Breaches, corruption and unethical behaviour within our operations result in regulatory fines, penalties and loss of stakeholder trust.</p>
 Employee Development & Well-being	<p>Employees drive our strategies forward, so a skilled and resilient talent pool is necessary for the business to thrive far into the future.</p>	<p>An un conducive work environment leads to a disengaged workforce, resulting in poor productivity and high employee turnover.</p>
 Responsible Procurement	<p>The impact of our business activities extends across the value chain and includes our procurement decisions.</p>	<p>Unethical practices and regulatory breaches by suppliers may lead to business disruption and reputational damage.</p>
 Energy, Plastics & Waste Management	<p>Environmental challenges, such as climate change, directly impact the environment in which we operate.</p>	<p>Practices that cause environmental harm will lead to adverse climate impacts.</p>
 Community Investments & Development	<p>Inclusive economic growth and shared prosperity require the empowerment of our communities.</p>	<p>The absence of effective community development and social programmes creates the perception of being a purely profit-oriented organisation.</p>

Stakeholders:  Customers

 Employees

 Government & Regulators

 Suppliers

 Media

 Shareholders & Investors

 Business Partners

 Community/NGO/Civil Society

 Sustainability-Certified Bodies

1 Overview of AmBank Group

Opportunities

A seamless customer experience improves our brand value and competitive advantage.

Our Approach

 See page 145

Stakeholders Affected



Strong brand affinity and trust will enable the business to command premium prices and seen as a trusted organisation.

 See page 148



Innovative financial solutions enable us to meet changing customer demands and improve market share, whilst improving processes would enhance customer experience.

 See page 149



Environmentally and socially responsible lending/financing practices enable us to capture the growth opportunities in the underserved segments and new market opportunities such as the green sector.

 See page 153



Supporting clients who invest in sustainable businesses will help grow the sustainability market while generating financial returns.

 See page 157



A well-established grievance mechanism enables stakeholders to safely report against potential malpractices or misconduct.

 See page 158



Regularly training employees with future-ready skills, and a safe and healthy work environment increase our long-term performance and readiness to cope with rapid changes.

 See page 161



Sourcing from local businesses and SMEs, and avoiding unethical/corrupt practices contributes to the country's socio-economic growth and well-being.

 See page 173



Investments in resource-efficient initiatives result in lower consumption and improved operational costs.

 See page 175



Developing the surrounding community aligns with the well-being of the financial ecosystem.

 See page 184



135

Leadership

Responsible Governance

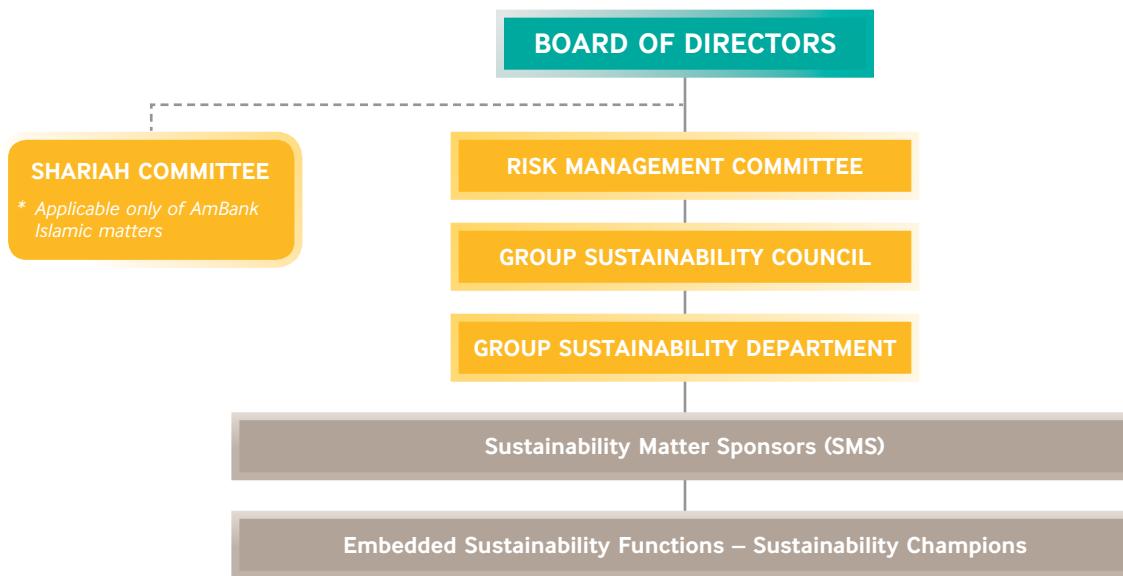
Sustainability Statement

Other Information

SUSTAINABILITY GOVERNANCE

FUNCTIONS & DECISION-MAKING

Our sustainability governance structure ensures strong oversight and execution of sustainability-related strategies. Across the Group, we have clear functions in place, with specific roles and responsibilities to efficiently address our ESG risks and opportunities.



1. Board of Directors

- Overall accountable and responsible for the Group's sustainability strategy.
- Integrates Sustainability Matters in the formulation of groupwide strategy, including oversight and decision-making.
- Considers the strategy to build capacity and expertise in sustainability and impact-based assessments.

2. Risk Management Committee

- Oversees the governance and infrastructure of ESG risk management groupwide.
- Heads the formulation and management of ESG risk aspects within the Group Risk Appetite Framework and Asset Writing Strategy.

3. Shariah Committee

- Governs all matters related to Shariah, including oversight accountability on Shariah-related sustainability issues and advising the management and the Board accordingly.

4. Group Sustainability Council (GSC)

- Provides oversight in the development of sustainability-related strategies and initiatives.
- Ensures that sustainability is appropriately embedded within the organisation.
- Recommends and approves all sustainability-related matters.
- Ensures the inclusion of sustainability-related key performance indicators in the scorecards.

5. Group Sustainability Department

- Leads the development and implementation of broad-based, groupwide strategic sustainability initiatives.
- Supervises the execution of strategies and initiatives in support of sustainability material.
- Ensures that the execution of initiatives is in line with the Group's sustainability strategies.

6. Sustainability Matters Sponsors (SMS)

- Implement sustainability strategies on the ground, which includes the determination and tracking of performance metrics and targets.
- Review the effectiveness of relevant policies, guidelines and processes based on Sustainability Matters and the implemented initiatives.

7. Sustainability Champions

- Appointed business/operations representatives responsible to drive sustainability initiatives within their legal entity/division/department.
- Aligns all sustainability initiatives with the strategies and direction set by the GSC.

SUSTAINABILITY RISK MANAGEMENT

We recognise the real threats posed by ESG factors on our long-term value creation and overall performance. In addition to adverse impacts on business continuity and growth, sustainability risks are increasingly scrutinised by stakeholders. Effective ESG risk management has become more critical than ever.

Amongst the top sustainability risks faced by the Group are concerns that customers' business operations give rise to adverse impacts on people and the planet. When we extend financing to our customers, we are seen as their business partners and thus, have a responsibility to assess if the business operations comply with our sustainability agenda. Non-compliances to global and local standards could lead to businesses being shut down by authorities or hefty fines, which may impact business continuity and the financial standing of our customers. Furthermore, financing customers with poor sustainability risk management could lead to adverse reputational issues for the Group.

With this in mind, as of 2021, we have assigned Environmental and Social Risk Grade (ESRG) as part of our credit evaluation process for non-individual customers to mitigate sustainability risks that could lead to adverse credit or reputational events. Specifically, on climate change risks, we embarked on a pilot initiative where we classify selected new loans/financing based on BNM's Discussion Paper on Climate Change and Principle-based Taxonomy issued on 27 December 2019. This pilot initiative would stand us in good stead as we build capabilities to implement BNM's Guideline on Climate Change and Principle-based Taxonomy issued on 30 April 2021.

In addition to our lending/financing practices, we also have measures in place to protect our own conduct, processes, employees and community from ESG risks via the following lines of defence:

Lines of Defence in Sustainability Risk Management

First Line of Defence		Second Line of Defence		Third Line of Defence
Sustainability Matters Sponsors	Group Sustainability	Group Risk Management Department	Group Compliance Department	Group Internal Audit Department
<ul style="list-style-type: none"> For respective legal entity/division/department levels Owner of their respective sustainability matters Supported by Embedded Sustainability Function 	<ul style="list-style-type: none"> Owner of sustainability-specific policies and guidelines Formulates broad-based, groupwide strategic sustainability initiatives Oversees the execution of sustainability strategies and initiatives 	<ul style="list-style-type: none"> Identifies, assesses and monitors ESG-related risks within the organisation Provides concurrence on ESG risk assessment concerning credit/investment Assesses and monitors ESG risks of credit/investment portfolio 	<ul style="list-style-type: none"> Ensures compliance with regulatory requirements Conducts periodic reviews to assess compliance to sustainability-related regulatory requirements 	<ul style="list-style-type: none"> Implements periodic audits to assess the implementation of sustainability-related policies and procedures

Applicable only for AmBank Islamic matters:-

Shariah Risk Management	Second Line of Defence <ul style="list-style-type: none"> Assesses Shariah risks in relation to the implementation of sustainability-related matters
Shariah Review	Second Line of Defence <ul style="list-style-type: none"> Conducts periodic reviews to assess compliance with sustainability-related regulations from a Shariah perspective
Shariah Audit	Third Line of Defence <ul style="list-style-type: none"> Implements periodic audits to assess the implementation of sustainability-related policies and procedures from a Shariah perspective

SUSTAINABILITY GOVERNANCE

KEY SUSTAINABILITY POLICIES & GUIDELINES

We institutionalise sustainability into the business with a list of policies and guidelines to drive our Sustainability Matters. Governed by our Internal Policy Management Framework, all policies and guidelines are reviewed by the document owner on a biennial basis (or earlier if new legislation or circumstances render it appropriate). This ensures that the documents remain timely and relevant.

Material Topics	List of Policies/Guidelines
 Customer Satisfaction & Responsible Sales and Marketing	<ul style="list-style-type: none"> Code of Conduct – Treating Customers Fairly Customer Service Charter – Service Standards Product Approval and Management Policy Code of Conduct – Speaking on Behalf of AmBank Group
 Brand & Market Presence	<ul style="list-style-type: none"> Corporate Branding Governance
 Data Security & Digital Transformation	<ul style="list-style-type: none"> Privacy Notice on Personal Data Protection Act (PDPA) 2010 AmBank Group Web Portal Security Statement
 Responsible Lending & Source of Funds	<ul style="list-style-type: none"> Environmental & Social Risk Assessment Guideline Non-Permissible Business Activities for Financing Facilities Shariah Guidelines Acceptance of Funds for Deposits or Other Liabilities Shariah Policy <ul style="list-style-type: none"> Credit Proposal Memorandum Retail Credit Policy (RCP) Non-Retail Credit Policy (NRCP) Exclusion List
 Responsible Investments & Advisory Services	<ul style="list-style-type: none"> Group Environmental Policy Code of Conduct – Positive Social Impact
 Ethics, Governance & Compliance	<ul style="list-style-type: none"> Anti-Bribery & Corrupt Practices Policy Whistleblower Protection Policy (WPP) Code of Conduct – Code of Ethics No Gift Policy Group Compliance Framework Anti-Money Laundering (AML) and Counter Financing of Terrorism (CFT) Framework <ul style="list-style-type: none"> Know Your Customer (KYC), Customer Identification and Due Diligence Policy Politically Exposed Persons (PEP) Policy Trading in AmBank Group Shares Policy Related Party Transaction Policy Market Conduct Policy Management on Conflict-of-Interest Policy
 Employee Development & Well-being	<ul style="list-style-type: none"> Code-of Conduct – Employer of Choice Code-of Conduct – Fair and Respectful Workplace Occupational Safety and Health (OSH) Policy Statement Incident, Non-Conformity and Corrective Action Procedure
 Responsible Procurement	<ul style="list-style-type: none"> Supplier Code of Conduct (SCOC) Code of Conduct – Managing Supplier Relationships
 Energy, Plastics & Waste Management	<ul style="list-style-type: none"> Group Environmental Policy Environmental Monitoring and Measurement Practice Guide Environmental Objectives, Targets and Plans Practice Guide Environmental Resource Management Practice Guide <ul style="list-style-type: none"> Environmental Waste Management Practice Guide Greenhouse Gas (GHG) Accounting and Reporting Practice Guide Group Energy Policy
 Community Investments & Development	<ul style="list-style-type: none"> Code of Conduct – Positive Social Impact

M1: Customer Satisfaction & Responsible Sales and Marketing

- Code of Conduct – Treating Customers Fairly:** Stresses the importance of fair treatment and respect towards customers. Employees are required to demonstrate professionalism, transparency and integrity in all dealings with customers. Customers' complaints received via our various feedback channels must also be resolved in a friendly, fast, fair and effective manner.
- Customer Service Charter – Service Standards:** Outlines our commitments and service standards in providing excellent service to our customers. Our employees are expected to understand the customer's profile to deliver products and services according to their needs. The service team is required to deliver transparent and personable service, and ensure the customer is kept aware of our multi-channel options and accessibility.
- Product Approval and Management Policy:** Articulates the overarching principles and minimum requirements in product development throughout the product lifecycle. The process balances the need for product governance and safety with commercial considerations. The policy also includes sustainability considerations in its product approval process.
- Code of Conduct – Speaking on Behalf of AmBank:** Emphasises the importance of accurate and factual communications regarding the bank. It applies to all employees, and highlights the reputational risks linked to releasing inaccurate information and communication.

M2: Brand & Market Presence

- Corporate Branding Governance:** Details our brand strategy and brand guidelines towards ensuring a holistic and consistent brand experience across all communications issued by AmBank Group. It aims to ensure all employees understand and adhere to the brand practices, both internally and externally.

M3: Data Security & Digital Transformation

- Privacy Notice on Personal Data Protection Act (PDPA) 2010:** Reflects our commitment to protect and safeguard customers' personal data when entering into any transaction with the Group. The document describes the type of customer data obtained, how it is processed, and the customers' right to withdraw consent to their data.
- AmBank Group Web Portal Security Statement:** Highlights our aim to maintain strict procedures and standards against unauthorised access to personal information. It applies to our website page regarding the security of users' personal information collected and/or processed through the web portal, as well as the obligations of the user.

M4: Responsible Lending & Source of Funds

- Environmental & Social Risk Assessment Guideline:** Assesses the sustainability practices of customers' activities by using information obtained from the customer and available public information. It serves to identify responsible and sustainable businesses, particularly regarding environmental impact, health and safety, and social impact.
- Retail Credit Policy (RCP):** Represents the minimum credit risk management standards of the Group for retail portfolios. All credit proposals must adhere to the requirements of the reputational risks stipulated in our Operational Risk Management Framework/Guideline/Practice Guide. The policy was established within our tolerance for credit risk, supporting the Group Risk Appetite Framework (GRAF) and overall business strategy. Group Risk Management provides independent oversight and risk assessments, as per BNM's Risk Governance standards and guidelines.
- Non-Permissible Business Activities for Financing Facilities Shariah Guidelines:** Describes Shariah Non-Compliant activities, which is also known as the Shariah negative list. The criteria need to be considered when providing financing facilities to non-retail customers under AmBank Islamic. The negative lists include activities that cause detrimental harm to society and the environment.
- Non-Retail Credit Policy (NRCP):** Sets out the high-level credit principles that we adopt to ensure a consistent approach in managing credit risks for non-retail portfolios. It outlines the credit management standards that are required to be observed throughout the lifecycle of a credit exposure, including credit assessment standards, annual review and review of problematic credits and independent credit review requirements.
- Acceptance of Funds for Deposits or Other Liabilities Shariah Policy:** Provides rules from a Shariah perspective on the deposits and other liabilities that we may accept or disallow/avoid to safeguard against Shariah reputational risk. The policy applies to AmBank Islamic employees and other employees involved with AmBank Islamic's operations, business, affairs and activities. For the avoidance of doubt, this Shariah Policy only deals with the acceptance of funds. Any debiting or outflow of funds from customer accounts is the customers' responsibility.
- Credit Proposal Memorandum:** Incorporates sustainability considerations into the Group's credit approval process. The preparation of a credit proposal involves an in-depth analysis of credit risk factors, which include environmental and social risks.
- Exclusion List:** Outlines the sensitive areas that are not accepted by universal convention. Businesses and activities that fall under the exclusion list will not receive new financing from the Group. The full list of activities is shown on page 153.

SUSTAINABILITY GOVERNANCE



M5: Responsible Investments & Advisory Services

- Group Environmental Policy:** Articulates our commitment to reducing any adverse environmental and social impacts resulting from our lending, financing and investment activities. It demonstrates our promise to provide products and services that are ethical and responsible.
- Code of Conduct – Positive Social Impact:** Encourages employees to apply their wealth management, investment management and capital markets expertise into sustainability-related financial and investing activities. Investment decisions need to abide by the Principles of Islamic Finance, which promotes environmental and social well-being.



M6: Ethics, Governance & Compliance

- Anti-Bribery & Corruption Policy:** Sets the standards of integrity demanded of all its employees in their day-to-day business dealings and operations. It represents our zero-tolerance stance on bribery and corruption in all forms. The policy is modelled after the requirements of adequate procedures emanating from the Malaysian Anti-Corruption Commission Act Section 17A.
- Whistleblower Protection Policy (WPP):** Provides a safe and reliable channel for stakeholders, including customers, suppliers, and employees, to voice grievances and report against unethical conduct without fear of repercussions. They are encouraged to voice out any misconduct such as dishonesty, fraud, corruption, bribery or illegal practices, abuse of power, or conflict of interest involving the Group.
- Code of Conduct – Code of Ethics:** Reflects our firm commitment to uphold and maintain a high level of integrity, professionalism and ethical conduct. It applies to all employees across all levels and provides a clear direction in conducting business, interacting with the community, government and business partners, as well as general workplace behaviour.
- No Gift Policy:** Strictly prohibits employees from offering, soliciting, or receiving gifts in any form – between current or potential customers, vendors, agents and business partners – which could influence impartial judgement during decision-making. This protects us from potential conflicts of interest, bribery and corruption, as well as ensure that practices and dealings are conducted ethically and professionally.
- Group Compliance Framework:** Describes the various roles and responsibilities involved in compliance with regulatory guidelines and requirements for improved accountability. It details how to mitigate financial, reputational and operational risks arising from potential legal violations and/or regulatory non-compliance.
- Anti-Money Laundering (AML) and Counter Financing of Terrorism (CFT) Framework:** Defines the standards and procedures for prevention and detection of suspicious transactions, such as money laundering and other financial crimes. Thorough investigations procedures help identify suspicious money flows and prevent the use of our banking channels and products to conduct illicit/illegal transactions.
- Know Your Customer (KYC), Customer Identification and Due Diligence Policy:** Stipulates stringent procedures to ensure that the Group only manages customers who have been properly verified and approved. It ensures proper customer identification through reliable information and documentation, which allows for the proper assessment of a customer's risk profile.
- Politically Exposed Persons (PEP) Policy:** Identifies and manages potential risks associated with onboarding and maintaining our dealings with PEPs, Politically Exposed Corporations (PECs), and Relatives and Close Associates (RCAs). These politically associated groups are subject to Enhanced Customer Due Diligence processes, which involve robust assessment of, *inter alia*, reputational risk issues and risk mitigation.
- Trading in AmBank Shares Policy:** Ensures that individuals who have access to price-sensitive information relating to AmBank's shares must not trade the shares until the relevant information is publicly available. It applies to directors and designated employees when trading in the Group's shares on Bursa Malaysia.
- Related Party Transaction Policy:** Ensures all related party transactions and recurrent party transactions are made on standard commercial terms and does not favour the related party over those generally made to the public. The policy defines, among other things, associated parties, related party transactions, persons connected, and sets out the approval requirements.
- Market Conduct Policy:** Establishes the overarching principles in managing capital market activities to ensure compliance with all relevant regulations and uphold high standards of integrity and professional conduct. We have zero tolerance for market misconduct and expect all authorised persons to have sound knowledge and understanding of capital market regulations.
- Management on Conflict-of-Interest Policy:** Outlines how to manage situations where an individual's personal interest conflicts with the professional interest owed to the Group and its customers. It describes the identification and prevention of such conflict, including managing Inside Information. The policy promotes high standards of professionalism, integrity and fair dealing by establishing procedures to ensure that Conflict of Interest is properly managed and/or mitigated.



M7: Employee Development & Well-being

- Code of Conduct – Employer of Choice:** Outlines our broad focus areas to become an Employer of Choice. Firstly, to provide a work environment in which our people are valued and able to develop their skills and talent towards new challenges. Second, to maintain and develop the skills, knowledge and capabilities that will assist in delivering good performance at work.
- Code of Conduct – Fair and Respectful Workplace:** Highlights our commitment to creating a workplace that is free from negative and inappropriate behaviours. Employees are required to treat each other with respect, with guidelines on how to act to create a respectful work environment. It emphasises our zero-tolerance to discrimination and harassment, and the shared responsibility of fostering a diverse and inclusive workforce.
- Occupational Safety and Health (OSH) Policy Statement:** Stipulates our commitment to mitigate any workplace accident, injury and disease with following OSH measures: maintain premises and equipment in a condition that is safe and without risk to health, including the means of access and exit; provide the necessary information, instruction, training and supervision to all employees to sustain a safe and healthy workplace; and provide a monitoring mechanism for compliance with OSH and other relevant statutory requirements. These health and safety procedures extend to all employees, visitors and other persons within our workplace.
- Incident, Non-Conformity and Corrective Action Procedure:** Guides the reporting, recording, investigation and correction of workplace incidents and non-conformities. This procedure is reviewed periodically by the OSH unit according to ISO 45001 Standards, ensuring that the contents reflect the current operating procedures.



M8: Responsible Procurement

- Supplier Code of Conduct (SCOC):** Aims to create a sustainable future through responsible procurement. Suppliers must act with integrity, responsibility, honesty and respect, and maintain ethical, safe and environmentally responsible practices.
- Code of Conduct – Managing Supplier Relationships:** Requires employees to abide by the guidelines that help build trust, co-operation and long-term relationships. It emphasises the oversight of the procurement processes to ensure we maintain integrity and honesty across the supply chain.



M9: Energy, Plastics & Waste Management

- Group Environmental Policy:** Describes the key principles to better manage the environmental impact of our operations and activities. Employees and suppliers need to meet all environmental compliance obligations and strive to continuously improve our environmental performance.
- Environmental Monitoring and Measurement Practice Guide:** Helps employees monitor, measure, analyse and evaluate the environmental performance of our operations. The key requirements stipulated in this guide include establishing, measuring and monitoring Environmental Performance Indicators (EPIs).
- Environmental Objectives, Targets and Plans Practice Guide:** Provides direction in developing, implementing, monitoring and evaluating environmental objectives and targets. These objectives and targets are set according to an Environmental Management Plan (EMP).
- Environmental Resource Management Practice Guide:** Outlines the best practices in effectively managing the consumption of resources such as electricity, water, paper and materials. The guide includes Environmental Resource Management Principles; Resource Classification; Electricity and Energy Management; and the Management of Renewable and Non-Renewable Recyclables, Recoverable or Reusable Materials.
- Environmental Waste Management Practice Guide:** Helps effectively manage both solid and scheduled wastes generated by our operations and activities. This practice includes details on waste management principles, waste classification and sustainable waste practices.
- Greenhouse Gas (GHG) Accounting and Reporting Practice Guide:** Provides essential carbon management criteria, such as identifying the scopes and boundaries of GHG emissions as well as the calculation, reporting and verification of carbon data.
- Group Energy Policy:** Acts as the foundation for a successful energy management programme across our buildings and activities. The policy formalises the support and articulates our commitment to energy management and sustainability. The principles applied in this policy is elaborated on page 176.



M10: Community Investments & Development

- Code of Conduct – Positive Social Impact:** Acts as a guide in addressing a wide range of matters on the development of communities. Through our CSR initiatives, we deliver donations, grants and volunteering activities that enable the Group to connect with local communities and contribute to their socio-economic growth.

SUSTAINABILITY GOVERNANCE

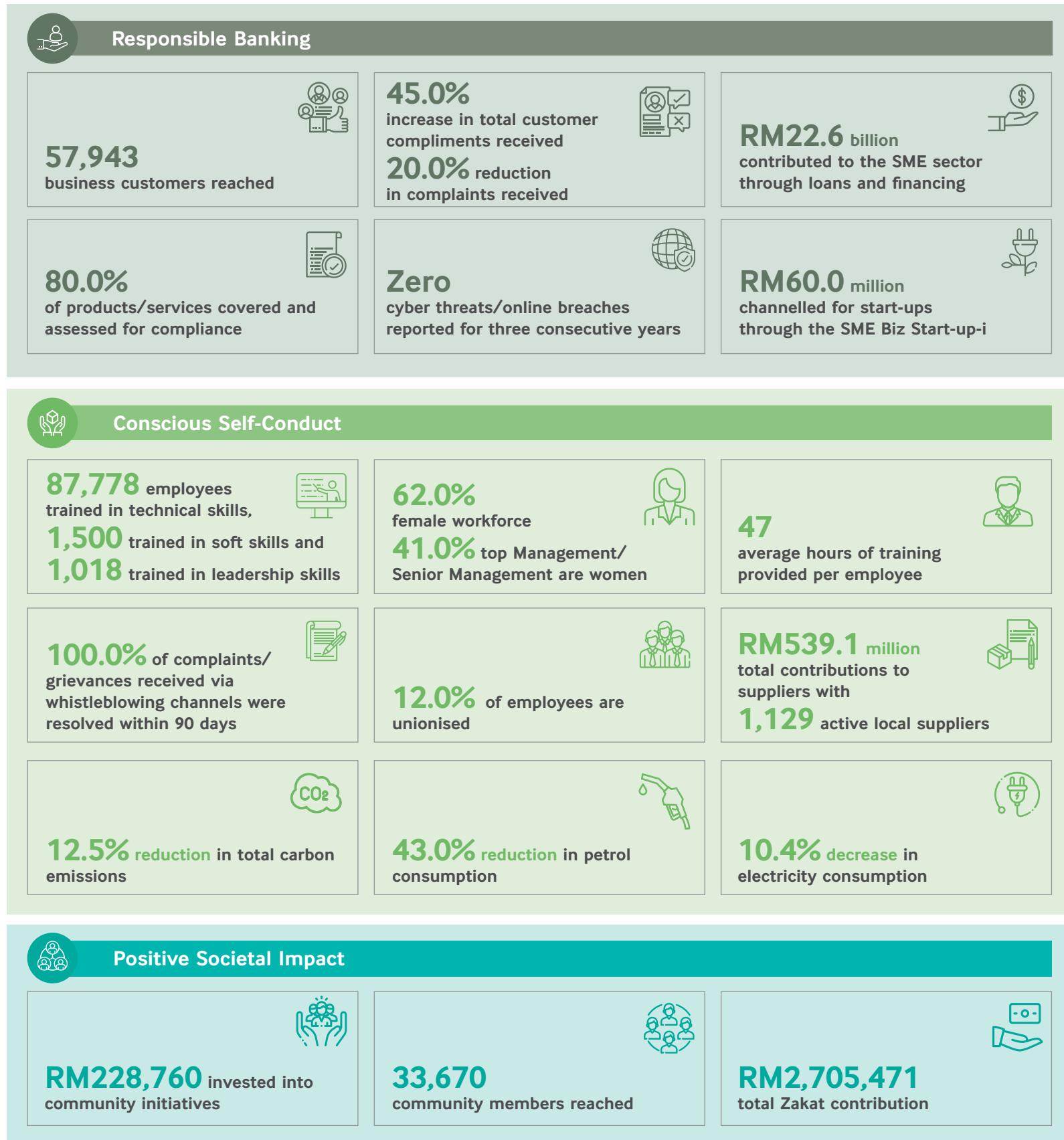
MEMBERSHIPS & ASSOCIATIONS

We actively participate in various associations and memberships to share our resources, and gain industry insights on sustainability best practices. Our participation in these associations provides the avenue to exchange ideas, knowledge and experience on how to maximise positive impact and build long-term resilience.

Association	Our Role & Contributions	Membership
Association of Banks Malaysia (ABM)	<ul style="list-style-type: none"> Actively participate in various initiatives that promote and strengthen the commercial banking industry to become more resilient, effective and efficient. 	AmBank (M) Berhad
Association of Islamic Banking and Financial Institutions Malaysia (AIBIM)	<ul style="list-style-type: none"> Serve as members of the AIBIM Council and Shariah Governance Committee. Help represent the voice of the Islamic Finance industry, underpinning the value-based intermediation thrust in serving the community. 	AmBank Islamic Berhad
Malaysian Investment Banking Association (MIBA)	<ul style="list-style-type: none"> Actively participate in programmes and initiatives that improve and strengthen the Investment Banking Industry in Malaysia. Sit on various committees in MIBA, which act as a forum for industry dialogue between practitioners and Malaysian regulators. Discuss and address issues affecting the industry, which provides for smooth functioning of capital markets and also aims to push innovation and adopt best practices promptly. 	AmInvestment Bank Berhad
Financial Industry Collective Outreach (FINCO)	<ul style="list-style-type: none"> Support FINCO's goal to provide underprivileged and youth with the guidance and educational tools they need to achieve their life goals. Actively participate and volunteer in FINCO programmes, such as FINCO Reads, FINCO Mentor and FINCO Good SENS (Social Enterprise Network for Schools), which builds on current efforts of financial industry members and supports Malaysia's national strategy for financial literacy. Donated 20 decommissioned laptops for FINCO to enable online sessions during the pandemic. 	AmBank Group
Malaysian Investor Relations Association (MIRA)	<ul style="list-style-type: none"> Actively participate in knowledge-sharing sessions between other public-listed companies and the investment community to promote corporate governance, transparency and enhance shareholder value for all. 	AmBank Group
Joint Committee on Climate Change (JC3)	<ul style="list-style-type: none"> Help pursue collaborative actions for building climate resilience within the financial sector. Collaborate with other financial players to build industry capacity through the sharing of knowledge, expertise and best practices in managing climate-related risks. Actively support the identification of issues and priorities facing the financial sector in managing the transition towards a low-carbon economy. Collaborate with stakeholders in advancing coordinated solutions to address climate-related challenges. 	AmBank (M) Berhad

Association	Our Role & Contributions	Membership	
Association of Stockbroking Companies (ASCM)	<ul style="list-style-type: none"> Promote the interest of stockbroking companies by providing a broker's voice to the relevant regulators and the public. Participate in all issues directly related to the development and progress of the stockbroking industry and help realise the Government's vision of transforming Malaysia into a regional financial centre. Work closely with the Ministry of Finance, the Securities Commission Malaysia and Bursa Malaysia Securities Bhd on a diverse range of operational and policy issues. 	AmInvestment Bank Berhad	
Community of Practitioners (CoP) of Bank Negara Malaysia's Value-Based Intermediation (VBI)	<ul style="list-style-type: none"> Actively contribute to the development of the industry's VBI scorecard, framework, guidelines and strategy. AmBank Islamic's CEO is the Chairman of the Value-Based Intermediation Sectoral Guideline Working Group (Cohort 1), which developed sector guide documents for Palm Oil, Renewable Energy, and Energy Efficiency sectors and activity. For Cohort 2, AmBank Islamic is also part of the VBI Sectoral Guideline Working Group to develop a sector guide for Construction & Infrastructure sector. 	AmBank Islamic Berhad	143
The Association of Shariah Advisors in Islamic Finance (ASAS)	<ul style="list-style-type: none"> Engage with the Shariah fraternity for certification, knowledge sharing, and to heighten the implementation of Maqasid Shariah. 	AmBank Islamic Berhad	
Chartered Institute of Islamic Professionals (CIIF)	<ul style="list-style-type: none"> Support the capacity-building agenda of the industry by setting professional standards to drive the next phase of Islamic finance in human capital development. 	AmBank Islamic Berhad	
Islamic Banking & Finance Institute Malaysia (IBFIM)	<ul style="list-style-type: none"> Act as a Subject Matter Expert to facilitate the Structuring Investment Account Products programme and the application of Shariah in Islamic Finance. 	AmBank Islamic Berhad	
8 Other Information	7 Sustainability Statement	6 Responsible Governance	
		5 Leadership	
		4 Management Discussion and Analysis	3 Value Creation at AmBank Group
		2 Key Messages	1 Overview of AmBank Group

SUSTAINABILITY PERFORMANCE



SUSTAINABILITY THEME 1: RESPONSIBLE BANKING



We are committed to banking practices that generate profits while also contributing to positive environmental and social outcomes. We take our obligations as a responsible bank to heart, as we strive to consistently deliver products and services that meet customer needs in a responsible manner. Our commitment to responsible banking enables us to create inclusive prosperity and value for all stakeholders, now and far into the future.



M1: Customer Satisfaction & Responsible Sales and Marketing

Why Is This Important?

Customer value not only resides in the products and services that we provide but also in the way they are delivered. In today's fast-paced environment, a seamless customer experience is crucial to long-term customer loyalty and overall performance. In the near term, a good customer experience results in increased sales and lower cost-to-serve, thus contributing to positive financial performance. In the long run, banks that excel in customer experience sustained improvements in revenue growth and shareholder returns, with a majority of companies that focus on improving customer experience reporting an increase in revenue.

Responsibility in banking also means being a trustworthy financial solution provider for our customers. We need to be attentive to customers' needs, offering products and services that make their life easier. We have a duty to provide customers with fair and transparent information in marketing, thus enabling them to make well-informed decisions. In doing so, we protect customers' financial interests and maintain their confidence in our ability to serve them. Furthermore, regulators are also monitoring the marketing activities of banks to better protect people against financial exploitation and mis-selling. By prioritising customer needs and best interests, we can differentiate ourselves in an increasingly competitive market.

What Is Our Approach?

As a customer-oriented organisation, we strive to consistently deliver a seamless customer journey. This is achieved through regular customer engagements, enabling us to identify common pain points throughout their interaction with us. The feedback collected allows us to implement the necessary measures that improve customer experience and, consequently, enhance customer satisfaction. Through our efforts, we aim to build a reputation from the traditional transactional mindset towards more meaningful customer relationships.

In terms of responsible sales, we provide customers with honest and transparent content in marketing and product solutions. We create a positive social impact by ensuring ethical marketing that reflects our commitment to putting customers first. Our branding strategy, encompassing our branding, communications and marketing activities are governed by our Brand Governance to ensure a consistent brand message across our lines of business. While safeguarding our brand from unethical use, our Brand Governance ensures that all marketing communications are synergistic, relevant, purposeful and socially responsible.

What Did We Do?

1. ENHANCING CUSTOMER EXPERIENCE (CX)

- Service Quality Committee:** Formed the Service Quality Committee to work with respective stakeholders on action plans based on key findings and takeaways of NPS.
- Mystery Shopping:** Commenced an in-house customer survey and Mystery Shopping programme to ensure consistency, accuracy and compliance in service on Post-Moratorium process knowledge and service soft skill competency. Branches who did not do well were coached again on the necessary knowledge, skills required and processes, and failed branches were re-tested.
- CX Workshops:** Collaborated with Employee Engagement to conduct Focus Group Discussions (FGD) with our employees nationwide for feedback on system, process, procedure, service and people. The workshops aim to gather customer pain points for immediate and continuous action. The feedback was shared with the respective Products, Channels & Segments team for process and offer improvements.
- Process Improvement Campaign:** Launched the Ideation Campaign at Retail Credit to collect and implement ideas from employees on how to improve our Customer Satisfaction Survey (CSAT) score and Net Promoter Scores (NPS).

SUSTAINABILITY THEME 1: RESPONSIBLE BANKING

2. ADDRESSING CUSTOMER CONCERN

- Voice of Customer:** Engaged in an agile CX initiative to ensure we consciously and continuously listened to the voice of our customer during the MCO. We observed our CSAT score and NPS on a more frequent basis rather than once a year to identify and address major customer priorities. This enabled us to identify two customer priorities, which were addressed accordingly:
 - Digital Platforms:** Re-trained frontliners on the new AmOnline apps so they can support queries and guide customers on how to use the new app. Also, we introduced Digital Day in the AmBankWay morning huddles at all branches, helping frontliners support and raise digital awareness for customers through familiarisation to help them convert to online banking.
 - Credit Card:** Revised our credit card promotions according to customer demands, focusing on Cash Back and Rebates usage campaigns for essential spending. We also included SST and annual fee waivers, as well as a faster turnaround time to process Credit Limit Increase.
- Credit Counselling and Debt Management Agency:** Continued to support our customers through our *Agensi Kaunselling dan Pengurusan Kredit* (AKPK). Under AKPK's Debt Management Programme (DMP), we eased the burdens of COVID-19-affected customers by providing moratorium and repayment assistance.

3. REWARD RECOGNITION

- Customer Compliments: Tracked customer compliments via structured CX Recognition & Awareness. We also introduced the following awards programmes to recognise exceptional customer service employees:
 - STAR AWARDS:** Enable internal employees to recognise their colleagues, staff and/or supervisors as an Engaged Employee, Shining Star or a CX Excellence.
 - Compliant Behavioural Recognition:** Reward employees who take the initiative in preventing losses for the Group and customers, particularly in regard to fraud and scams.

What Did We Achieve?



CUSTOMER SATISFACTION

Ranked 1st in CSAT score and NPS amongst AmBank Group customers

45.0% increase in total Customer Compliments received, from 280 in 2019 to 416 cases in 2020

100.0% of branches passed the Mystery Shopping test, with an overall score of 3.7 and a re-test score of 4.4 (out of 5.0).

20.0% reduction in complaints received

Number of customer complaints



	Year	All Users	Main Bank Users
		2020	2020
NPS Score	2020	14	24
	2019	-6	23
	2018	-21	9
CSAT %	2020	74%	81%
	2019	72%	78%
	2018	61%	73%

BUSINESS CUSTOMERS REACHED

	FY2019	FY2020	FY2021
Large Corporate	1,857	1,875	1,865
Mid Corporate	2,761	2,848	2,891
Financial Institutions	250	296	278
Business Banking	7,083	8,795	9,956
SMEs	19,690	22,122	42,953
TOTAL	31,641	35,936	57,943

CREDIT COUNSELLING AND DEBT MANAGEMENT AGENCY

	FY2020	FY2021
Active customers enrolled with AKPK	32,254	32,486
Value of active customers enrolled with AKPK	RM765.4 million	RM852.3 million
Total monthly payments from AKPK customers	RM6.0 million	RM3.8 million

AWARDS & RECOGNITION

- **Global Banking and Finance Review:**
 - Best Islamic Banking CEO Malaysia 2021
 - Best Islamic Corporate Bank Malaysia 2021

- **International Business Magazine Awards:**
 - Best Islamic Bank of Malaysia 2020
 - Banking CEO of the Year Malaysia 2020

SUSTAINABILITY THEME 1: RESPONSIBLE BANKING



M2: Brand & Market Presence

Why Is This Important?

Sustaining our organisation necessitates that we differentiate ourselves from the competition. This ensures that stakeholders repeatedly choose our products and services in the long term. The extent to which customers are able to recognise the AmBank brand may act as a differentiator in a crowded marketplace. A quality branding strategy help communicate our values and commitments, confirm our brand credibility, and promote customer loyalty. Additionally, branding also contributes to talent attraction and retention. It helps employees understand our purpose, particularly our commitment to becoming a sustainable bank. Therefore, delivering a unified and consistent brand message both internally and externally is crucial to our sustainability journey.

What Is Our Approach?

Following our materiality assessment this year, we identified Brand & Market Presence as a new Sustainability Matter. Therefore, we are in the process of establishing policies and plans to address this topic effectively. Since the beginning of FY2022, we began tracking our brand health in terms of critical brand parameters within our strategic segments (i.e., mass affluent, affluent, SMEs and mid-corp) across key locations, including Klang Valley, Penang, Johor Bahru, Kuching and Kota Kinabalu. In doing so, we intend to identify brand opportunities and gaps, thus roll out appropriate brand strategies to achieve our brand sustainability aspirations.

Notwithstanding that this is a new Sustainability Matter, we have long prioritised a strong brand and market presence. The Group's branding strategy encompasses our branding, communications, and marketing activities governed by our Brand Governance. This ensures that all our communications align with our vision. In addition, it helps maintain relevance in meeting our customers' expectations in each respective business and marketing segments. The enforcement of Brand Governance is led by our Brand Council, which consists of representatives from various functional teams and business units as brand stakeholders. Our Brand Council aims to drive robust brand enhancement initiatives that build stakeholder trust and loyalty.

What Did We Do?

BRAND SPONSORSHIP/COLLABORATION

- **Budget Report:** Strengthened our position as an industry thought leader in presenting to the market and our key strategic segments, relevant information beneficial to their business and financial decision-making. The Budget Report exemplified our strong relationship in working with an established media partner to provide up-to-date news and information.
- **The Edge Digital Editorial:** Collaborated with The Edge through a series of AmBank Group-generated business contents, which effectively positioned and improved our brand standing as a strategic partner that continues to stay relevant in meeting the needs of individuals and businesses alike.

Media Engagement

- **Brand Exposure:** Continuously engaged with the media to deliver updates on corporate news, awards and achievements, new products and services, customers' promotions and more.

What Did We Achieve?



Consistent brand and relationship-building initiatives with our key strategic customer segments in helping them grow and win together, in line with the Group's purpose.

Ensured consistent brand exposure and share of voice via strategic collaborations with key media partners.



M3: Data Security & Digital Transformation

Why Is This Important?

The integration of digitalisation into daily life is fundamentally changing how we operate and deliver value to customers. Customers expect fast and convenient banking services at the touch of their fingertips. This has become more crucial in the wake of the pandemic, with customers forced to access various services remotely. At the same time, competition within the banking sector has ramped up quickly. The financial services world now consists of many new players across multiple sizes and backgrounds, all competing to meet customers' rapidly changing needs. Therefore, digital transformation has become critical to our sustainable growth. It enables us to provide a more engaging customer experience while improving costs and efficiency. Digital transformation, with a focus on customer experience, can generate a 20-30% increase in customer satisfaction and financial gains of 20-50%¹.

However, as the digital and physical world continues to merge, cybersecurity risks will increase in frequency and impact. Unmitigated cyberattacks can lead to significant financial and non-financial costs, including theft of personal and financial data, credit card fraud, loss of productivity, and regulatory penalties. Global cybercrime costs are expected to grow by 15.0% annually over the next five years, reaching US\$10.5 trillion per year by 2025². Ultimately, implementing strong data security measures ensures business continuity and stakeholder trust in today's data-driven world.

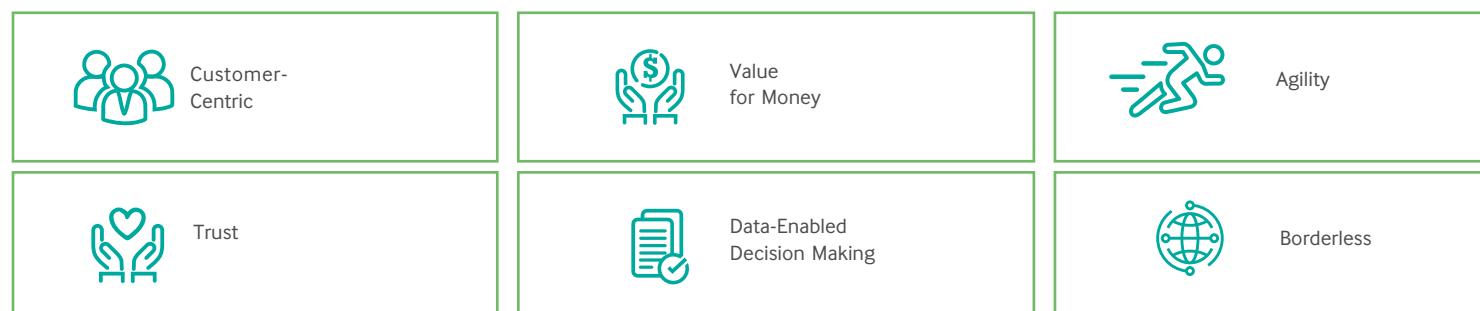
What Is Our Approach?

The fundamental principle of our Digital Transformation journey is to create compelling customer value propositions that cut across our multiple customer segments, spanning across individual, SME, corporate and institutional clients. We aim to improve customer outreach via a digital approach as opposed to the traditional way of banking, which includes providing new streams of income by availing more functionality via a digital channel and new digital solutions. Additionally, we adopt new technologies that offer smarter, faster and more efficient processes. As we scale and upgrade core systems and infrastructure, we utilise analytics to deliver personalised offerings through our online channels, as well as enhancements with new services entirely online.

AmBank Group's Underlying Approach to Digital Transformation

1. Drive usage and penetration of existing digital channels through new initiatives and commercialisation efforts
2. Leverage strategic partnerships in marketplace

Our digital journey is guided by AmDigital – a comprehensive strategy that integrates our digital agendas across the Group. AmDigital aims to redefine the customer experience and propel AmBank Group as a leader in digital banking. The digital strategy is built on four key pillars: **Retail Digitalisation, Non-Retail Digitalisation, Partnerships, and Ecosystem Play**. Guiding these pillars are AmBank Group's Principles of Digital Business:



Stay Focused

Be digitally discerning, not digitally distracted

Brand Differentiation

Incorporate meaningful differentiation that distinguishes or elevates AmBank Group's brand

Tailored

Understand our customers' needs and wants to create value-adding interactions

1 <https://www.forbes.com/sites/blakemorgan/2019/12/16/100-stats-on-digital-transformation-and-customer-experience/?sh=75c84a7a3bf3>

2 <https://cybersecurityventures.com/annual-cybercrime-report-2019/>

SUSTAINABILITY THEME 1: RESPONSIBLE BANKING

On Cybersecurity, we aim to minimise the risk of cyber threats by enhanced and continuous security monitoring via SOC 2.0. This includes evaluating our readiness in responding to cyber-attacks through periodic cyber drills. We view data security holistically against our Safe Banking strategy theme. Cybersecurity risks are addressed through the continuous improvement of cybersecurity posture and enhanced IT landscape end-to-end visibility.

We continue to refine our Cybersecurity Strategy by:

- Incorporating increased Visibility, Orchestration & Automation, and Building Intelligence;
- Building our Threat Hunting capability, with the usage of forensics tools;
- Enhancing our ability to collect security threats from multiple sources and respond with little human intervention; and
- Deploying tools that enable anomaly detection & predictive analytics for better-automated protection.

What Did We Do?

1. DIGITAL TRANSFORMATION

- **Use-Friendly Platforms:** Relaunched AmOnline app and web with improved user interface and customer experience. We also embarked on digital solutions, such as Credit Card and Auto Finance on a tablet, for faster customer reach and financing approvals.
- **Cross-Onboarding:** Developed a cross-onboarding platform between AmOnline and our partners, enabling customers to enjoy the convenience of an AmBank account with the seamless integration of our partners' offerings.
- **Non-Retail Digitalisation:** Developed a user-friendly system that addresses the day-to-day operational needs of our business clients. AmAccess Biz caters specifically to SMEs whilst AmAccess Corp meets the needs of larger SMEs and our corporate customers. We also enabled SME Digital Onboarding and Retail Onboarding, which provide a full end-to-end digital account opening for SME and retail customers for a contactless experience.
- **Digital Partnerships:** Leveraged strategic partnerships with Luno, Merchantrade and Rakuten to digitally enable open API connectivity to Fintechs, provide sponsor banking services, and broaden revenue streams.
- **Operational Efficiency:** Utilised more than 60 robotic process automation (RPA) to improve operational efficiency and costs.
- **Cashless Solutions:** Offered collection solutions via JomPAY, DuitNow and mTAP in support of BNM's cashless agenda. These solutions are offered to a number of government agencies, universities and religious institutions.



2. CYBERSECURITY

- **Cyber Drill Simulations:** Completed SC Capital Market Cyber Drill Simulation, Groupwide Cyber Drill, and other cybersecurity campaign activities in 2020.
- **IT Infrastructure:** Onboarded next-generation network security equipment, including firewall and IPS.
- **Cybersecurity Monitoring:** Completed Endpoint Detection & Response (EDR) installation on employees' desktops and laptops to continually monitor and respond to cyber threats. Also, improved monitoring and response capabilities of our Security Operation Centre 2.0 by integrating File Integrity Monitoring for wider visibility.

What Did We Achieve?



ONLINE CUSTOMER GROWTH:

28.0% increase
in AmOnline customers



137.0% increase
in AmAccess Biz customers



35.0% and 2,782% increase
in transaction volume for AmOnline and AmAccess Biz, respectively

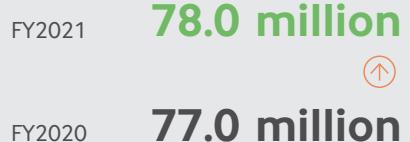


AmOnline

Registered users



Average number of online transactions (monthly)



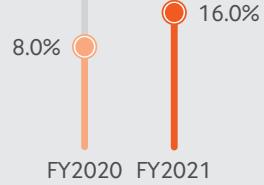
Percentage of online transactions (%)



Percentage card activation online (%)



Reduction in activation via call centres



Percentage of credit card limit increase application via AmOnline (%)



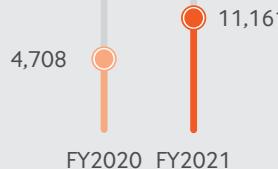
Successful online enquiries



SUSTAINABILITY THEME 1: RESPONSIBLE BANKING

AmAccess Biz

No. of total registered companies



No. of total registered companies using the platform



Volume of monthly transaction



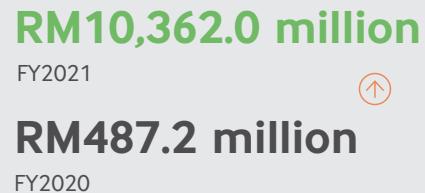
Value of transaction



Total transactions from Digital Tokens (%)



Total deposits supported by AmAccess Biz (RM)



CYBERSECURITY:

Complied with most of **BNM RMiT** requirements

Scored 100.0% on SC Capital Market Cyber Drill Simulation

AWARDS & RECOGNITION



The Asset Triple A Digital Awards 2020

- Best Retail Mobile Banking Experience

The Asset Triple A Digital Awards 2020

- Best Wealth Management Experience



M4: Responsible Lending & Source of Funds

Why Is This Important?

Customers, investors, policy-makers and the general public are increasingly demanding responsible financing practices that contribute to positive environmental and social impact. The market for sustainability-linked funding has grown significantly in recent years, with a global value estimated at US\$163 billion in 2019³. This trend is encouraging as finance is seen as a key lever to influence sustainable outcomes. By incorporating ESG considerations into our lending/financing practices and source of funds, we can position ourselves as a responsible financier and help to mitigate climate change risks.

In 2020, approximately 1.7 billion adults globally are unbanked or underbanked⁴, which means that they have limited ability to access financial products and services to meet their needs. This makes it challenging to break the cycle of poverty and exposes them to a range of vulnerabilities. Financial inclusion allows people across all levels of society to obtain credit, savings and further investments to grow their income. Therefore, providing greater financial inclusion to businesses and individuals can help create more job opportunities, improve the standard of living for communities, and boost socio-economic growth. In addition to that, financial inclusion also offers greater potential profits for the bank as we expand our customer base to previously untapped markets.

What Is Our Approach?

The Group's credit intermediary role is undertaken by both our conventional and Islamic banks, supplemented by our sustainability agenda. Our practices for responsible lending/financing and source of funds are driven from the lens of VBI. By adopting the principles of VBI, we are able to refine our products and services to meet customer needs, and simultaneously aspire to promote entrepreneurship, community development and environmental well-being. We are guided by a number of VBI-related tools, such as the VBI strategy document, financing and investment assessment framework, and sector guides. These resources, along with other standards and guidelines, were used to guide our exclusion list, which describes the businesses and activities excluded from new loans/financing.

AmBank Group's lending/financing practices integrate sustainability risks from two dimensions:

- Environmental and Social Risks
- Climate Change Risks

Our responsible lending/financing practices also entail, the promotion of financial inclusion and shared prosperity. We focus on delivering funding opportunities for SMEs, start-ups, micro-SMEs and affordable housing. Additionally, we offer financial literacy programmes to help various communities improve their financial, credit and debt management knowledge, thus avoiding financial pitfalls. For businesses, we implement capacity-building initiatives, such as the AmBank BizCONFERENCE and AmBank BizRACE, to upskill and enhance the business network of our SME customers.

Exclusion List

- Manufacturing, distribution, or trade of weapons, firearms, explosives or any other related products or services, including but not limited to parts, components or ammunition; other than for a country's defence, security or strategic purposes.
- Distribution, trade or any activity which would adversely affect the natural habitat of any endangered plant or animal species that violates PERHILITAN guidelines, including the production of goods and services derived therefrom.
- Activities or operations that could have an adverse impact on any National/World/UNESCO heritage sites.
- Activities or operations which engage harmful or exploitative forms of forced labour or child labour.
- Provision of sex-related products or services or adult entertainment.

3 <https://www.lexology.com/library/detail.aspx?g=a3fc7f0-c2d1-44e9-82ef-109ac287e1ce>
4 <https://www.worldbank.org/en/topic/financialinclusion/overview>

SUSTAINABILITY THEME 1: RESPONSIBLE BANKING

What Did We Do?

1. ENVIRONMENTAL & SOCIAL RISK GRADE (ESRG)

- **Credit Applications:** Assigned Environmental and Social Risk Grade (ESRG) as part of our credit evaluation process for non-individual customers as of 2021. The scope of assessment for such credits are guided by our Environmental and Social Risk Assessment (ESRA) Guideline, which encompasses the following:
 - Ensure environmental, health and safety permits are in place, where required
 - Determine if the customer has a history of the following:
 - significant accidents, injuries/illness or significant environmental damages
 - local stakeholders' grievances, negative media or NGO campaigns over E&S issue
 - non-compliance to government's policy regarding water, air and noise pollutions as well as lack of waste disposal procedures
 - Review steps taken by the customer to manage climate-related risks (e.g., extreme events like flood, drought, cyclone) and greenhouse gas (GHG) emission
 - Evaluate customers' compliance with local and international labour laws, such as child labour and poor labour practices for local and migrant workers
 - Assess customers' compliance with the Workers' Minimum Standards of Housing and Amenities Act 1990 (Revised 2021) if accommodation is provided
 - Determine if the customer's operation affects key stakeholders, including local and indigenous communities, where the operations are near areas of conflict or indigenous lands

2. CLASSIFICATION OF LENDING/FINANCING IN RELATION TO CLIMATE CHANGE RISKS

- **Pilot Initiative:** Embarked on a pilot initiative where we classify selected new loans/financing based on BNM's Discussion Paper on Climate Change and Principle-based Taxonomy issued on 27 December 2019.
- **Climate Change and Principle-based Taxonomy:** This pilot initiative would stand us in good stead as we build capabilities to implement BNM's Guideline on Climate Change and Principle-based Taxonomy issued on 30 April 2021.

3. COVID-19 FINANCING

- **Loan/Financing Moratorium:** Offered automatic deferment for all eligible individuals and SME loans/financing repayments to ease the burden of our customers (in line with BNM's announcement). We also extended the targeted Repayment Assistance Programme to 30 June 2021 to help customers impacted by job loss or income reduction due to the pandemic.

- **Special Relief Facility:** Committed to offer a Special Relief Facility comprising collateral-free financing of up to RM1.0 million to support COVID-19-affected SMEs. This involves a simple application process with approval provided within 24 hours and disbursement within five days of approval.
- **SME Guarantee Scheme:** Collaborated with Sabah Development Bank Berhad (SDB) to offer RM100.0 million worth of financing to Sabah SMEs who are adversely impacted by the pandemic. We aim to launch the facility by May 2021.
- **Health Insurance:** Launched a market-leading whole life plan, ProtectEase, and critical illness rider, Critical Ease, to help Malaysians obtain health and financial protection following the pandemic. Both plans offer guaranteed acceptance, so customers do not need to complete a medical or financial assessment beforehand.

4. EMPOWERING SMES & START-UPS

- **Government SME Schemes:** Participated in various government-backed schemes to support the SME sector, including SME Corporation's Shariah-compliant SME Financing Scheme; *Skim Jaminan Pembiayaan Perniagaan Berhad*; Green Technology Funding Scheme; BNM Funds for SMEs; Credit Guarantee Corporation schemes; LAKSANA Financing Schemes; PENJANA Financing Scheme; PENJANA Tourism Financing; and Government Guarantee Scheme (GGS) *Prihatin*.
- **AmBank BizCLUB:** Continued to organise programmes that provide education, training, development, networking opportunities and media exposure to SMEs to help scale their business. Entrepreneurs across the country learned from top trainers and business leaders on key topics, including good leadership, business health, talent readiness, and business culture. These events include:
 - **AmBank BizCONFERENCE:** Held 25 webinars for the SME Beyond Financing Series, which aims to help SMEs better understand crucial topics, including the Internet of Things, the Halal industry, Digital Marketing and Branding, and Building a Green Business. The conference also served as a networking platform for the SME community, bringing together business owners, subject matter experts and industry leaders.
 - **AmBank BizRACE:** Collaborated with various government agencies and partners to deliver a series of development sessions, one-on-one consultations and grant application guidance. Over 200 SMEs were selected to gain better insight into Digitalisation, IR 4.0 and the halal industry.
 - **AmBank BizHub:** Launched an online marketplace for SMEs, in partnership with SupplyCart. The eCommerce platform enables small and micro businesses to digitalise their supply chain by helping businesses connect with buyers. Since its launch, 360 SMEs have signed up for the platform.

AmBank BizCONFERENCE



Dato' Sulaiman Mohd Tahir, Group CEO, AmBank Group, Royce Tan, Director of Bosch Rexroth and Vimala Murugan, Director of Sectoral Policy II, MITI spoke about how manufacturing SMEs can start taking the first step towards implementing IR4.0 in the operations of their business during the BizCONFERENCE session held virtually on 17 July 2020.



For the second session on Digitalisation, Christopher Yap, MD of Business Banking, AmBank Group, Dato' Ng Wan Peng, Chief Operations Officer, MDEC and Dr. Dzaharudin Mansor, National Technology Officer, Microsoft Malaysia highlighted how crucial it is to go digital now than ever before.



For the third session on Halal Quest, Eqhwan Mokhzanee, CEO of AmBank Islamic, Mohd Fakarudin Mas'od, Chief Assistant Director, JAKIM and Remee Yaakub, Director of Halal, F&B and Agro-based Section, MATRADE spoke about the benefits of Halal certification in today's economy and what SMEs need to know on how they can get it done.



In June 2020, we introduced our latest initiative under the AmBank BizCLUB called the AmBank BizDIALOGUE. This is a small scale session consisting of a 45-minute exclusive presentation by our panel of subject matter experts, followed by a Q&A session.

SUSTAINABILITY THEME 1: RESPONSIBLE BANKING

- Smart Automation Grant (SAG):** Signed an MOU with the Malaysian Investment Development Authority (MIDA) to offer SMEs and Mid-Tier Companies (MTCs) the opportunity to be part of MIDA's SAG. The grant will be awarded to eligible SMEs and MTCs on a matching basis or 50.0% of total eligible expenditures, up to a maximum grant cap of RM1 million per company.
- Road to IPO/Capital Markets:** Implemented an initiative to educate and guide SME customers in their journey towards becoming a public-listed company. The initiative aligns with our vision of growing, nurturing and helping business graduates, from cradle to Initial Public Offering (IPO). 232 SME customers learned about the benefits of embarking on an IPO/Capital Markets, potential risks and upside to consider, and the requirements needed to take their company public.
- Start-Up Financing:** Established the SME Biz Start-up-i, a Shariah-compliant financing scheme that offers financing up to RM300,000 to eligible start-up businesses.

5. GREEN FINANCING PLAN

- Knowledge Sharing:** Organised a knowledge sharing session with Malaysia Debt Ventures Berhad (MDV) on green financing for business and risk managers. We also collaborated with Malaysia Green Technology and Climate Change Centre (GreenTech Malaysia) to organise the AmBank Green Leadership Series for board members and senior management.

- Green Financing Workshops:** Participated in various workshops and events, including:
 - Workshop on Energy Efficiency Finance by GreenTech Malaysia, the British High Commission Kuala Lumpur and the Carbon Trust.
 - Briefing Electric Bus Programme by GreenTech Malaysia.
 - Value-based Intermediation Financing and Investment Impact Assessment Framework (VBIAF) Sectoral Guide Town Hall by BNM and IBFIM.

6. SOCIAL FINANCING

- Affordable Housing:** Participated in a number of affordable home financing schemes, such as *Perumahan Rakyat 1Malaysia – Skim Pembayaran Fleksibel* (PR1MA SPEF), *Skim Rumah Pertamaku* (SRP), and BNM Affordable Homes Schemes 1 & 2.

7. FINANCIAL LITERACY

- Financial Literacy Module:** Collaborated with a number of public universities on financial planning for staff and students.
- Public Awareness:** Raised awareness on the importance of Islamic banking and financial literacy amid the challenges post by the COVID-19 pandemic; delivered by the CEO of AmBank Islamic through several appearances on television, radio and webinars. Our Shariah Committee members also shared their knowledge and experience as speakers for various webinars/talks.
- Article Publications:** Published articles on Islamic financing in the IFN Asia Report and the Special Report of IFN.

What Did We Achieve?

More than 1,400 applications received for Special Relief Facility since March 2020, amounting to approximately **RM1.20 billion**

RM22.60 billion contributed to the SME sector through loans and financing

Over 2,300 SME applications for newly rescheduled & restructured (R&R) payments approved, with total loans outstanding amounting to **RM2.90 billion**

Approved **more than 93,000** applications from individual customers, with **RM9.60 billion** in total loans outstanding

Close to 12,000 SME leaders engaged since AmBank BizCLUB's inception (FY2020: 5,000; FY2021: 7,000)

A total of **RM60.00 million** channelled for start-ups through the SME Biz Start-up-i

RM1.94 billion in total balance outstanding under affordable home financing schemes

RM3.89 billion of loans and financing extended to help Bumiputera customers invest in ASB unit trust.

RM10.70 million of financing disbursed under Personal Financing-i



AWARDS & RECOGNITION



- Global Banking & Finance Awards:**
 - Best SME Bank Malaysia 2021 (for the fourth consecutive year)
 - Best Islamic SME Bank Malaysia 2021 (for the second consecutive year)
- Alpha Southeast Asia:** Best Islamic SME Bank Malaysia 2020

M5: Responsible Investments & Advisory Services

Why Is This Important?

The financial sector has a unique role to play in sustainable development, as an estimated US\$5 trillion to US\$7 trillion is required to successfully achieve global sustainability targets⁵. As a financial intermediary, we have the responsibility and influence to shift the focus away from short-term investments and embrace more long-term projects that bring positive social and environmental outcomes. In doing so, we better align with the increasing expectations of investors, regulators and other stakeholders for responsible and ethical financial decisions, thus strengthening stakeholder trust and loyalty.

In the Malaysian Government's Budget 2021, the government, in cooperation with the United Nations, announced the establishment of the Malaysia Sustainable Development Goals Trust Fund, with an initial allocation of RM20.0 million. The Budget also includes an extension of the current tax exemption for the Sustainable and Responsible Investment (SRI) Green Sukuk grant to all types of bonds and Sukuk through 2025. Also, the Green Technology Financing Scheme 3.0, with an MYR2.00 billion allocation for two years (up to 2022), aims to encourage the issuance of SRI Sukuk in Malaysia.

In addition to being a force for good, sustainable investments also contribute to greater profitability and higher dividends. This is because investments that consider ESG criteria are more resilient to unprecedented risks, as evident by the many ESG investment funds that outperformed the broader market during the COVID-19 pandemic in 2020⁶. Furthermore, responsible investments and advisory services present an opportunity to grow our clientele, as customers are increasingly looking at the impact of their investments. The world continues to experience an upward trend in sustainable investments, which has grown 107.4% annually since 2012⁷.

What Is Our Approach?

Our responsible investment and advisory services are led by AmInvestment Bank. Sustainable and Responsible Investment (SRI), Sukuk and Green Bonds enable us to support businesses that help meet the government's goal of achieving a 20.0% renewable energy contribution to Malaysia's electricity generation mix by 2025.

We also adopt the ASEAN Green Bonds Standards (GBS) to effectively support innovative clients who embark on sustainable projects. Proudly, we are responsible for being the first financial institution to raise the ASEAN Green Bond and the first GREEN SRI Sukuk for a listed Group. As a testament to our market leadership, we are also involved in quite a number of RAM Consultancy's second opinion Green Bond Principles (GBP) reports.

We are guided by both the Securities Commission's SRI Roadmap and BNIM's VBI Financing and Investment Impact Assessment Framework. Through VBIIF, we incorporate ESG risk considerations into our risk management system.

What Did We Achieve?

Top Ranking Bonds/Sukuk

	FY2020	FY2021
Rank for Overall Malaysian Bonds/Sukuk	3	4

% Market Share



	FY2020	FY2021
Rank for Bloomberg MYR Bonds/Sukuk League	3	4

Rank for Malaysian Ringgit Islamic Sukuk

	FY2020	FY2021
Rank for Malaysian Ringgit Islamic Sukuk	4	4

% Market Share



Rank for Overall Malaysian Bonds/Sukuk and Malaysian Ringgit Islamic Sukuk

	FY2020	FY2021
Rank for Overall Malaysian Bonds/Sukuk and Malaysian Ringgit Islamic Sukuk	2	-

AWARDS & RECOGNITION



• The Asset Triple A Islamic Finance Awards:

- Best Bank Capital Sukuk Malaysia 2020 (Joint Shariah Adviser)
- Best NBFI Sukuk Malaysia 2020 (Shariah Adviser)

5 <https://www.oecd-ilibrary.org/sites/d5c54bd6-en/index.html?itemId=/content/component/d5c54bd6-en>

6 <https://www.spglobal.com/marketintelligence/en/news-insights/latest-news-headlines/esg-funds-outperform-s-p-500-amid-covid-19-helped-by-tech-stock-boom-59850808>

7 https://www.ey.com/en_my/financial-services/why-sustainable-investing-matters

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT



Beyond sustainable financing, we create positive impacts by reflecting and improving upon our own conduct. We continuously align our activities and practices according to responsible ESG practices. This involves strong oversight and governance of business decisions in terms of our environmental impact, as well as our interactions with our employees and supply chain partners. Through conscious self-conduct, we are able to build a more resilient and sustainable bank.



M6: Ethics, Governance & Compliance

Why Is This Important?

Banking is a sector based on trust. Stakeholders choose our services because they trust that we handle our business with integrity. Business ethics and corporate governance ensure that we operate around a set of principles and ideals that protect the best interests of our stakeholders and society. It is also good for business, as it enables our leadership team to maintain accountability for all decision-making processes. Committing to high standards of ethics and governance is key to executing our strategy, enhancing stakeholder relationships, and building our resilience. On the other hand, unethical practices, such as corruption, conflicts of interest and insider trading, can have a profoundly detrimental effect on our reputation and undermine our ability to promote sustainable and inclusive banking. It is estimated that US\$2.6 trillion, or 5.0% of global GDP, is lost to corruption each year⁸.

We, as a bank, are also liable to relevant laws designed to safeguard the stability of the financial industry. Our ability to operate is contingent on our consistent adherence to these rules and regulations. A strong governance system protects our business from the cost of regulatory non-compliance, including fine settlements, productivity loss, business disruption and financial loss. Since the 2008 financial crisis, operating costs spent on compliance have increased by over 60.0% for retail and corporate banks⁹, with over US\$300 billion in fines and losses faced by financial intuitions due to non-compliances in the ensuing years¹⁰. Therefore, through ethical practices, good governance and consistent compliance, we instil a sense of trust and confidence amongst regulators and the general public, and demonstrate the financial industry's ability to be a force for good.

What Is Our Approach?

We place great priority on high standards of ethics and corporate governance. We have policies and systems in place that enable responsible, transparent, inclusive and ethical conduct in everything we do. We adopt a holistic, top-down approach to good governance, whereby our leadership team ensures all decisions protect our stakeholders' interests and financial sustainability. Our corporate governance structure aligns with the main requirements of the Malaysian Code on Corporate Governance. In doing so, we are able to operate with high levels of integrity to maintain the trust of our customers, shareholders, investors, and all other stakeholders.

⁸ <https://www.pwc.com/gx/en/services/forensics/five-forces-that-will-reshape-the-global-landscape-of-anti-bribery-anti-corruption.html>

⁹ <https://www.pwc.com/gx/en/services/forensics/five-forces-that-will-reshape-the-global-landscape-of-anti-bribery-anti-corruption.html>

¹⁰ <https://www.mckinsey.com/business-functions/risk/our-insights/the-compliance-function-at-an-inflection-point>

Additionally, we work closely with relevant regulators to ensure consistent adherence to laws and regulations. This is supported by our Compliance Culture Programme, in which we drive continuous education and awareness initiatives to embed a culture of adherence. These initiatives include strong 'Tone from the Top' participation by the Group CEO and Senior Management, extensive staff training and certification programmes, and groupwide engagement and knowledge sharing forums.

Beyond regulatory requirements, we have a stringent compliance system in place for best practices. Overseen by our compliance department, we have established policies, guidelines and principles that encourage openness and accountability while also protecting our business against illegal and unethical practices. We perform regular reviews and evaluations of our policies and procedures to ensure they remain relevant and aligned with changes in the regulatory landscape and risks associated with our lines of business. The following policies are applied to all employees and suppliers in all areas of activities.

A full list of these policies is shown on page 140.

Code of Conduct

AmBank Group's Code of Conduct represents our commitment to uphold, maintain and demonstrate a high level of integrity, professionalism and ethical conduct. The Code provides a clear direction in conducting business, interacting with the community, government and business partners as well as general workplace behaviour. The Code of Conduct is established by our Board of Directors, who governs our compliance with relevant policies and regulations via the Group Management Committee, Group Risk, Group Legal, Group Compliance, Group Internal Audit, Group Information Services, Group Finance and Group Human Resource functions. The Code of Conduct also includes our Code of Ethics that sets forth our values, ethical principles, and ethical standards.

Key Principles of AmBank Group's Code of Ethics

Compliant Comply with all relevant laws and regulations	Responsible Manage conflict of interest with honesty and integrity	Ethical Practice honesty and integrity in everything we do
Accurate Ensure completeness and accuracy for financial records	Trustworthy Protect the confidentiality and sensitivity of information	Equitable Treat each other and our community with respect

Whistleblower Protection Policy (WPP)

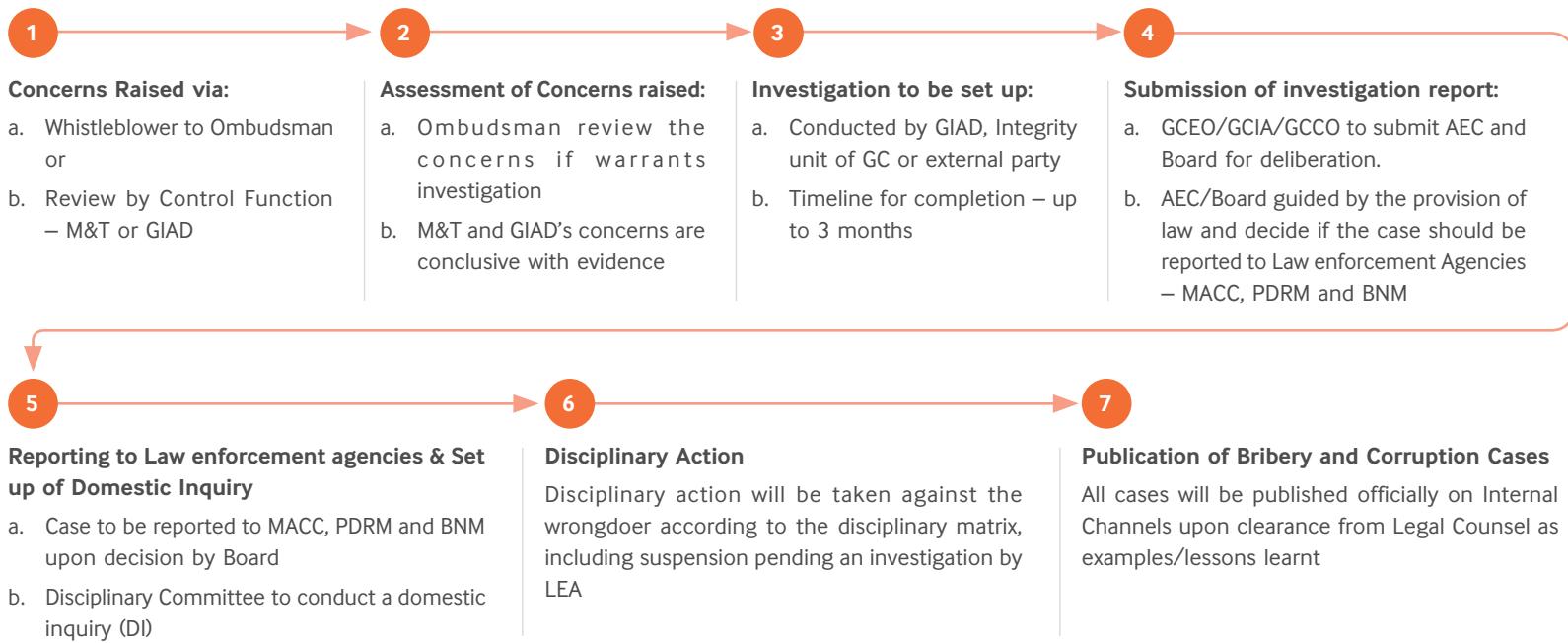
We maintain a strong culture of integrity, openness and accountability through our whistleblowing channels. Stakeholders are encouraged to report any corruption or malpractices without fear of repercussions. A key feature of WPP is the appointment of Ombudspersons that ensures complete protection for the whistleblower as appropriate actions are taken. Ombudspersons comprises of an appointed Board member, full-time senior management employee(s) and/or Regulator and/or Law Enforcement Agency.

Principles Governing the Protection of AmBank Group Whistleblowers

Principle 1	Whistleblowing shall be managed in a transparent manner by creating awareness on protection, confidentiality and enforceability.	Principle 6	Ombudsperson is to be appointed as the official channel for the reporting of concerns.
Principle 2	Whistleblower should be protected for reporting any actual or suspected improper conduct upon demonstrating sufficient bases for whistleblowing.	Principle 7	Whistleblower should provide sufficient and accurate information on a best-effort basis.
Principle 3	Confidential information relating to whistleblowing should be safeguarded.	Principle 8	Reported improper conduct shall be investigated by an appointed party and deliberated at an appropriate Committee for decision making.
Principle 4	Whistleblower, including his/her spouses and related persons who are employees of the Group, should be protected from detrimental action.	Principle 9	Appropriate communication and record maintenance shall be in place.
Principle 5	Remedial actions should be taken on compliant for detrimental actions against the Whistleblower.	Principle 10	Violation of Policy may be subjected to disciplinary action.

Our primary whistleblowing channels include the 'Speak Up Feedback Forum' and a dedicated email address: ombudsman@ambankgroup.com.

Whistleblowing Process



SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

What Did We Do?

1. STRONG COMPLIANCE CULTURE

- Compliance Monitoring:** Strengthened our compliance detective measures through the enhancement of the Compliance Monitoring and Testing scope and coverage, which provides assurance to the Board on our compliance with regulatory requirements. These enhancements include:
 - Adherence reviews and testing across all lines of business
 - Thematic reviews of key regulations; targeted deep dives
 - Independent validation of key submissions to regulators
- Training & Awareness:** Organised 72 compliance training and awareness sessions for personnel. The aim of these programmes is to support the efficient compliance of relevant regulatory requirements governing our activities and reinforce our Compliance Culture. The sessions were provided via the following platforms:
 - Annual and periodic e-learning
 - Online training on specific compliance-related topics by internal subject matter experts and some external consultants
 - Compliance Culture initiatives and email communications with embedded links to relevant policies and guidance (Reminders@Within)

2. ANTI-MONEY LAUNDERING (AML) AND COUNTER FINANCING OF TERRORISM (CTF)

- AML/CTF Transformation Programme:** Implemented the enterprise-wide programme that enables employees to mitigate suspicious money flows and prevent the use of our banking channels and products to conduct illicit or illegal transactions. This includes close collaboration with enforcement agencies that defend the financial sector from threats of terrorist financing, money laundering and other financial crimes, including Malaysia's Public-Private Partnership initiatives.

What Did We Achieve?

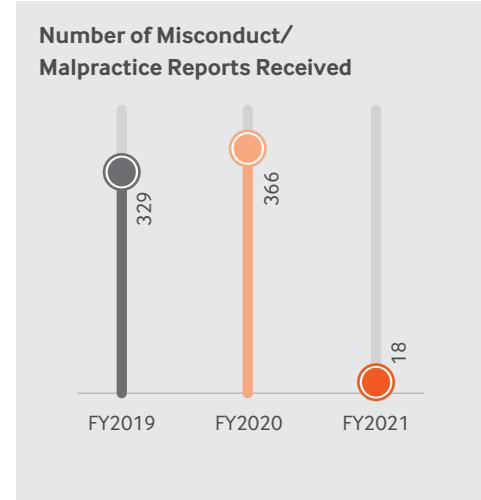
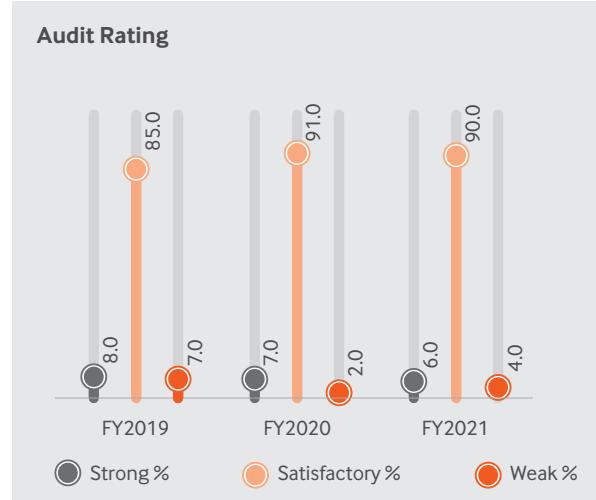
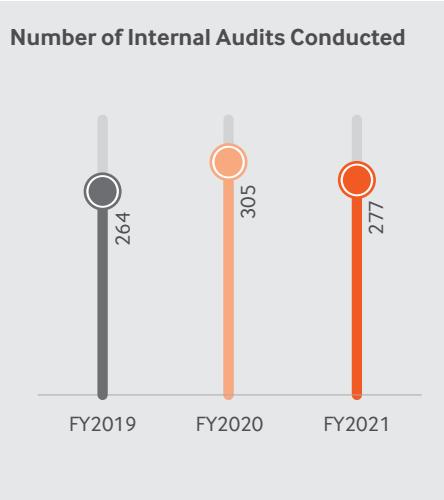


Seven complaints/grievances received through our whistleblowing channels, with **100% resolved** within 90 days

18,331 employees engaged through our compliance training programmes

Zero fines and penalties against regulatory compliance

Scoring on Governance-related disclosures:
4.3 out of 5.0 on FTSE4Good | **5.5** out of 10.0 on MSCI ESG Rating





M7: Employee Development & Well-being

Why Is This Important?

Employees are the backbone of our organisation. Our success is built on their dedication and commitment. Taking care of employees' physical and mental well-being is essential to our long-term growth, as highly engaged teams demonstrate 21.0% greater profitability¹¹. On the other hand, dissatisfied and disengaged employees lead to financial and non-financial implications stemming from lower productivity, poor performance and high turnover rates. We believe that safe and healthy employees are productive employees who lead more rewarding lives, both inside and outside the office. Therefore, employee well-being is key to executing our strategic objectives, as well as an important factor in our role as a responsible employer.

In today's climate of rapid change, our employees are faced with uncertainties in their professional development. Opportunities for growth and development strongly motivate them to stay with the Group, while also ensures that our workforce is equipped with the skills and knowledge to thrive far into the future. Moreover, creating a culture that embraces diversity and inclusion allows employees to feel safe, encouraged and accepted. The range in viewpoints and backgrounds that come with a diverse workforce also contributes to innovative ideas and improved performance, with companies that have greater gender diversity outperforming companies with fewer women executives¹².

What Is Our Approach?

Despite any circumstance, we do not compromise on our human capital investments. We provide training programmes that equip employees with future-ready capabilities, transferable skills and a continuous learning mindset. Our training and development strategy includes on-the-job coaching, professional development and regular performance reviews. We also implement a talent management strategy that cultivates a diverse and inclusive work environment. Our employee recruitment, retention, remuneration and development practices do not discriminate against gender, age, disabilities, ethnicity, beliefs and socio-economic background. Additionally, we take proactive measures to closing the gender gap in executive and critical positions.

We also invest substantial attention and focus on occupational safety and health (OSH) matters because the safety, health and welfare of all our employees is a top priority. With a 'Prevention is Better Than Cure' approach, we have OSH measures in place to mitigate safety risks. Regular safety and health activities are held to promote employee well-being, which contributes to our performance and competitiveness. Furthermore, all members of our OSH committees are equipped with the competencies and knowledge to identify potential OSH risks and implement controls to minimise the occurrence of OSH incidents. In addition to setting measurable targets, strategic and operational safety and health plans, we conduct OSH inspection audits, which involve annual site inspections at our premises across Malaysia.

11 <https://www.forbes.com/sites/nazbeheshti/2019/01/16/10-timely-statistics-about-the-connection-between-employee-engagement-and-wellness/?sh=4d17d3a422a0>
12 <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

We strive to be:

Proactive



We approach every challenge positively, initiate change responsibly, and always anticipate the needs of all our employees, customers and our community.

Principled



Integrity and professionalism remain the thrust in all we do, and we take accountability for our actions.

Appreciative



We value and recognise everyone's role and contribution, and always provide support to our customers and employees.

Collaborative



We are connected in everything we do. We are part of an organisation that fosters teamwork and open communication.

Experimental



We strive to seek new and relevant ways to grow ourselves, our customers, our business and our community in a sustainable manner.

We also regularly engage with employees to capture their key concerns, enabling us to actively respond to any issues that may impact their job satisfaction and mental health. Our approach to nurturing a conducive and safe workplace is part of our commitment to becoming an Employer of Choice.

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

What Did We Do?

1. CONDUCIVE, SAFE AND HEALTHY WORKPLACE

- **Virtual OSH Training:** Invested approximately RM60,000 in the following OSH-related virtual training programmes:

OSH-Related Virtual Training Programme



Date



Attendees

Hazard Identification, Risk Assessment & Determine Control (HIRADC) Virtual Training

Aim: To help employees identify OSH risks associated with their routine and non-routine activities so that the identified risks can be assessed and considered in our current control measures.

25-26 August 2020

27

Fire Safety Virtual Training

Aim: To provide a comprehensive overview of the legislative and best practice requirements for managing fire risks.

22-23 September 2020

79

ISO 45001:2018 Virtual Awareness Training

Aim: Aim: To elaborate on the standard and clause in ISO 45001: 2018, the world's first occupational health and safety international standard.

22 October 2020

21

Defensive Riding Virtual Awareness Training

Aim: To address commuting accident cases through knowledge-building on OSH-related legislation (i.e., Road Transport Rules).

25 February 2021

76

Safety & Health Committee Roles & Responsibility Virtual Training

Aim: To comply with Section 30 of the OSH Act 1994 and other related requirements and understand the committees' formation and roles & responsibilities.

13-14 October 2020

32

Contractor Safety Virtual Training

Aim: To show how to safely manage contractors and vendors in preventing any untoward incidents from occurring within our operations.

19-20 November 2020

29

Ergonomic Risk Assessment (ERA) Virtual Awareness Training

Aim: To train participants on the newly published guidelines by the Department of Occupational Safety & Health (DOSH) Malaysia on ERA at the workplace.

3-4 March 2021

23

- **OSH Audits:** Executed planned branch OSH inspection audits in 2020 covering seven retail banking regions and involving 21 branches. The outcomes and relevant risk mitigation recommendations were tabled to respective OSH committees, including the CEO, during the quarterly Group OSH Committee meetings.

- Groupwide OSH Communication:**
 - Published periodic OSH memorandums, prohibitions and updates within 'AmConnected'
 - Carried out the biannual 'OSH Feedback Solicitation' initiative, a formal process where we seek OSH-related feedback from employees.
 - Highlighted and tabled OSH-related incidents, investigations, inspections and briefing updates in monthly department, division and quarterly group committee meetings.
 - Uploaded Group OSH Manual, SOP, Procedures and New Revise Group OSH Policy in the OSH Portal.
- OSH Collaboration Projects and Special Events:** Planned and conducted the 2020 Virtual Wellness Talk Series, which was accessible to all employees via Microsoft Teams due to the COVID-19 pandemic. The series covered a range of health and safety topics, including Workplace Ergonomics, Mental Health, Healthy Eating, Lifestyle Disease, Men's Health, Weight Loss, Exercise as Medicine, and Potion VS Poison.

VIRTUAL WELLNESS TALK SERIES

UPCOMING EVENT

| The New Norm
Session 1: 8 September 2020



[REGISTER NOW >](#)



Managing your health and well-being is the key to achieving a productive and happy life.

With a drop in physical activities and irregular diets with your family doctor during the current pandemic outbreak, we hope that this wellness talk series brought to you virtually will support your wellness goal or get you started on one!

Proactively managing your health is akin to investing in your future. So be savvy and responsible by registering now for facts and tips from the professionals.

| Workplace Ergonomics

Session 1: 22 September 2020
Session 2: 26 January 2021



[REGISTER NOW >](#)

| Mental Health

Session 1: 6 October 2020
Session 2: 9 March 2021



[REGISTER NOW >](#)

| Healthy Eating 101

Session 1: 20 October 2020
Session 2: 9 February 2021



[REGISTER NOW >](#)

| Lifestyle Disease

Session 1: 10 November 2020
Session 2: 23 March 2021



[REGISTER NOW >](#)

| Talking About Men's Health

Session 1: 24 November 2020



[REGISTER NOW >](#)

| Exercise as Medicine

Session 1: 8 December 2020
Session 2: 23 February 2021



[REGISTER NOW >](#)

| Potion vs Poison

Session 1: 22 December 2020



[REGISTER NOW >](#)

| Weight Loss

Session 1: 12 January 2021



[REGISTER NOW >](#)

A Collaborative Initiative by



Our Wellness Partner





FREE online medical consultation at your fingertips

Connect to a doctor now with your iOS or Android Mobile Phone




1 Overview of AmBank Group

2 Key Messages

3 Value Creation at AmBank Group

4 Management Discussion and Analysis

5 Leadership

6 Responsible Governance

7 Sustainability Statement

8 Other Information

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

- **COVID-19 Management:**

- Installed thermal scanners at the main entrances of Menara AmBank, Bangunan AmBank Group, Wisma AmFirst Kelana Jaya and Damansara Fairway 3 ("DF3") to monitor the temperature of staffs and visitors.
- Introduced a dedicated microsite on COVID-19 on our internal portal to deliver pertinent information regarding the outbreak.
- Carried out 1,971 disinfection exercises at various AmBank locations (as of Dec 2020).



- Distributed a total of 22,120 boxes of disposal face masks, 600 pieces of face shields, 14,066 bottles of hand sanitisers, 574 bottles of antiseptic detergents, 3,400 boxes of gloves, 440 units of mobile thermometers and 185 self-standee thermometers to our buildings, business units and distribution channels (as of Dec 2020).
 - Worked closely with Building Management, AmREIT, business units and service providers (e.g., security guards, cleaners and other on-site service providers) to ensure that all our buildings and branches consistently comply with COVID-19 SOPs.
 - Placed COVID-19 notices and social distance markers in office areas and meeting rooms in all our buildings.
- **OSH Personnel Competency:** Received a renewal of the SHO Competency from DOSH, Lead Auditor ISO 45001:2018 Competency and other related competencies for a number of our OSH personnel. This is part of our commitment to ensuring the continuous fulfilment of OSH requirements.

2. CAPABILITY DEVELOPMENT

- Total Employee Training Expenditure breakdown by Gender*:

By Gender							
Workforce Category		Female		Male		Total (RM)	
Year		CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/Senior Management		934,753	48,294	1,594,665	114,870	2,529,418	163,164
Mid Management		6,680,541	2,641,231	5,339,853	3,396,215	12,020,395	6,037,447
Professional/Specialist		5,790,468	4,288,727	3,120,550	2,945,264	8,911,018	7,233,991
Non-Executive		901,881	570,172	372,416	221,486	1,274,297	791,658
Total (RM)		14,307,643	7,548,424	10,427,485	6,677,836	24,735,127	14,226,259

- Total Employee Training Expenditure breakdown by Entity*:

By Entity									
Workforce Category		AmBank (M)		AmBank Islamic		Amlnvestment Bank		Total (RM)	
Year		CY2019	CY2020	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/ Senior Management		1,855,150	122,121	170,937	15,156	503,331	25,887	2,529,418	163,164
Mid Management		10,786,325	5,242,200	250,431	257,381	983,639	537,866	12,020,395	6,037,447
Professional/ Specialist		8,542,247	6,838,313	93,494	72,434	275,278	323,244	8,911,018	7,233,991
Non-Executive		1,229,123	773,951	—	—	45,174	17,707	1,274,297	791,658
Total (RM)		22,412,845	12,976,585	514,861	344,971	1,807,421	904,703	24,735,127	14,226,259

- Total Employee Training Expenditure breakdown by Learning Type*:

By Learning Type									
Workforce Category		Leadership		Soft Skills		Technical		Total (RM)	
Year		CY2019	CY2020	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/ Senior Management		515,955	25,219	283,672	1,563	1,729,791	136,382	2,529,418	163,164
Mid Management		2,325,947	3,676,400	1,589,270	125,497	8,105,178	2,235,550	12,020,395	6,037,447
Professional/ Specialist		398,404	557,725	891,412	244,402	7,621,202	6,431,864	8,911,018	7,233,991
Non-Executive		—	337	128,264	130,384	1,146,033	660,936	1,274,297	791,658
Total (RM)		3,240,306	4,259,681	2,892,618	501,847	18,602,204	9,464,732	24,735,127	14,226,259

* Note: All the data is reported on a calendar year (CY) basis. This aligns with the Staff Training Expenditure (STE) report to BNM, which is submitted on a calendar year basis.

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

3. EMPLOYEE ENGAGEMENT & WELL-BEING

- Engagement Survey:** Partnered with The Gallup Organisation to examine employee engagement using Gallup's proprietary Q12 Employee Engagement Index (Q12). The Q12 score represents the 12 items that link employee engagement to business outcomes.
- Employee Wellness:** Organised a Virtual Wellness Talk series to help employees navigate the emotional distress of the pandemic and help them achieve their wellness goals. Over 2,100 employees participated in 20 webinars to date. We also introduced a digital health app in partnership with our medical partner, offering free online consultation with medical practitioners and over-the-counter medication delivery.
- Collective Bargaining Agreement:** Engaged in dialogue with Unions to maintain industrial harmony. We also continued to support employees' right to freedom of association and collective bargaining in the best interest of union members. The unions include:
 - Kesatuan Pekerja-pekerja AmBank (M) Berhad (KEPPA)
 - Sabah Banking Employee's Union (SBEU)
 - Sarawak Bank Employee's Union (SBEU)



4. DIVERSITY & INCLUSION

- International Women's Day (IWD):** Organised IWD activities, in collaboration with AmBank's Sports & Recreational Club (Kelab AmBank Group) and Group Occupational & Safety team (OSH) at Menara AmBank, Bangunan AmBank, and Wisma AmFirst, respectively. Over 300 female employees participated in the event, which aims to celebrate the social, economic, cultural and political achievements of women while also making a call to action to strengthen gender equality and accelerate women's empowerment.





What Did We Achieve?

1 Overview of AmBank Group

1. CONDUCTIVE, SAFE AND HEALTHY WORKPLACE

- **99.8% of employees** completed and passed the mandatory online OSH training and assessment in our Workplace OSH e-learning portal.
- Received satisfactory results from National Institute of Occupational Safety & Health Sdn Bhd (NIOSH) Certification surveillance audit, resulting in the retention of our **ISO 45001:2018 Certification**
- Winner of the "**MSOSH OSH Gold Class 1**" award in the Service Sector category at the MSOSH OSH Virtual Award Ceremony (MOVAC)



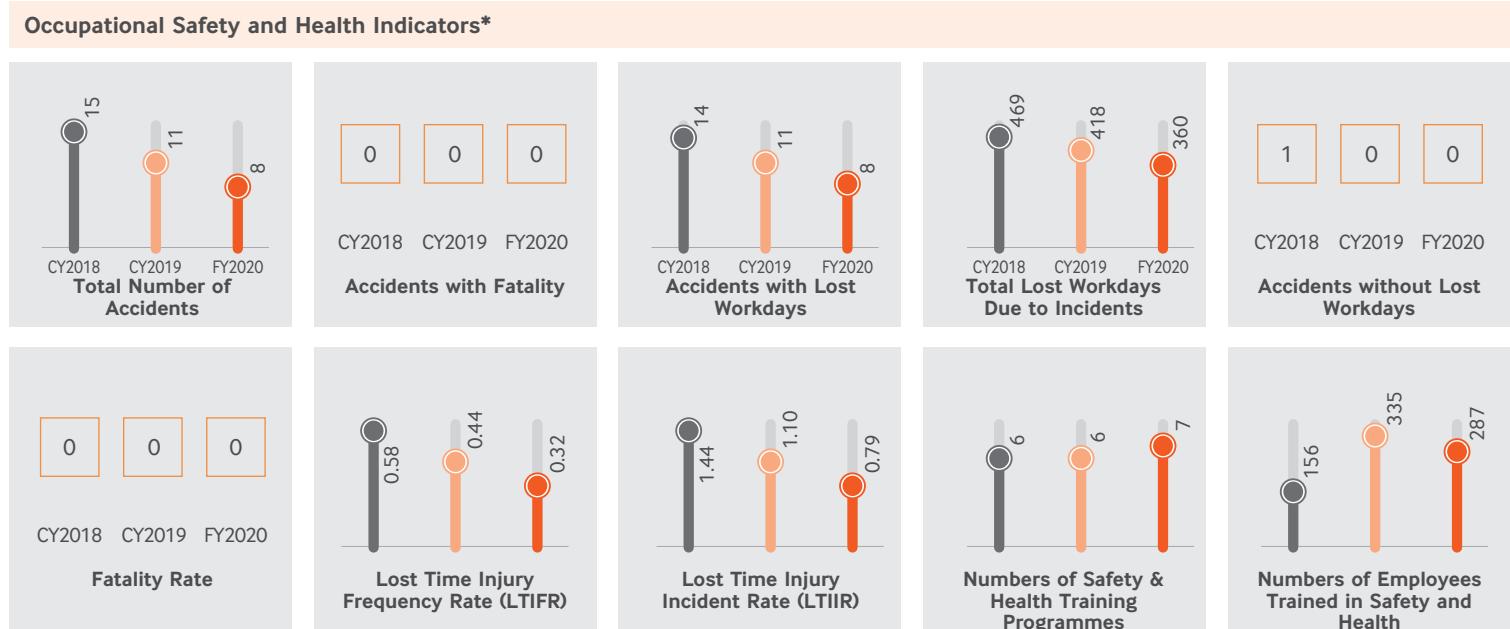
3 Value Creation at AmBank Group

167

- Safety and health audit results:

Branch	Region	Date Audit	Grade	%
Bentong	East Coast	9/7/2020	A	97.86
Sg Petani	Northern	22/7/2020	A	100.00
Lagenda Height	Northern	22/7/2020	A	100.00

- OSH Incidents/Data:



4 Management Discussion and Analysis

5 Leadership

6 Responsible Governance

7 Sustainability Statement

8 Other Information

* CY – Calendar Year

* Covers the period from 1 January 2020 to 31 December 2020, as per the Department of Occupational Safety & Health's (DOSHH) calendar year online incident reporting using JKPP Form 8

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

2. CAPABILITY DEVELOPMENT

- Total Employees Trained in CY2020 (by number of transactions; non-unique)*:

By Entity								
Workforce Category	AmBank (M)		AmBank Islamic		Amlnvestment Bank		Total	
Year	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/ Senior Management	2,970	303	151	36	572	83	3,693	422
Mid Management	41,540	14,108	641	381	2,640	1,273	44,821	15,762
Professional/ Specialist	56,036	62,133	296	418	1,184	2,165	57,516	64,716
Non-Executive	9,816	9,148	—	—	298	248	10,114	9,396
Total	110,362	85,692	1,088	835	4,694	3,769	116,144	90,296

By Learning Type								
Workforce Category	Leadership		Soft Skills		Technical		Total	
Year	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/ Senior Management	80	5	459	5	3,154	412	3,693	422
Mid Management	1,530	576	3,578	329	39,713	14,857	44,821	15,762
Professional/ Specialist	373	436	3,424	975	53,719	63,305	57,516	64,716
Non-Executive	—	1	343	191	9,771	9,204	10,114	9,396
Total	1,983	1,018	7,804	1,500	106,357	87,778	116,144	90,296

- Average Training Hours Completed per Employee in Training for CY2020:

By Gender						
Workforce Category	Average for Female Employees		Average for Male Employees		Average for All Employees	
Year	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/Senior Management	79	40	76	32	77	35
Mid Management	76	56	75	54	75	55
Professional/Specialist	64	46	66	49	65	47
Non-Executive	41	33	46	33	42	33
Total	64	45	68	48	66	47

- Total Training Hours Completed for CY2020 (By Entity):

By Entity								
Workforce Category	AmBank (M)		AmBank Islamic		AmInvestment Bank		Total	
Year	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020	CY2019	CY2020
Top Management/ Senior Management	17,677	1,352	824	112	3,381	319	21,881	1,783
Mid Management	223,939	70,844	3,989	1,869	14,616	5,656	242,543	78,369
Professional/ Specialist	266,986	268,697	1,924	1,901	6,239	9,797	275,149	280,395
Non-Executive	48,749	35,689	—	—	1,557	1,000	50,306	36,689
Total	557,351	376,581	6,737	3,881	25,792	16,771	589,880	397,233

* Note: All the data is reported on a calendar year (CY) basis. This aligns with the Staff Training Expenditure (STE) report to BNM, which is submitted on a calendar year basis.

Key Programmes (number of pax)	FY2020	FY2021
Chartered Bankers	17	23
Chartered Professionals in Islamic Finance	9	10
AICB Professional Certification	247	714
5-Core AICB Certification	24.0%	29.3%
Future Talents FSTEP & AmGraduates	44	63
INSEAD, CASS and Cambridge Attendees	69	61

- Talent Development & Succession Planning Programmes:

Development Programmes	CY2019	CY2020
No. of Participating Emp. (Attended programme)	226	222
Total Training Hours Completed	35,278	20,470
No. of Training Hours (Talent Programme)	8,941	8,151
No. of Training Hours (Other Programme)	26,337	12,319
Average Training Hours	156	92
Average Training Days	19.5	12
Total Training Spent	4,044,905	4,620,133
Average Training Spent	17,898	20,811

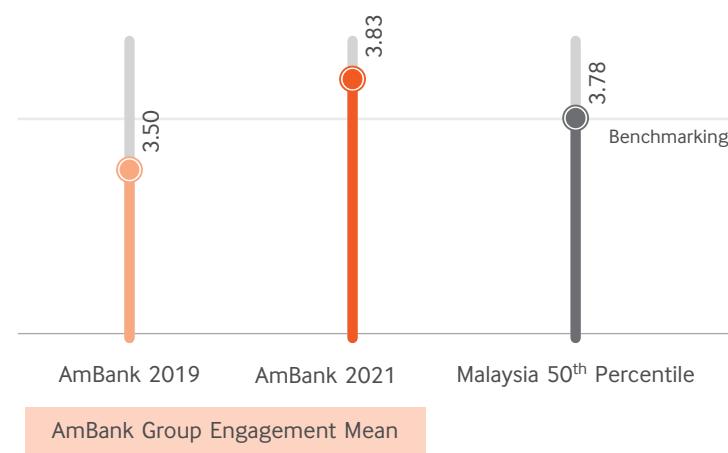
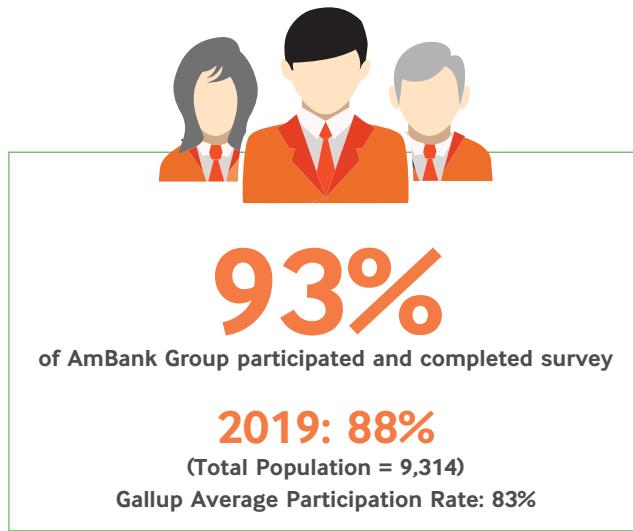
Talent Promotion	FY2020	FY2021
Talent Promoted	35.0%	15.0%

MCP and Successor Development	FY2020	FY2021
Total Mission Critical Positions (MCP)	12	12
Total Successors	58	54
MCP: Successor Ratio	1 MCP: 4.8	1 MCP: 4.5
Key Positions with Successors (%)	100%	100%

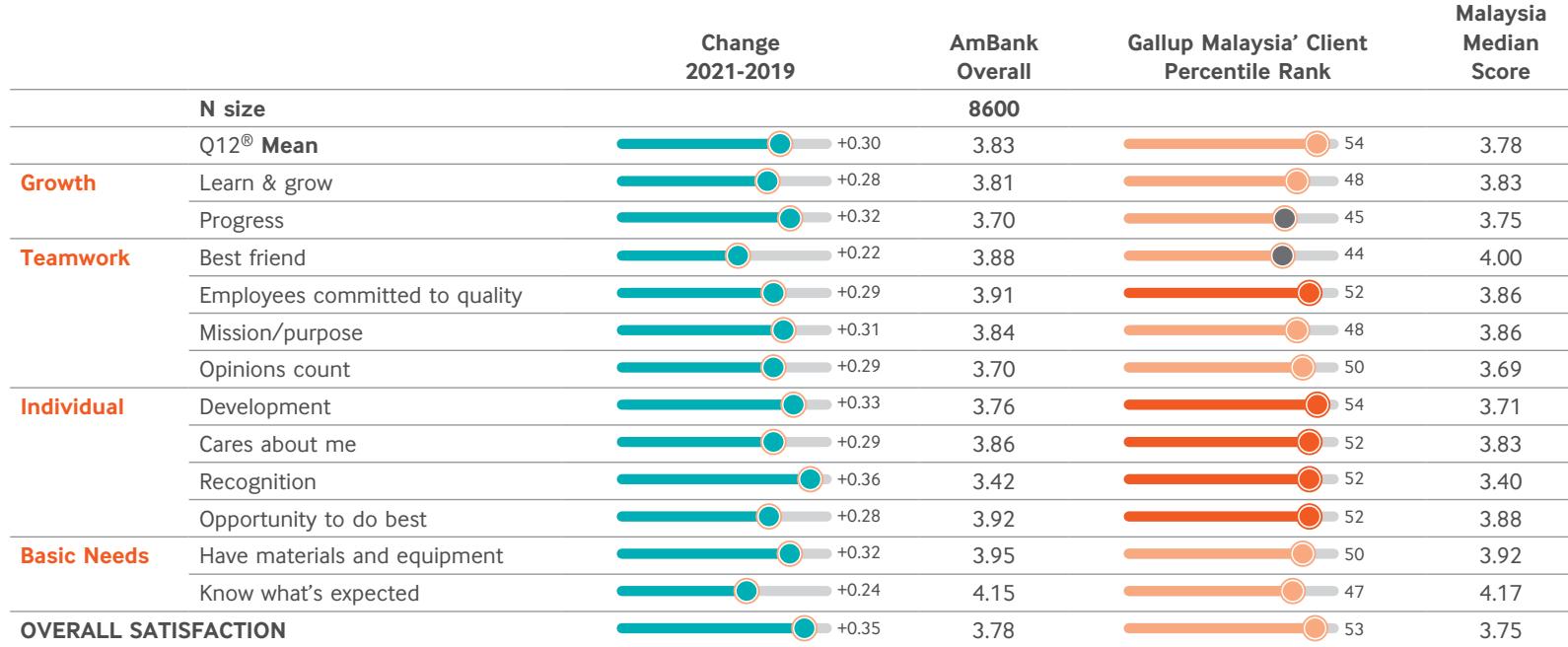
SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

3. EMPLOYEE ENGAGEMENT & WELL-BEING

- **93.0% of employees participated** in the Q12 Engagement survey in FY2021, surpassing the 88.0% participation record in FY2019.
- **0.30 points improvement in employee engagement score**, from 3.53 to 3.83, despite workplace challenges faced amid the pandemic.
- Employee Engagement Survey Results:



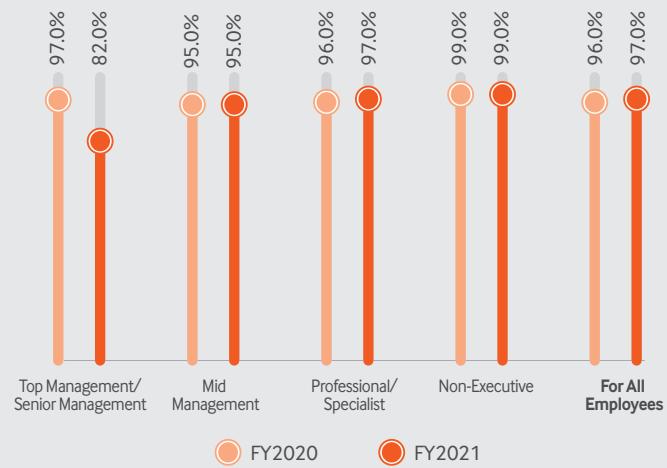
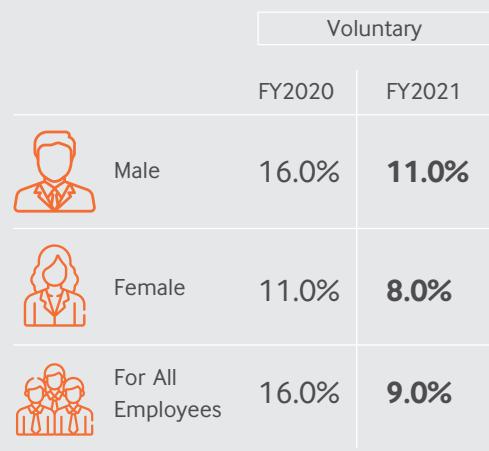
Voice being heard at AmBank



● Top 2 Strength areas based on percentile ranking

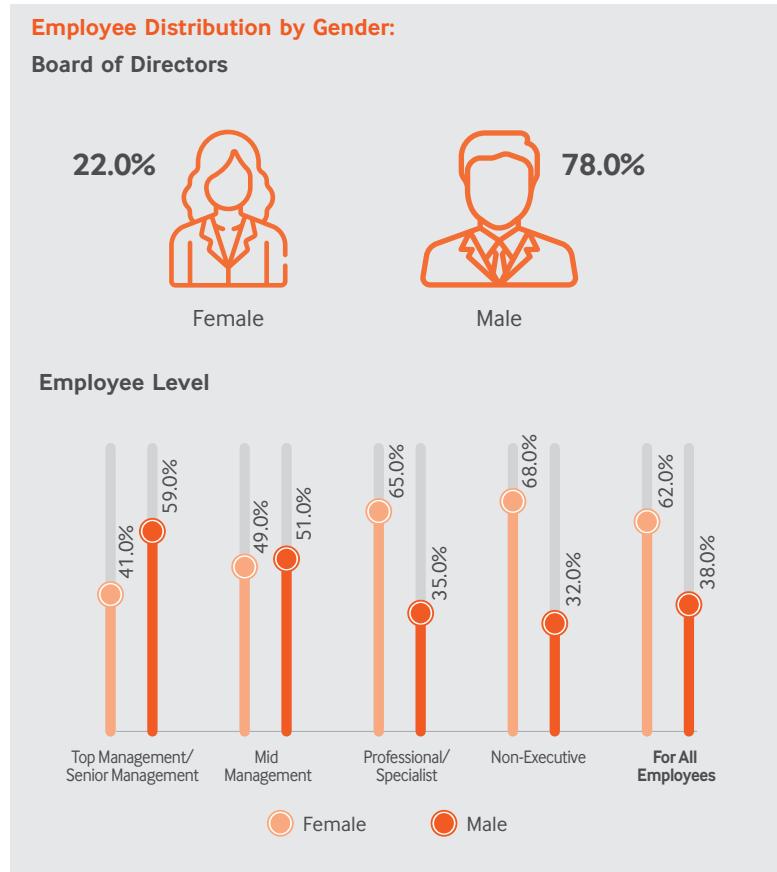
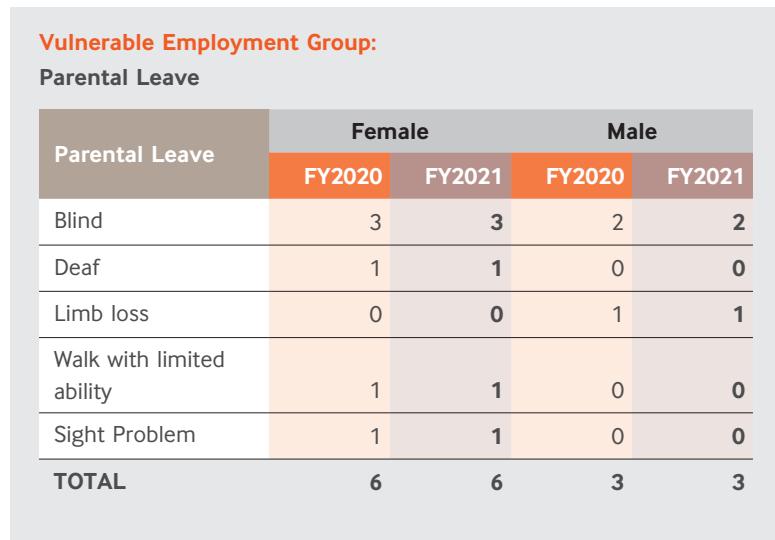
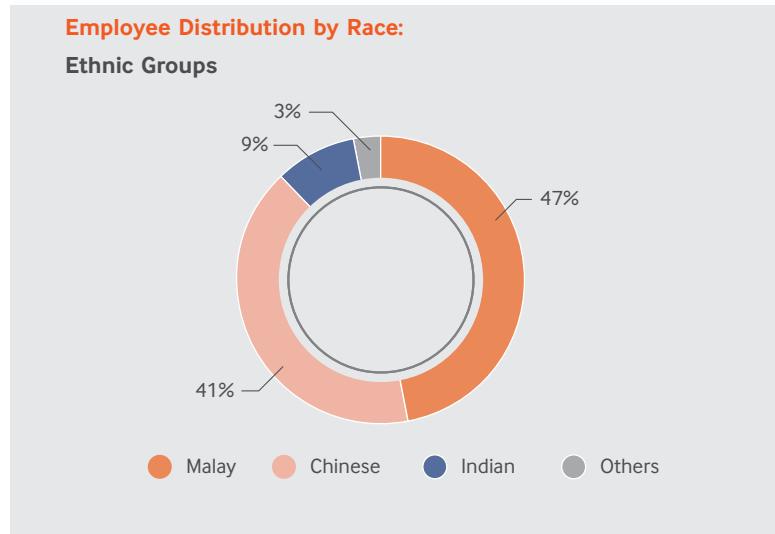
● Bottom 2 Opportunity areas based on percentile ranking

Meaningful change is represented by a green or red if the score changes by 0.1 or more between survey periods for N Size>=1000; score changes by 0.2 or more between survey periods for N Size <1000.

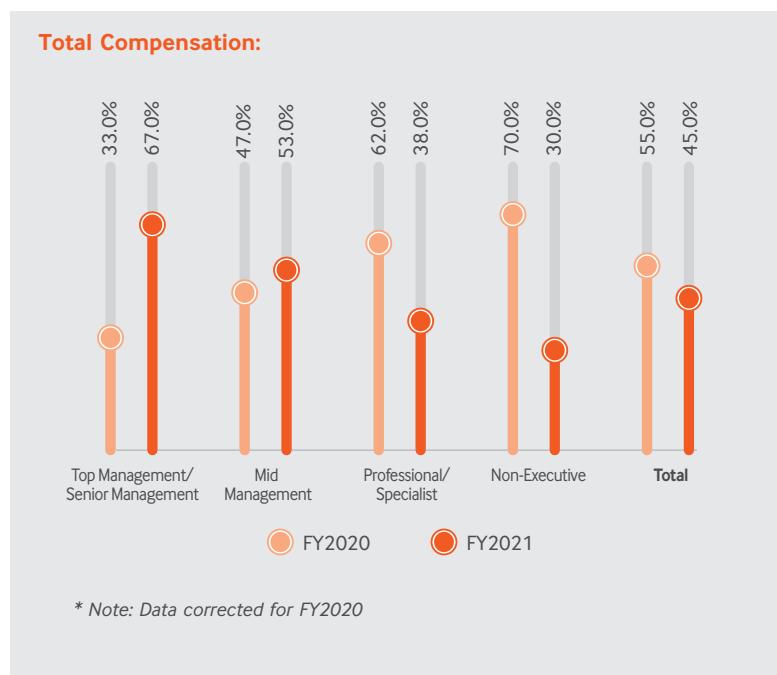
Employee Retention and Turnover Rate:**High Performer Retention Rate****Employee Turnover Rate****Employee Turnover Rate by Business Unit****Employee Turnover Rate by Gender****Employee Turnover Rate by Age Group****Employee Turnover Rate by Region**

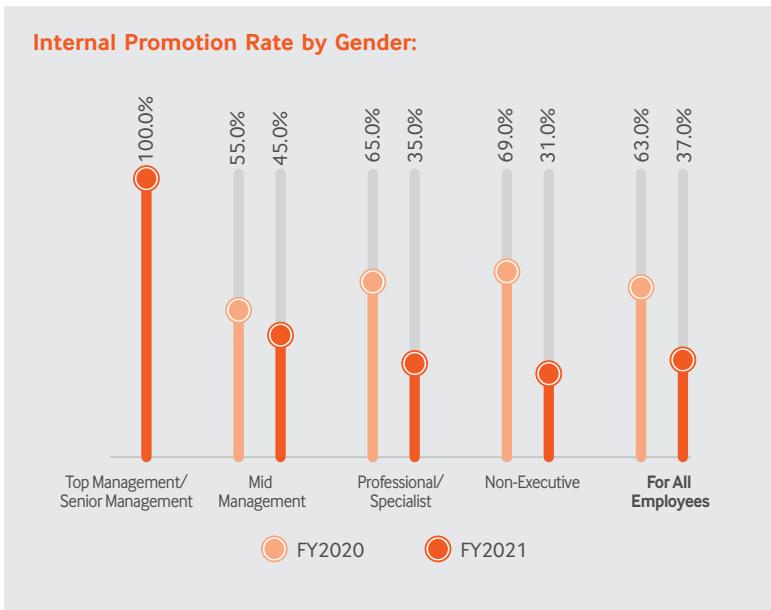
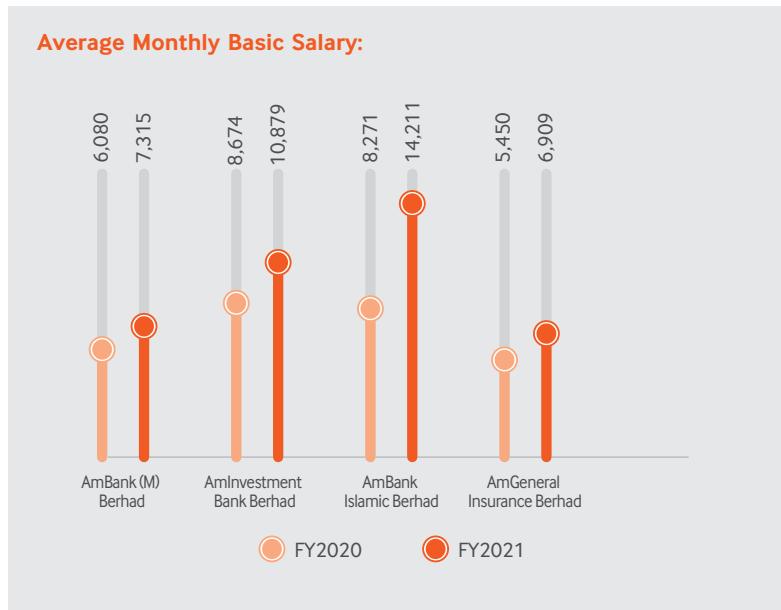
SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

4. DIVERSITY & INCLUSION



5. EMPLOYEE REMUNERATION





1 Overview of AmBank Group	2 Key Messages	3 Value Creation at AmBank Group	4 Management Discussion and Analysis	5 Leadership	6 Responsible Governance	7 Sustainability Statement	8 Other Information
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M8: Responsible Procurement

Why Is This Important?

Although supply chains fall outside of our core operations, we are interdependent with all the players across the supply chain. The complex nature of supply chains exposes us to a range of ESG risks, including environmental degradation, human rights abuses and corruption. These unethical practices by suppliers may directly impact our business through the disruption of goods and services, loss of license to operate, high costs from changing suppliers, and a knock-on effect on customer satisfaction. Furthermore, supply chains shape stakeholder opinions and are an important factor in corporate branding and reputation. Therefore, building a resilient supply chain is crucial to protecting the business against unanticipated vulnerabilities and achieving sustainable growth.

The supply chain is also an opportunity to maximise our positive impact. 90.0% of an organisation's environmental impact lies in the value chain¹³, so a holistic view of resources and energy use helps us better understand our impact and risk across the broader value chain. Additionally, responsible procurement practices demonstrate our commitment to combating global sustainability challenges. For instance, prioritising local and financially underserved businesses contribute to inclusive socio-economic growth and shared prosperity. Through our supply chain, we have the power to influence positive environmental and social outcomes.

What Is Our Approach?

At AmBank, we continue to embrace the importance of responsible sourcing and procurement. We view the impact of our supply chain as an extension of our ESG performance. With this in mind, we apply responsible sourcing and procurement practices, taking into account the ESG impacts of purchases in the country of origin or location where the goods and services are acquired. The social, environmental and ethical values of suppliers are a key part of our consideration during the procurement process.

Recognising the importance of responsible procurement and its impact on the environment and society, we continue to implement AmBank Group's Responsible Sourcing and Green Procurement for Supplier's Onboarding Programme of new suppliers. In that regard, new suppliers are required to complete questionnaires based on our key expectations and sustainability principles in relation to ethics, safety, social and environmental performance. We also perform due diligence reviews and risk impact assessments on new suppliers as part of supplier selection criteria. Our procurement procedures are guided by AmBank Group's Sourcing Policy and Supplier Code of Conduct, which promotes responsible and inclusive supply chain practices.

13 <https://www.carbontrust.com/what-we-do/measure-and-evaluate/value-chain-and-supply-chain-sustainability>

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

Key Components of Supplier Screening Questionnaire

Business Integrity	Suppliers to adopt a policy governing anti-bribery, extortion, corruption, fraud, money laundering and misconduct.
Safety and Social Performance	Suppliers to have a written Safety Policy in place which complies with industry, national and international standards that ensure all forms of employment are free of forced labour, bonded labour, slavery, human trafficking and child labour.
Environmental Sustainability	Suppliers to promote the use of sustainable products (e.g. recyclables, reusable, non-toxic etc.) and practices in the delivery of products and services.
Product Performance Testing	Suppliers to adhere to AmBank Group's required performance and technical specifications.
Resource Efficiency and Waste Reduction	Suppliers to take back the products supplied for reuse or recycling, where applicable.
Energy Efficiency	Suppliers to employ energy-saving features to their products and services during use or on standby, where applicable.
Environmentally Hazardous Substance Management	Suppliers to use licensed waste collectors for the collection and disposal of scheduled and hazardous wastes generated from their activities.

What Did We Do?

1. SUPPLIER SCREENING & ONBOARDING

- Supplier Selection Criteria:** Implemented an e-Procurement system for supplier's self-registration starting August 2020, as part of our continuous improvement and sustainability initiative. Suppliers are assessed based on the Supplier Code of Conduct & Anti-Bribery and Corrupt Practices, Business Integrity & Governance, Safety & Social Performance and Environmental Sustainability criteria at the supplier pre-qualification questionnaires phase. A tabulated score indicates if the supplier had passed or failed the registration. New suppliers who pass are onboarded; suppliers who fail are reassessed or disqualified; and existing suppliers who fail are placed on an improvement plan.
- Supplier Improvement Plan:** Placed suppliers that failed the responsible sourcing and green procurement assessment on the Supplier Improvement Plan, with annual reassessments planned.

2. SOCIO-ECONOMIC CONTRIBUTIONS

- Local Suppliers:** Continued to prioritise local suppliers, channelling 83.0% of total procurement spending to local businesses.
- Business Empowerment:** Supported financially underserved businesses, such as The Silent Teddies Bakery that employs deaf and mute bakers; and The Picha Project, a catering company that provides home-cooked meals prepared by marginalised communities.

3. GREEN SOURCING & PROCUREMENT

- Zero-Plastic:** Stopped purchasing plastic-related stationery, such as PVC files, folders, index dividers and fasteners, to minimise plastic waste. Additionally, we no longer purchase plastic mineral water bottles with our printed logo.
- IT Products:** Procured tier-one brand hardware servers, laptops and desktops. These are better for the environment as they do not contain asbestos, the batteries are labelled with proper disposal instructions, and the packaging components do not contain more than 0.01% of lead, mercury, cadmium and hexavalent chromium.
- Data Centres:** Procured UPS products that are compliant with Restriction of Hazardous Substances (RoHS), Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), and the European Waste Electrical and Electronic Equipment Directive (WEEE).



What Did We Achieve?

Local vs International Suppliers	FY2019	FY2020	FY2021
Local Suppliers with active contracts	—	94.0%	89.0%
Total Number of Local Suppliers	1,739	1,541	1,129
Total Number of International Suppliers	87	92	96
Total	1,826	1,633	1,225

Economic Contribution to Suppliers	FY2019 (RM Million)	FY2020 (RM Million)	FY2021 (RM Million)
Local Suppliers	538.6	538.2	449.3
International Suppliers	63.5	88.7	89.8
Total	602.2	626.9	539.1



M9: Energy, Plastics & Waste Management

Why Is This Important?

The world cannot afford to ignore the threat of the climate emergency. We are not on track to meet the agreed targets in keeping global temperature rise no more than 2°C pre-industrial levels. As the temperature increases and climate change worsens, dangerous weather events are becoming more frequent and severe. The associated storms, heat waves, sea-level rise, and warming oceans can wreak havoc on environmental, social and economic well-being. In addition to climate change, waste has also become a significant global issue. Increasing volumes of waste, particularly plastic waste, are being generated as the global population and living standards rise. With no improvements in waste management, over 99.0 million tons of plastic waste will end up in environmental systems by 2030.

To avoid the worst effects of climate change and environmental harm, there needs to be collective action. With more people concerned with environmental issues, they are looking at businesses and institutions to help curb the problem. Stakeholder loyalty is increasingly influenced by the environmental footprint of our operations and activities. Responsible and proactive environmental action is fundamental to our sustainable growth and shareholder returns. By implementing a holistic resource efficiency approach, we can improve our brand reputation, save costs, protect our business against changing markets and regulations, and most importantly, play our part in preserving the planet for future generations.

What Is Our Approach?

We strive to continuously minimise the environmental impact of our business. Through our robust Environmental Management System (EMS), we actively identify and implement ways to further reduce our environmental footprint, such as utilising energy-efficient technology, responsibly disposing of our waste, and avoiding single-use plastic products. Our environmental practices are governed by the AmBank Group's Environmental Policy, which ensures consistent adherence to environmental laws, regulations and related policies.

Key Principles of AmBank Group's Environmental Policy

Principle 1	We are committed to meet all our environmental compliance obligations such as relevant environmental legislations, regulations and standards to which the Group subscribes.
Principle 2	We are committed to the protection of the environment including the prevention of pollution.
Principle 3	We aspire to continuously improve our environmental performance in ways that are commercially viable and valued by our management and stakeholders.
Principle 4	We will practise responsible and green procurement to the best extent possible.
Principle 5	As part of our sustainable financing aspiration, we shall strive to reduce adverse environmental and social impact resulting from our lending, financing and investment activities.
Principle 6	Environmental protection is the responsibility of all our employees.

175

5 Leadership

6 Responsible Governance

7 Sustainability Statement

8 Other Information

1 Overview of AmBank Group

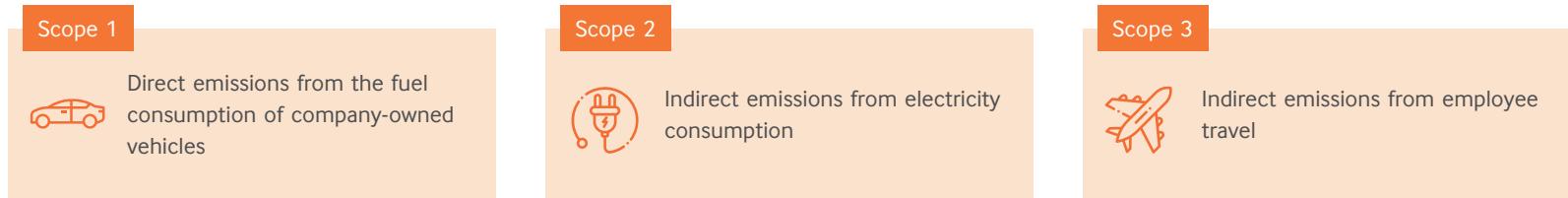
2 Key Messages

3 Value Creation at AmBank Group

4 Management Discussion and Analysis

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

In regard to climate action, we implement initiatives that reduce the Group's overall carbon footprint. The scope of our greenhouse (GHG) initiatives covers:



We track our carbon reduction progress on a year-to-year basis. By FY2023, we aim to reduce our overall carbon emissions by 24.0%, with FY2019 as the baseline year. Additionally, in January 2021, the Board approved the Group Energy Policy, which acts as the foundation for successful energy management across our buildings and assets. The policy formalises our commitment to responsible energy management and sustainable development.

Key Principles of AmBank Group's Energy Policy

Principle 1	We are committed to promoting energy efficiency management continuously.	Principle 8	We ensure that any equipment required for any of AmBank Group's buildings complies with the AmBank Group Procurement Policy and Supplier Code of Conduct.
Principle 2	We are committed to improving cost-effectiveness continuously.	Principle 9	We ensure that any energy management related data is filed, analysed, and updated continuously in order to achieve the objectives and targets set for the energy management programme carried out by AmBank Group.
Principle 3	We are committed to improving environmental preservation and conservation.	Principle 10	We are committed to carrying out an energy-management related programme within AmBank Group to cultivate an energy-management culture continuously.
Principle 4	We encourage innovation through the usage of Green Technology and Renewable Energy whenever possible.	Principle 11	We are committed to providing the necessary resources to carry out any of AmBank Group's Energy Management Programme.
Principle 5	We aspire to continuously improve energy management while maintaining a safe working area.		
Principle 6	We ensure that the energy management carried out by the Group is in accordance with the Group Environmental Policy, Group Environmental Resource Management Practice Guide and Group Sustainability Framework.		
Principle 7	We ensure the compliance of energy management carried out by the Group with the Efficient Management of Electrical Energy Regulations 2008 [P.U.(A)444] as regulated by the Energy Commission of Malaysia and other relevant regulations and laws enacted in Malaysia.		In support of our low-carbon commitments, we became the first financial institution in Malaysia to install solar panels in one of our buildings this year. This enables us to generate clean energy, offset our carbon emissions and lower operational costs. As we progressively improve our environmental efforts, we will set more long-term strategies and targets to play our part as a responsible organisation in protecting our stakeholders against climate risks.

What Did We Do?

1. SCOPE 1: DIRECT EMISSIONS FROM FUEL CONSUMPTION

- Shuttle Service:** Imposed inter-building movement restriction to minimise the spread of COVID-19. Hence, the shuttle service between Menara AmBank and Bangunan AmBank Group has been stopped temporarily until further notice. However, the lack of movement between buildings contributed to lower carbon emissions.
- Electric Vehicles:** Purchased Hybrid cars that are more fuel-efficient and generate less carbon emissions compared to conventional cars. Currently, 3 out of the 30 vehicles we own are hybrid cars, which contributes to 14.0% of the total carbon emissions produced from petrol. We will continue to convert more of our fleet to hybrid cars over time, in compliance with the Group Environmental Policy.

2. SCOPE 2: INDIRECT EMISSIONS FROM ELECTRICITY CONSUMPTION

- Group Energy Policy:** Introduced a new policy that acts as the foundation of our energy management programme. The policy formalises our efforts and commitment to responsible energy consumption.
- Energy Management Forum:** Newly established the Energy Management Forum, under the Group Sustainability Council, to drive and champion best-in-class energy management systems and energy conservation measures.
- LED Lighting:** Replaced conventional lights with an energy-efficient LED lighting system for three out of four of our head office buildings and 99.0% of branches.
- Office Space Optimisation:** Completed our three-year Group Office Space Strategy and vacated Plaza See Hoy Chan and Menara MBF by consolidating and optimising our office space within Menara AmBank, further lowering our energy consumption.
- Renewable Energy:** Installed solar panels at the Damansara Fairway 3 (DF3) building in September 2020 to generate clean energy and offset our carbon emissions.
- Efficient Air-Conditioning:** Implemented the standardisation of procurement of new air-conditioners to 3- to 4-star energy efficiency rating for branches and buildings.
- Earth Hour Campaign:** Participated in the Global Earth Hour Campaign on 27 March 2021 to raise awareness of the importance of climate action. As part of the campaign, we switched off all lights in the following AmBank buildings:
 - Bangunan AmBank Group, Jalan Raja Chulan
 - Menara AmBank, Jalan Yap Kwan Seng
 - Wisma AmFirst
 - Damansara Fairway 3 (DF3)
 - Bangunan AmBank Group, Kuching

3. SCOPE 3: INDIRECT EMISSIONS FROM EMPLOYEE TRAVEL

- Shuttle Service:** Outsourced shuttle services to serve employees commuting between Wisma AmFirst and Glenmarie LRT station, and Damansara Fairway 3 (DF3) to Kelana Jaya LRT station.
- Air Travel:** Continued to work with appointed travel agents to track the carbon emissions from airline bookings made for business-related travel using the International Civil Aviation Organisation's Carbon Emissions Calculator. Additionally, travel restrictions due to the COVID-19 pandemic contributed to lower air travel emissions.

4. RESPONSIBLE WASTE MANAGEMENT

- Limited Printing:** Replaced conventional printers at the head office with Multi-Function printers that reduce the number of papers printed.
- Digital Solutions:** Encouraged customers to opt for electronic Fixed Deposit (FD) and Term Deposit receipts, as well as passbook-less transactions, wherever possible. However, for customers that do not have access to AmOnline, such as children below 18 years old and senior citizens, we continue the requirement of maintaining their passbooks. Additionally, we promoted the adoption of e-statements and email communications with clients to reduce paper waste.
- Onsite Recycling:** Implemented the installation of recycling facilities in Menara AmBank to encourage waste separation for recyclables. We also renovated proper Recycling Stores for WAF and BAG to allow proper storage of the recycling wastes.
- Third-Party Recycling:** Hired a qualified licensed third-party paper recycling vendor to ensure that all documents are shredded without compromising the confidentiality of the data. The majority of paper waste collected was from the Record Management service providers due to the destruction of records and documents that passed the seven-year retention period.

5. ZERO SINGLE-USE PLASTIC

- Water Dispensers:** Replaced 74 of the office water dispensers made from polycarbonate plastic bottles with COWAY machines. We also installed COWAY machines at our gyms and food courts to replace mineral plastic bottles from vending machines and stall operators.
- Soap Dispensers:** Implemented the installation of soap dispensers at pantries for all head offices and branches to eliminate single-use plastic from liquid dishwashing containers.
- Paper Box Water:** Replaced bottled water with paper box water by our Menara AmBank tenant, Wolf & Turtle.
- Stationeries & Merchandise:** Reduced our plastic-based stationeries by stopping the supply of plastic folders in our procurement system, ARIBA. Plastic packaging on merchandise items was also replaced with paper-based material.

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

6. ENVIRONMENTAL AWARENESS

- **Environmental Performance:** Shared our environmental performance with employees and stakeholders through various channels, including internal communication platform via email (Within), internal portal, branches' TV, Menara AmBank's digital board, ATM and CDM screens.



- **Kelab AmBank Group (KAG):** Distributed reusable items, such as food containers, cups, tumblers, cutleries, straws and bags, to KAG members. This encourages employees to use reusable items when purchasing food and beverages for takeaways.

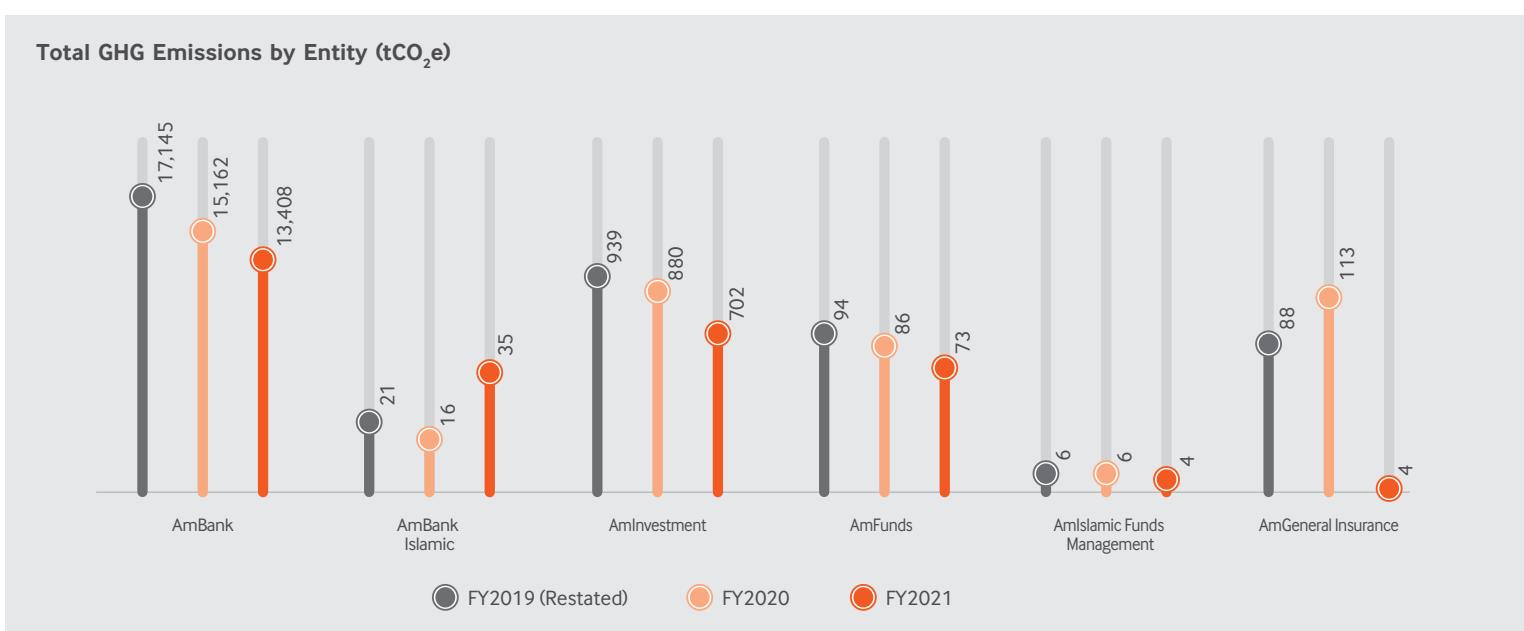
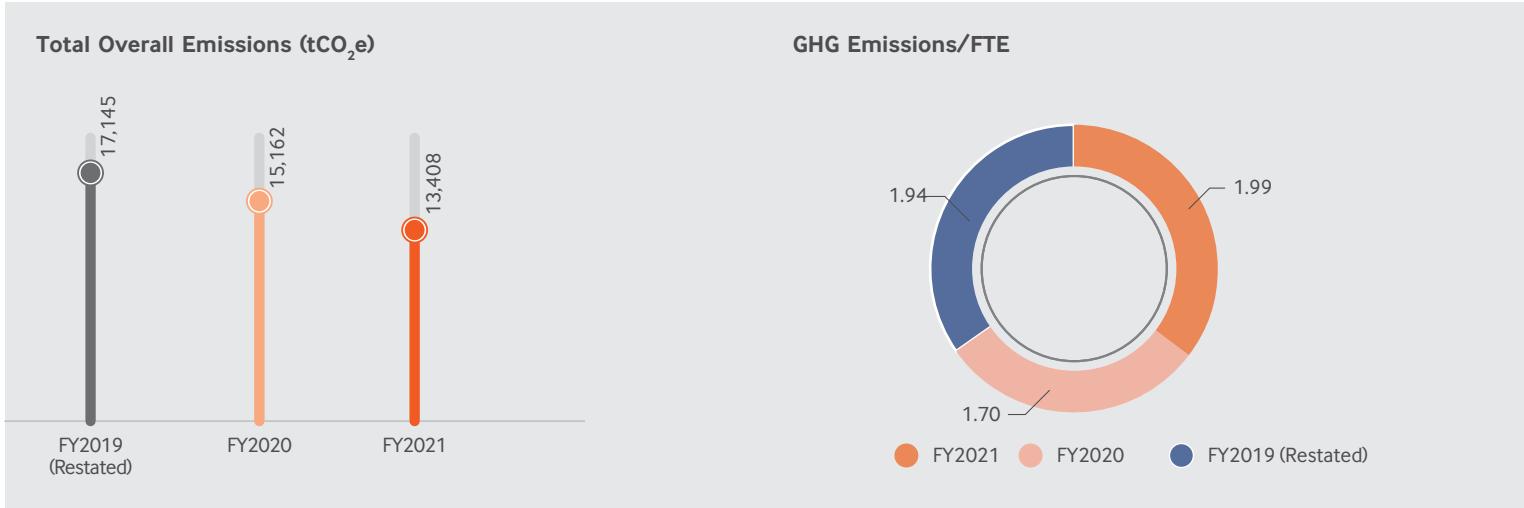




What Did We Achieve?

1. OVERALL CARBON EMISSIONS

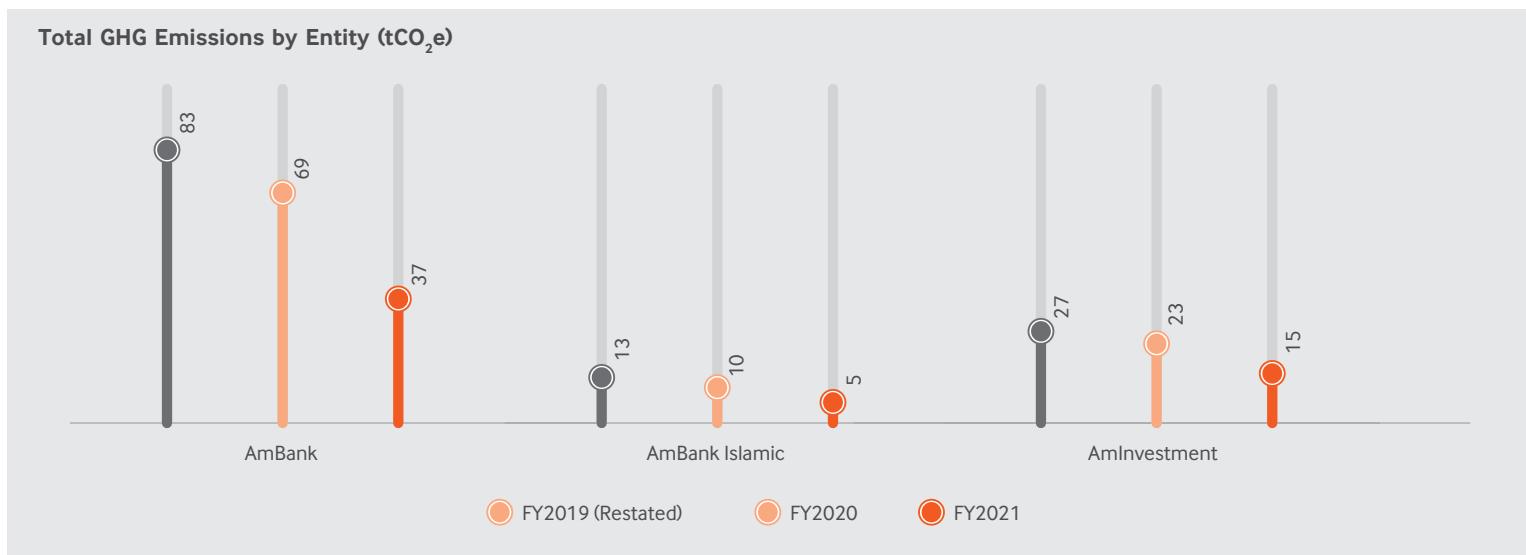
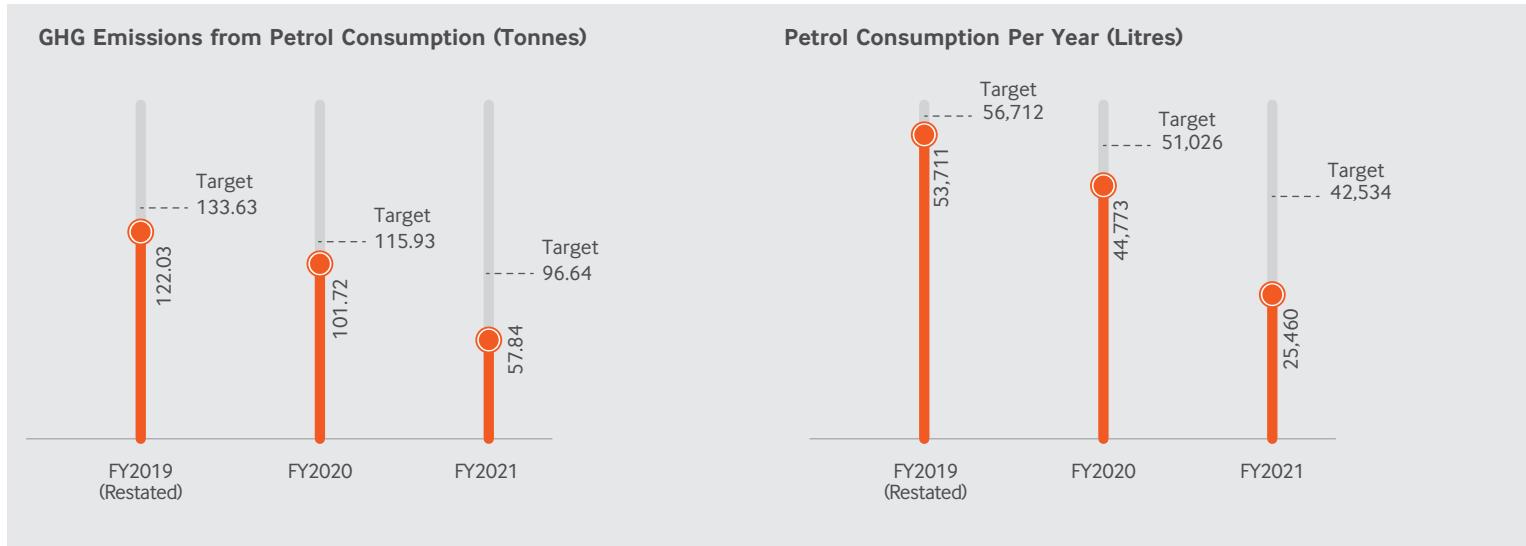
- **12.5% reduction** in total carbon emissions



SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

2. SCOPE 1: DIRECT EMISSIONS FROM FUEL CONSUMPTION

- **43.0% reduction** in Scope 1 emissions and petrol consumption by vehicle fleet, which is **40.0% higher** than the set target. The significant decrease in fuel consumption is mainly due to the Work-from-Home arrangement and inter-building restriction imposed to curb the spread of COVID-19



3. SCOPE 2: INDIRECT EMISSIONS FROM ELECTRICITY CONSUMPTION

- **10.4% reduction** in total electricity consumption
- **0.071 tonnes of tCO₂e** used per square meter of office space
- **2,872,397 kWh** saved through LED lighting initiative
- **38,221 kWh** of energy generated from solar panels from October 2020 to March 2021, which offset approximately **22.36 metric tonnes** of carbon emissions for FY2021

Actual vs. Target of Scope 2 GHG Emissions (tonnes)



Total Electricity Consumption

Entities	FY2019 (Restated)			FY2020			FY2021		
	RM ('000)	kWh ('000)	tCO ₂ e	RM ('000)	kWh ('000)	tCO ₂ e	RM ('000)	kWh ('000)	tCO ₂ e
AmBank	14,024	29,883	16,765	12,422	26,687	14,881	10,946	23,977	13,350
AmBank Islamic	7	14	8	5	11	6	26	51	30
AmlInvestment	772	1,625	889	729	1,534	840	601	1,274	686
AmFunds	67	135	79	66	134	78	62	125	73
AmlIslamic Funds Management	4	8	5	4	8	5	4	7	4
Total	14,874	31,665	17,745	13,226	28,374	15,810	11,639	25,434	14,142

Head Office Buildings

Building	Building Code	RM ('000)	kWh ('000)	kWh/m ²	kWh/FTE	tCO ₂ e
Menara AmBank, Jalan Yap Kwan Seng	MAB	782	1,550	52	815	907
Bangunan AmBank Group, Jalan Raja Chulan	BAG	709	1,429	52	822	836
Menara MBF, Jalan Sultan Ismail	MBF	126	230	32	994	134
Plaza See Hoy Chan, Jalan Raja Chulan	PSC	17	35	24	1,006	21
Damansara Fairway 3	DF3	1,680	4,268	637	4,353	2,497
Wisma AmFirst, Kelana Jaya	WAF	260	515	60	528	301
Wisma AmBank, Jalan Pudu	WAB	73	146	21	N/A	85
Total		3,648	8,172	93	884	4,781

Buildings and Branches

Building/Location	RM ('000)	kWh ('000)	kWh/m ²	kWh/FTE	tCO ₂ e
Main Buildings	3,648	8,172	93	884	4,781
Branches	7,991	17,262	157	8,173	9,362
Total	11,639	25,434	128	3,056	14,142

SUSTAINABILITY THEME 2: CONSCIOUS SELF-CONDUCT

4. SCOPE 3: INDIRECT EMISSIONS FROM EMPLOYEE TRAVEL

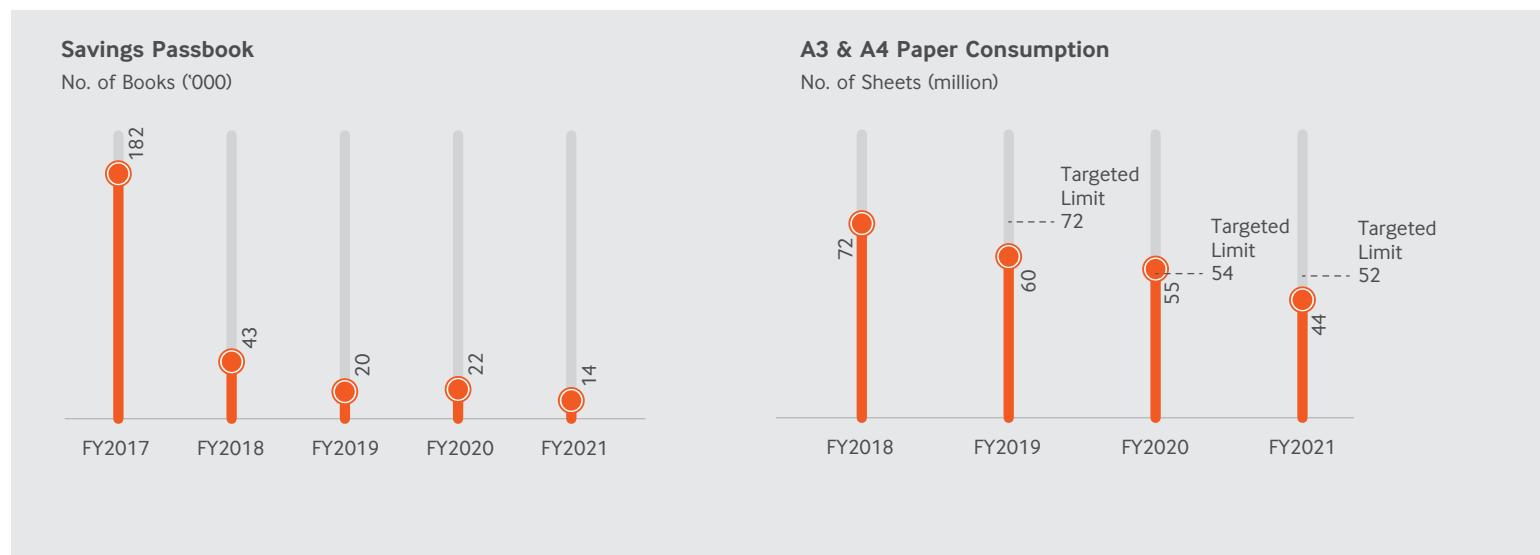
- **91.0% reduction** in Scope 3 emissions, which is **90.0%** higher than the set target primarily due to the travel restriction imposed during COVID-19
- Replaced **59,917** single-passenger car trips with shuttle service, saving a net of **56,851 km** of distance travelled by individual vehicles
- Approximately **5.39 tonnes of CO₂** emissions equivalent saved through shuttle service
- **97.0% reduction** in CO₂ emissions from business-related air travel

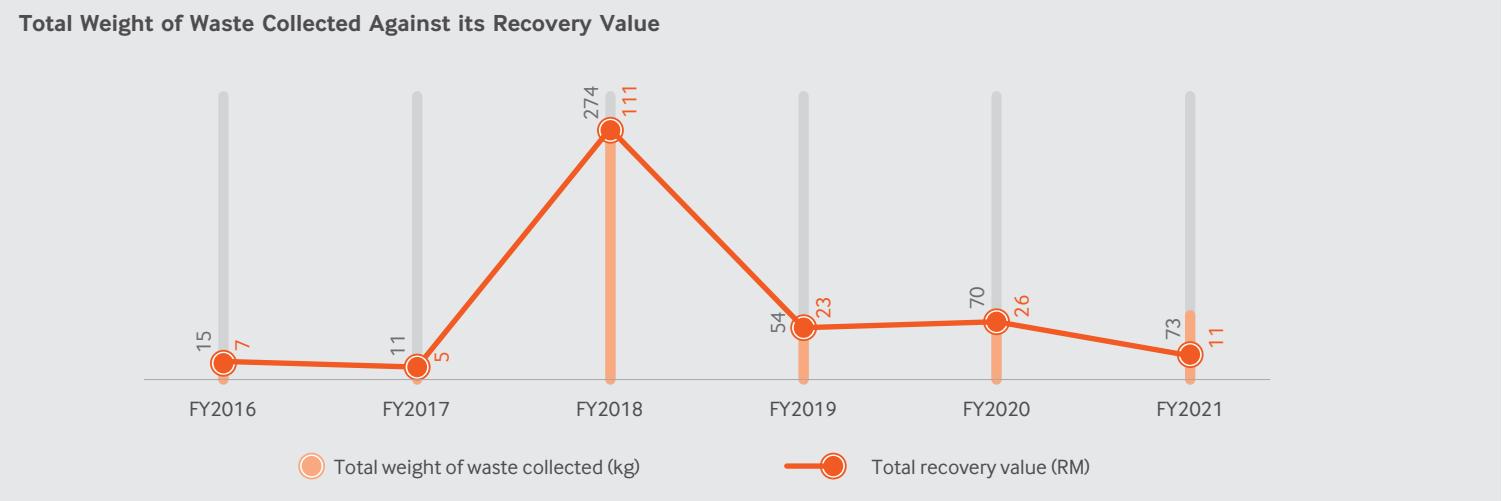


Business Unit	Scope 3 Emissions by Business Unit		
	FY2019 (Restated)	FY2020	FY2021
AmBank & AmBank Islamic	298	212	21
Am General	88	113	4
AmlInvestment	23	17	1
AmFunds	15	7	—
AmlIslamic Funds Management	1	1	—
Total	424	350	26

5. RESPONSIBLE WASTE MANAGEMENT

- **36.0% reduction** in the number of savings passbooks as more customers opt for paperless transactions
- **20.0% reduction** in paper consumption, which is **16.0% higher** than our set target
- **RM11,000 in recovery value** for paper waste recycled by the third-party recycling vendor
- **Collected 3,593 kg** of recyclable waste from our Recycling Bins in Menara AmBank in FY2021 and recycled the waste through third-party recycling vendors





Type of Recyclable Waste	Weight (kg)
Plastics	150
Paper	1,977
Cardboard	1,348
Can	52
Metal	66
Total	3,593

6. ENVIRONMENTAL ACHIEVEMENTS

- **Zero environmental** non-compliances recorded

Environmental Milestones:				
FY2018	FY2019	FY2020	FY2021	
a) Established the Environmental Commitment Statement b) Disclosure of initiatives under Energy Management and GHG Emissions c) Initiated GHG Emissions reporting for Scopes 1 and 2	a) Established Group Environmental Policy b) Introduced full GHG emissions reporting for Scopes 1, 2 and 3 c) Launched the Energy Efficiency Plan d) Introduced Scope 2 emissions reduction target	a) Established the Environmental Practice Guides (i.e., GHG Accounting and Reporting) b) Realignment of GHG Boundaries and Scope c) Introduced GHG Performance Indicators d) Introduced overall GHG emissions reduction target e) Launched the No Single-Use Plastic Programme	a) Established the Group Energy Policy b) Established an Energy Management Forum c) Introduced carbon offsetting through the generation of renewable energy through solar panels d) Launched the Environmental Awareness Broadcast e) Introduced Sustainability KPIs	
				7 Sustainability Statement
				8 Other Information
				6 Responsible Governance
				5 Leadership
				1 Overview of AmBank Group
				3 Value Creation at AmBank Group
				2 Key Messages
				4 Management Discussion and Analysis

SUSTAINABILITY THEME 3: POSITIVE SOCIETAL IMPACT



We contribute to a more sustainable future by considering how we interact with our wider communities. As a strong advocate of inclusive economic growth and shared prosperity, we take a leading role in uplifting and empowering underserved communities. Our programmes are specifically cultivated to address social challenges, enabling us to give back to the communities in which we operate.



M10: Community Investments & Development

Why Is This Important?

Community empowerment benefits everyone because it provides the foundation for inclusive socio-economic growth. Investing in community development creates strong, diverse communities that can work together and overcome social issues that may arise. Effective community development programmes can lead to more job opportunities, less disparity and a higher standard of living. Real social progress comes with the economic empowerment of all communities.

From a business perspective, Corporate Social Responsibility (CSR) projects demonstrate our commitment to shared prosperity and sustainable development. It serves as an invaluable platform to promote our company values, improve corporate legitimacy and build strong relationships with stakeholders and the greater community. CSR programmes also offer employees an opportunity to volunteer and give back to society, thus fostering a sense of fulfilment that leads to a happier, more engaged work culture. This is particularly important in recruiting Millennial and Gen Z employees, who increasingly report sympathy for the needs of others in their local communities and across the globe¹⁴. Ultimately, a good CSR strategy contributes to positive business and socio-economic outcomes.

What Is Our Approach?

We actively invest in programmes that address common development issues faced by communities. We reach out to communities to understand their needs and circumstances, which we integrate into our community development programmes. Our CSR investments fall under the AmKasih Programme, which aims to enable social mobility and improve the quality of life across all levels of society. Each year, we channel a reasonable and equitable portion of our profits into our CSR programmes. We also give back to society through Zakat contributions, in which AmBank Islamic distributes funds to associations and charity homes that support underprivileged communities.

In addition to CSR programmes, we also give back to society through AmGroup Foundation. Established in 1985, the foundation receives and administer funds for educational, scientific, medical, charitable, religious and cultural benefits. Over the past 35 years, AmGroup Foundation continues to play a key role in social empowerment, mobility and inclusion. The mandates for AmGroup Foundation include:

Religion

- To subscribe, foster, develop and improve the knowledge of all forms of religion
- To grant donations for the construction of religious schools and places of worship



Research

- To foster, subscribe and contribute to scientific and medical research and teachings
- To provide and grant donations for medical and surgical facilities and services of all kinds



Education

- To foster, develop, and improve education according to the education laws of Malaysia
- To decide from time to time, in such manner, the generality of this provision, the founding and maintaining of scholarships and chairs at schools, colleges and universities in Malaysia



Human Rights

- To subscribe and grant donations to local or national institutions or organisations approved by the Director General of Inland Revenue, Malaysia
- To organise and support schemes for the relief of human suffering, improvement of the standard of human life, and treatment of sickness and disease



¹⁴ <https://www2.deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html>

What Did We Do?

1. COVID-19 AID & ASSISTANCE

- AmBank Islamic COVID-19 Assistance Programme:** Allocated RM498,000 of AmBank Islamic's business zakat fund to directly aid low-income groups affected by the ongoing pandemic. The programme aims to alleviate the financial burden of hawkers, small traders/entrepreneurs from among the members of *Amanah Ikhtiar Malaysia* (Sahabat AIM, 278 eligible Sahabat AIM members received cash assistance of RM250-RM300 per month for six months to support their daily expenses and help maintain their business operations.

2. FINANCIAL LITERACY

- Financial Industry Collective Outreach (FINCO):** Continued to support FINCO's goal of providing underprivileged communities and youth with the guidance and educational tools needed to achieve their life goals. We actively participated in FINCO programmes, such as FINCO Reads, FINCO Mentor, as well as FINCO's new pilot programme, FINCO Good SENS (Social Enterprise Network for Schools), which builds on current efforts of financial industry members and supports Malaysia's national strategy for financial literacy. In view of the current situation, AmBank donated 20 decommissioned laptops for this programme as the sessions will be conducted online during the pandemic.
- AmBank-USM Financial Literacy Programme:** Began establishing a corporate sustainability module with *Universiti Sains Malaysia* (USM), in line with the government's initiative to increase the awareness and level of financial literacy amongst Malaysians. The module comprises four aspects i.e., Financial Health, Financial Stability, Financial Independence and Entrepreneurship. Through this collaboration, we aim to increase the financial literacy of the B40 community within and surrounding *Universiti Sains Malaysia* (USM), *Universiti Malaysia Sabah* (UMS), International Islamic University of Malaysia (IIUM) and *Amanah Ikhtiar Malaysia* (AIM); preparing them for a better future. Our target is to reach 5,000 people by March 2022.

3. COMMUNITY HEALTH & SAFETY

- Group OSH CSR Project with Community:** Improved the health and safety awareness for communities in Jalan Hj Taha, Sarawak and Jalan Munshyi, Melaka. The Group OSH personnel held various health and safety activities, including:
 - Setting up an OSH Booth with the Department of Occupational Safety & Health (DOSH), Ministry of Health (MOH) and *Jabatan Kesihatan Kuching*;
 - Providing free health drinks (i.e., Vitagen and Farm Fresh);
 - Organising a Blood Donation with Blood Bank and Normah Medical Specialist Centre;
 - Offering free health screening at Normah Medical Specialist Centre (Sarawak) and Beacon Hospital (Melaka); and
 - Organising a DOSH Talk on OSH Laws, Ergonomic and Noise Requirements (Industrial Code of Practice-ICOP).

4. COMMUNITY OUTREACH & WELFARE

- AmKasih Urban Hard-Core Poor Food Aid Programme:** Collaborated with Mydin Mohamed Holdings Berhad to reach out to communities across the country and conduct food aid initiatives. We provided an allowance to 100 families from targeted groups to help offset the cost of their essential daily food items. Through this programme, we will also be carrying out a series of empowerment programmes for the 500 families from the food aid programme to educate them on critical topics, such as women empowerment, entrepreneurship, financial literacy and motivational talks. This is in addition to providing the children with free tuition and an English proficiency class to enhance their education standards.



Syed Anuar Syed Ali, Executive Vice President, Group Corporate Communications and Marketing, AmBank Group (*6th* from right) presenting the mock card to Encik Ahimmat Mydin, Executive Director, Mydin Mohamed Holdings Berhad (*5th* from left) to signify the official launch of AmBank E-Wallet Food Aid Programme for Urban Hard-Core Poor Families in collaboration with MYDIN on 7 October 2019. Also present were Cik Hajah Alimah Salam, Vice President, PERTIWI (*5th* from right) and Encik Yaacob Omar, Director, Corporate Communications, Amanah Ikhtiar Malaysia (*3rd* from left) along with the staff of AmBank Group and MYDIN.

* Images used in the Annual Report may have been taken before physical distancing SOP came into force. COVID-19 SOPs such as obligatory face masks and 1-meter physical distancing are observed after rules are in place. As some images may have been taken prior to these measures, they may not reflect this.

SUSTAINABILITY THEME 3: POSITIVE SOCIETAL IMPACT

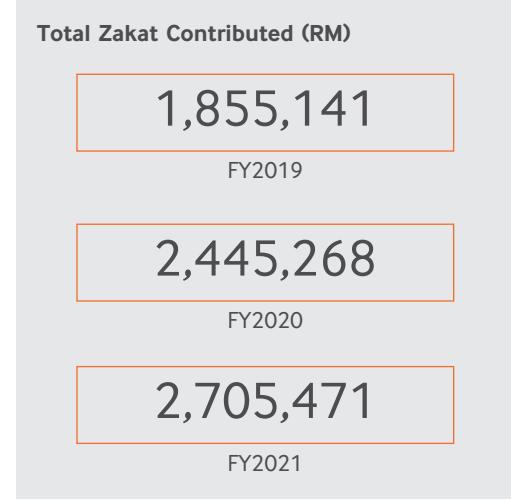
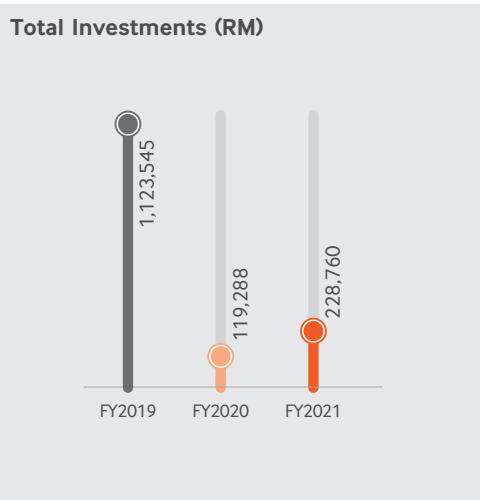
- **Malaysian Zoological Society:** Pledged our continued support for the upkeep and maintenance of the three Dromedary Camels at Zoo Negara through its renewal of Camel Sponsorship.
- **AmBank-The Lost food Project (TLFP) Food Bank Collaboration:** Partnered with TLFP to reduce food wastage and be part of a collective effort to eliminate hunger among the B40 Community. Through our contribution, we aim to increase the food surplus collection to 18,000 kg per month for one year, reaching out to 55 charity organisations, including charity homes, community centre and *Program Perumahan Rakyat* (PPR) in Klang Valley. To date, our contribution has helped TLFP in their total collection of 101,312 kg food surplus in March 2021. Additionally, we are enabling our clients to donate to TLFP via the redemption of AmBonus and Bonuslink points to cash, as well as direct contributions via AmOnline.



From left – Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group, Tan Sri Azman Hashim, Chairman, AmBank Group and Mr Mohd Syazwan Mokhtar, General Manager, TLFP in support of collective effort to eliminate hunger among the underprivileged community arising from the pandemic.

- **The Malaysian Armed Forces:** In recognition of the Malaysian Armed Forces, we prepared a special 'Hari Raya Food Package' for 20,000 of their personnel that were on duty during the festive period.

What Did We Achieve?



ADDITIONAL INFORMATION

WORKPLACE STATISTICS

Age Distribution	FY2020	FY2021
20-25 years old	3.0%	2.0%
26-30 years old	14.0%	14.0%
31-35 years old	19.0%	18.0%
36-40 years old	19.0%	18.0%
41-45 years old	18.0%	18.0%
46-50 years old	14.0%	15.0%
> 50 years old	13.0%	15.0%
Total	100%	100%

Employee Breakdown by Business Unit	Female		Total	Male		Total
	FY2020	FY2021		FY2020	FY2021	
AmAssurance-General	9.0%	9.0%	861	6.0%	6.0%	524
Business Banking	2.0%	2.0%	191	2.0%	2.0%	156
Investment Banking (incl. Subsidiaries)	3.0%	2.0%	213	2.0%	2.0%	212
Islamic Banking	<1.0%	<1.0%	43	<1.0%	<1.0%	36
Retail Banking	28.0%	29.0%	2,761	15.0%	15.0%	1,448
Wholesale Banking	3.0%	3.0%	307	2.0%	2.0%	192
Group Information & Ops Div	9.0%	9.0%	829	6.0%	6.0%	593
Group Shared Services	8.0%	8.0%	722	5.0%	4.0%	414
Total	62.0%	62.0%	5,927	38.0%	38.0%	3,575

Seniority Years of Service (YOS)	Female		Male	
	FY2020	FY2021	FY2020	FY2021
Less 2 years	56.0%	56.0%	44.0%	44.0%
> 2-5 years	59.0%	59.0%	41.0%	41.0%
> 5-10 years	66.0%	67.0%	34.0%	33.0%
> 10-15 years	70.0%	66.0%	30.0%	34.0%
> 15-20 years	61.0%	67.0%	39.0%	33.0%
> 20 years	63.0%	63.0%	37.0%	37.0%
Total	62.0%	62.0%	38.0%	38.0%

1 Overview of AmBank Group

2 Key Messages
3 Value Creation at AmBank Group

187

4 Management Discussion and Analysis

5 Leadership
6 Responsible Governance

7 Sustainability Statement

8 Other Information

ADDITIONAL INFORMATION

Employment Contract	Female		Male	
	FY2020	FY2021	FY2020	FY2021
Contract	1.0%	<1.0%	1.0%	1.0%
Permanent	62.0%	62.0%	37.0%	37.0%
Total	62.0%	62.0%	38.0%	38.0%

Percentage of workforce by working level	Female		Male	
	FY2020	FY2021	FY2020	FY2021
Top Management/Senior Management	<1.0%	<1.0%	<1.0%	<1.0%
Mid Management	8.0%	8.0%	8.0%	8.0%
Professional/Specialist	44.0%	45.0%	24.0%	25.0%
Non-Executive	10.0%	10.0%	5.0%	5.0%
Total	62.0%	62.0%	38.0%	38.0%

INDEPENDENT ASSURANCE STATEMENT



SIRIM QAS INTERNATIONAL SDN. BHD. (410334-X)

SIRIM Complex,
1, Persiaran Dato' Menteri, Section 2,
40700 Shah Alam, Selangor Darul Ehsan, Malaysia.
Tel : 603-5544 6400 Fax : 603-5544 6810
www.sirim-qas.com.my

INDEPENDENT ASSURANCE STATEMENT (PARTIAL)

Scope and Objective

SIRIM QAS International Sdn. Bhd., a Conformity Assessment Body in Malaysia, with extensive expertise and experience in the provision of sustainability-related assurance services, was engaged by AMMB Holdings Berhad (hereafter referred to as AmBank Group) to perform an independent verification and provide partial assurance of AmBank Group Sustainability Statement 2021. The main objective of verification process is to provide assurance to AmBank Group and its stakeholders of the accuracy and reliability of the selected information presented in the Sustainability Statement. This was confirmed through reviewing and verifying claims made in the statement. The verification audit by SIRIM QAS International covered only sustainability-related activities selected by AmBank Group (as listed in page two of this statement) which had been included in AmBank Group Sustainability Report of the Integrated Annual Report 2021.

The management of AmBank Group was responsible for the preparation of the Sustainability Statement. The objectivity and impartiality of this verification statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the AmBank Group Integrated Annual Report 2021.

Verification team

The verification team from SIRIM QAS International consisted of:

- 1) Ms. Aernida Abdul Kadir : Team Leader
- 2) Ms. Kamini Sooriamoorthy : Team Member
- 3) Ms. Farhanah Md. Shah : Team Member



- IQNet -

ADDITIONAL INFORMATION

INDEPENDENT ASSURANCE STATEMENT

Methodology

The verification process was carried out by SIRIM QAS International in May 2021. It covers the selected sustainability-related activities as follows:

No.	Topic	Page no. Sustainability Report of the Integrated Annual Report 2021
1	Materiality Matters: Sustainability @ AmBank	133
2	Governance: Sustainability Governance	136 – 137
3	Occupational Safety & Health: Conducive, Safe & Healthy Workplace	162 – 164, 167 & 185
4	Human Resource: Capability Development	165 – 166 & 168 – 173
5	Procurement: Responsible Procurement	173 – 175
6	Environment: Energy, Plastic & Waste Management	175 – 183

The verification involved the following activities:

Reviewing and verifying the accuracy of data collected from various sources and that are presented in the statement;

Reviewing of internal and external documentation and displays such as awards, press releases, media publications, internal newsletters, internal systems, etc.;

Interviewing of key personnel responsible for collating information and writing various parts of the Sustainability Report in order to substantiate the veracity of the claims;

Evaluating the adequacy of the Sustainability Statement of AmBank Group and its overall presentation against the GRI Standards.

During the verification process, issues were raised and clarifications were sought from the management of AmBank Group relating to the consistency of some of the data and statements provided. The Sustainability Statement was subsequently reviewed and revised by AmBank Group in response to the findings of the verification team. It can be confirmed that the changes

INDEPENDENT ASSURANCE STATEMENT

that have been incorporated into the final version of the Sustainability Statement satisfactorily addressed the issues that had been raised.

Limitations

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of information reported in AmBank Group Integrated Annual Report 2021;
- The verification was designed to provide limited assurance irrespective of the organization's ability to achieve its objectives, targets or expectations on sustainability-related issues;
- The verification process did not include physical inspections of any of AmBank's corporate offices and operating assets. It has been carried out through remote assessment during Malaysia Movement Control Order; and
- The verification team did not verify any contractor or third-party data.

Materiality Matters

AmBank Group continued prioritizing and focusing their sustainability journey in areas relevant to their material matters concluded from the materiality assessment together with that finalized as material in view of the global trends and risks. From the latest materiality assessment conducted within the reporting period, AmBank Group has identified ten matters that are substantial to their sustainability agenda, with one new topic from the last financial year.

Greenhouse Gases (GHG) emissions and Carbon footprint

AmBank Group has maintained the reporting of Direct GHG Emissions (Scope 1), Indirect GHG Emissions from imported energy (Scope 2), and Indirect GHG Emissions from other sources (Scope 3). The GHG emission identification and quantification has been carried out internally with reference to ISO 14064-1:2018 requirements with the following boundaries. The verification of data reported was carried out in reference to the requirements of ISO 14064-3:2019.

- The Scope 1 emissions from fuel consumption by company-owned vehicles;
- The Scope 2 emissions resulting from electricity consumption by the Group;
- The Scope 3 covers emissions from employee's travel resulted from air travelling and the provision of outsourced shuttle service for employee commuting to and fro Wisma AmFirst to Glenmarie LRT station and Damansara Fairway 3 to Kelana Jaya LRT station.

ADDITIONAL INFORMATION

INDEPENDENT ASSURANCE STATEMENT

AmBank Group has continued to implement numbers of GHG programs as measures to manage their GHG emissions with the goal to reduce and minimize the organization carbon footprints. AmBank Group has established a plausible target for GHG emissions reduction and/or overall saving towards FY2023. Apart from the ongoing reduction programs, AmBank Group has instigated the installation of solar panels in one their buildings as their commitments towards generating cleaner energy and offsetting portions of their current carbon emissions.

Conclusion

Based on the selected topics and information provided during the verification process, the following represents SIRIM QAS International's opinion:

- The level of accuracy of relevant data included in the AmBank Group Sustainability Statement 2021 is fair and acceptable;
- The selected content and quality were well established. The level of sustainability performance information in the statement was found to be acceptable;
- The information has been presented in an appropriate manner;
- The personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data contained in the statement;
- AmBank Group has satisfactorily addressed, in the final version of the Sustainability Statement 2021, all issues that had been raised during the assessment.

Prepared by:



AERNIDA ABDUL KADIR

Verification Team Leader
Management System Certification
Department
SIRIM QAS International Sdn. Bhd.
Date: 28 May 2021

Approved by:



MOHD HAMIM BIN IMAM MUSTAIN

Senior General Manager
Management System Certification
Department
SIRIM QAS International Sdn. Bhd.
Date: 28 May 2021

Note:

This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd will not be responsible for any changes or additions made after the referred date.

GRI CONTENT INDEX

The AmBank's 2021 Sustainability Statement has been prepared in accordance to the **Global Reporting Initiative (GRI) Sustainability Reporting Guidelines: Core Option**. The following table presents the GRI Content Index prepared by AmBank Group.

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure	
ORGANISATIONAL PROFILE					
102-1	Name of organisation [©]	AMMB Holdings Berhad.	a	Full	
102-2	Activities, brands, products, and services [©]	Delivering Values to Our Customers & What We Do.	05 & 11	Full	
102-3	Location of headquarters [©]	Kuala Lumpur, Malaysia.	03	Full	
102-4	Location of operations [©]	Where We Operate.	10	Full	
102-5	Ownership and legal team [©]	AMMB Holdings Berhad.	05	Full	
102-6	Markets served [©]	AmBank Group serves 170 branches and 15 regional offices, with over three million customers all over Malaysia.	05 & 10	Full	
102-7	Scale of organisation [©]	Circa 10,000 AmBankers, 170 number of operations, RM8,412.6 million operation revenue, RM9.0 billion in market capitalisation, with different products and services offered under our core business segments.	05, 11 & 65	Full	
102-8	Information on employees and other workers [©]	Workplace Statistics In FY2021, AmBank Group have 62.0% permanent female and 37.0% male employees.	187	Full	
102-9	Supply chain [©]	M8: Responsible Procurement – What Did We Achieved? 1,225 total suppliers with 1,129 active local suppliers and RM539.1 million total contributions to suppliers.	175	Full	
102-10	Significant changes to the organisation and its supply chain [©]	There were no significant changes in the organisation and supply chain in FY2021.	128 – 129	Full	
102-11	Precautionary Principle or approach [©]	Sustainability Framework We are guided by AmBank Group's Sustainability Framework, which supports a precautionary approach to environmental risks and impacts.	131	Full	
102-12	External initiatives [©]	M10: Community Investment and Development – What Did We Do? We continue to contribute and support FINCO's goal, as well as actively participated in FINCO's programmes to supports Malaysia's national strategy for financial literacy.	185	Full	
102-13	Membership of associations [©]	Memberships & Associations We actively participate in various associations and memberships to share our resources and gain industry insights on sustainability best practices. The list of memberships & associations is included within the report.	142	Full	
STRATEGY					
102-14	Statement from senior decision maker [©]	Leadership Commitment on Sustainability by the GCEO	128 – 129	Full	
102-15	Key impacts, risks, and opportunities	The importance, risks and opportunities of AmBank Group's sustainability matters are further elaborated within the report.	134 – 135	Full	
ETHICS AND INTEGRITY					
102-16	Values, principles, standards, and norms of behaviour [©]	We are guided by AmBank's Group Vision and Mission as well as Values: Principled, Proactive, Appreciative, Connected, Evolving.	04, 37	Full	
GOVERNANCE					
102-18	Governance Structure [©]	Sustainability Governance Our sustainability governance structure ensures strong oversight and execution of sustainability-related strategies.	136	Full	
					1 Overview of AmBank Group
					2 Key Messages
					3 Value Creation at AmBank Group
					4 Management Discussion and Analysis
					5 Leadership
					6 Responsible Governance
					7 Sustainability Statement
					8 Other Information
					193

ADDITIONAL INFORMATION

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure
STAKEHOLDER ENGAGEMENT				
102-40	List of stakeholder group [©]	AmBank's list of stakeholder groups is included within the Integrated Report.	38 – 39	Full
102-41	Collective bargaining agreement [©]	M7: Employee Development & Well-being – What Did We Do? 12% of total employees covered by collective bargaining agreements.	166	Full
102-42	Identifying and selecting stakeholders [©]	We identify and select our stakeholders based on their influence on the business, and their impact of the business on the stakeholders.	38 – 39	Full
102-43	Approach to stakeholder engagement [©]	Our approach to key stakeholder groups are all undertaken as part of the report preparation process.	38 – 39	Full
102-44	Key topics and concerns raised [©]	We take into account the feedback received from our stakeholders, which is elaborated in the Integrated Report.	38 – 39	Full
REPORTING PRACTICE				
102-45	Entities included in the consolidated financial statements [©]	All entities are covered in our in our Financial Statements for the 2020 financial year.	(GFR)	Full
102-46	Defining report content and topic boundaries [©]	Sustainability Disclosures This sustainability statement covers information pertaining to our three main subsidiaries: AmBank (M) Berhad; AmBank Islamic Berhad; and AmlInvestment Bank Berhad.	130	Full
102-47	List of material topics [©]	Sustainability @ AmBank Group We have identified ten Sustainability Matters that are material to our sustainability agenda, which are referred to as "Sustainability Matters".	134	Full
102-48	Restatements of information [©]	Employee data for total compensation was corrected for FY2020.	165	Full
102-49	Changes in reporting [©]	Sustainability @ AmBank Group Following a materiality assessment, we have revised, regrouped and reprioritised our Sustainability Matters.	133	Full
102-50	Reporting period [©]	Sustainability Disclosures The AmBank Sustainability Statement includes information for the period 1 April 2020 to 31 March 2021 (FY2021), unless stated otherwise.	130	Full
102-51	Date of most recent report [©]	Sustainability Disclosures The previous report was published in April 2020.	130	Full
102-52	Reporting cycle [©]	Annual.	130	Full
102-53	Contact point for questions regarding the report [©]	Please contact our sustainability team at +603-2167 3661.	130	Full
102-54	Claims of reporting in accordance with the GRI Standards [©]	This Sustainability Statement has been prepared in accordance with the GRI Standards: Core option'.	130	Full
102-55	GRI content index [©]	This document.	193 – 199	Full
102-56	External assurance [©]	Independent Assurance Selected areas in this Sustainability Statement was verified by an external auditor, SIRIM QAS International.	189 – 192	Full

TOPIC-SPECIFIC DISCLOSURES

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure
 RESPONSIBLE BANKING				
 M1: Customer Satisfaction & Responsible Sales and Marketing				
103-1	Explanation of the material topic and its Boundary	M1: Customer Satisfaction & Responsible Sales and Marketing – Why is This Important?	145	Full
103-2	The management approach and its components	M1: Customer Satisfaction & Responsible Sales and Marketing – What is Our Approach?	145	Full
103-3	Evaluation of the management approach	M1: Customer Satisfaction & Responsible Sales and Marketing – What Did We Do?	145	Full
417-2	Incidents of non-compliance concerning marketing communications	M1: Customer Satisfaction & Responsible Sales and Marketing – What is Our Approach? We did not receive any non-compliances with relevant regulations concerning marketing communications.	145	Partial
Non-GRI Disclosure	Net Promoter Score (NPS)	M1: Customer Satisfaction & Responsible Sales and Marketing – What Did We Achieve? Ranked 1st in CSAT score and NPS amongst AmBank Group customers.	147	–
	Customer Compliments	M1: Customer Satisfaction & Responsible Sales and Marketing – What Did We Achieve? We received a 45.0% YoY increase in Customer Compliments.	147	–
 M2: Brand & Market Presence				
103-1	Explanation of the material topic and its Boundary	M2: Brand & Market Presence – Why is This Important?	148	Full
103-2	The management approach and its components	M2: Brand & Market Presence – What is Our Approach?	148	Full
103-3	Evaluation of the management approach	M2: Brand & Market Presence – What Did We Do?	148	Full
Non-GRI Disclosure	Solid Branding Strategy	M2: Brand & Market Presence – What Did We Achieve? The Group's branding strategy encompasses our branding, communications, and marketing activities governed by our Brand Governance.	148	–
 M3: Data Security & Digital Transformation				
103-1	Explanation of the material topic and its Boundary	M3: Data Security & Digital Transformation – Why is This Important?	149	Full
103-2	The management approach and its components	M3: Data Security & Digital Transformation – What is Our Approach?	149	Full
103-3	Evaluation of the management approach	M3: Data Security & Digital Transformation – What Did We Do?	149	Full
203-1	Infrastructure investments and services supported	M3: Data Security & Digital Transformation – What Did We Do? We offer cashless solutions via JomPAY, DuitNow and mTAP in support of BNM's cashless agenda, which are offered to government agencies, universities and religious institutions.	150	Full
Non-GRI Disclosure	Online Customer Growth	M3: Data Security & Digital Transformation – What Did We Achieve? 137.0% increase in AmAccess Biz customers, 28.0% increase in AmOnline customers. 35.0% and 2,782% increase in transaction volume for AmOnline and AmAccess Biz, respectively.	151	–
	Cybersecurity	M3: Data Security & Digital Transformation – What Did We Achieve? Scored 100.0% on SC Capital Market Cyber Drill Simulation.	152	–

ADDITIONAL INFORMATION

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure
 RESPONSIBLE BANKING (CONT.D)				
 M4: Responsible Lending & Source of Funds				
103-1	Explanation of the material topic and its Boundary	M4: Responsible Lending & Source of Funds – Why is This Important?	153	Full
103-2	The management approach and its components	M4: Responsible Lending & Source of Funds – What is Our Approach?	153	Full
103-3	Evaluation of the management approach	M4: Responsible Lending & Source of Funds – What Did We Do?	154	Full
203-1	Infrastructure investments and services supported	M4: Responsible Lending & Source of Funds – What is Our Approach? & What Did We Do? Through our COVID-19 Financing, Empowering SMEs and Start-ups initiatives, we offer funding opportunities for SMEs, start-ups, micro-SMEs. With our Financial Literacy programmes, we help communities to improve their financial, credit and debt management knowledge.	153	Full
203-2	Significant indirect economic impacts	M4: Responsible Lending & Source of Funds – What Did We Achieve? RM22.60 billion contributed to the SME sector through loans and financing, RM60.00 million channelled for start-ups via SME Biz Start-up-I, close to 12,000 SME leaders engaged since AmBank BizCLUB's inception.	156	Partial
 M5: Responsible Investment & Advisory Services				
103-1	Explanation of the material topic and its Boundary	M5: Responsible Investment & Advisory Services – Why is This Important?	157	Full
103-2	The management approach and its components	M5: Responsible Investment & Advisory Services – What is Our Approach?	157	Full
103-3	Evaluation of the management approach	M5: Responsible Investment & Advisory Services – What Did We Do?	157	Full
Non-GRI Disclosure	Sustainable and Responsible Investment	M5: Responsible Investment & Advisory Services – What is Our Approach? We adopted the ASEAN Green Bonds Standards (GBS), and the first financial institution to raise the ASEAN Green Bond, and the first GREEN SRI Sukuk for a listed Group. We are guided by both Securities Commission's SRI Roadmap and BNM's VBIAF.	157	–
 CONSCIOUS SELF-CONDUCT				
 M6: Ethics, Governance & Compliance				
103-1	Explanation of the material topic and its Boundary	M6: Ethics, Governance & Compliance – Why is This Important?	158	Full
103-2	The management approach and its components	M6: Ethics, Governance & Compliance – What is Our Approach?	158 – 159	Full
103-3	Evaluation of the management approach	M6: Ethics, Governance & Compliance – What Did We Do?	160	Full
102-17	Mechanisms for advice and concerns about ethics	M6: Ethics, Governance & Compliance – What is Our Approach? Through our Whistleblower Protection Policy (WPP), stakeholders are encouraged to report any corruption or malpractices, with the whistleblowing process outlined in the report.	159	Partial
102-25	Conflicts of Interest	Sustainability Governance – M6: Ethics, Governance & Compliance Our Management on Conflict-of-Interest Policy ensures that any conflict of interests is properly managed and/or mitigated with high standards of professionalism, integrity and fair dealing.	140	Partial

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure	1 Overview of AmBank Group
 CONSCIOUS SELF-CONDUCT (CONT.D)					
M6: Ethics, Governance & Compliance (cont.d)					
419-1	Non-compliance with laws and regulations in the social and economic area	M6: Ethics, Governance & Compliance – What Did We Do & What Did We Achieve? With our strong compliance culture, we reported zero fines and penalties against regulatory compliance.	160	Partial	1 Overview of AmBank Group
205-1	Operations assessed for risks related to corruption	M6: Ethics, Governance & Compliance – What Did We Achieve? In FY2021, a total of 277 internal audits was conducted, with 90.0% satisfactory in audit rating.	160	Partial	2 Key Messages
205-2	Communication and training about anti-corruption policies and procedures	M6: Ethics, Governance & Compliance – What Did We Do & What Did We Achieve? We organised 72 compliance training and awareness sessions, with a total of 18,331 employees reached.	160	Partial	3 Value Creation at AmBank Group
Non-GRI Disclosure	Governance-related ratings	M6: Ethics, Governance & Compliance – What Did We Achieve? 4.3 out of 5.0 on FTSE4Good and 5.5 out of 10.0 on MSCI ESG Rating.	160	–	4 Management Discussion and Analysis
M7: Employee Development & Well-being					
103-1	Explanation of the material topic and its Boundary	M7: Employee Development & Well-being – Why is This Important?	161	Full	197
103-2	The management approach and its components	M7: Employee Development & Well-being – What is Our Approach?	161	Full	
103-3	Evaluation of the management approach	M7: Employee Development & Well-being – What Did We Do?	161	Full	
401-1	New employee hires and employee turnover	M7: Employee Development & Well-being – What Did We Achieve? Employee retention rate is 97.0% and employee turnover rate is 10.0%. A breakdown of these figures is provided in the report.	171	Full	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	M7: Employee Development & Well-being – What Did We Do? Full-time employees are provided with healthcare through a digital health app, as well as parental leave benefits.	166	Partial	
401-3	Parental leave	M7: Employee Development & Well-being – What Did We Achieved? A total of 100% retention rates of employees took parental leave, with details provided in the report.	172	Full	
403-1	Occupational health and safety management system	M7: Employee Development & Well-being – What is Our Approach? We have OSH measures in place to mitigate safety risks. We also conduct OSH inspection audits, Virtual Wellness Talk Series, Groupwide OSH communication and regular training seminars.	161	Partial	
403-2	Hazard identification, risks assessment, and incident investigation	M7: Employee Development & Well-being – What Did We Do? We conduct Hazard Identification, Risk Assessment & Determine Control (HIRADC) Virtual Training to help employees identify OSH risks associated in their activities.	162	Partial	
403-3	Occupational health services	M7: Employee Development & Well-being – What Did We Do? We have a stringent OSH policy that protects our employees against OSH risks, accidents and injuries. We also conduct OSH inspection audits, training and wellness talk for our employees.	162	Full	
403-4	Worker participation, consultation, and communication on occupational health and safety	M7: Employee Development & Well-being – What Did We Do? Group OSH committee plans and publish periodic OSH memorandums, prohibitions and updates within AmConnected. We also conduct a biannual OSH Feedback Solicitation initiative, and upload Group OSH Manual, SOP, Procedures and New Revise Group OSH Policy in the OSH Portal.	163	Full	
8 Other Information					
7 Sustainability Statement					

ADDITIONAL INFORMATION

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure
 CONSCIOUS SELF-CONDUCT (CONT.D)				
 M7: Employee Development & Well-being (cont.d)				
403-5	Worker training on occupational health and safety	M7: Employee Development & Well-being – What Did We Do? In FY2021, we conducted various OSH-Related Virtual Training Programmes.	162	Full
403-6	Promotion of workers health	M7: Employee Development & Well-being – What Did We Do? We held Virtual Wellness Talk Series for all employees, covering a range topic including Workplace Ergonomic, Mental Health, Healthy Eating, Lifestyle Disease and others.	163	Full
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	M7: Employee Development & Well-being – What Is Our Approach? We adopt a 'Prevention Is Better Than Cure' approach to OSH, as elaborated in the report.	161	Full
403-9	Work-related injuries	M7: Employee Development & Well-being – What Did We Achieve? OSH Incidents/Data is reported within the report.	167	Full
404-1	Average hours of training per employee	M7: Employee Development & Well-being – What Did We Achieve? Average training hours per employee: 47 hours. Details of employee category is within the report.	169	Full
404-2	Programs for upgrading employee skills and transition assistance programs	M7: Employee Development & Well-being – What Did We Achieve? We have several Talent Development & Succession Planning programmes for our employees.	169	Partial
405-1	Diversity of governance bodies and employees	M7: Employee Development & Well-being – What Did We Achieve? 59.0% Top/Senior Management are held by women, whilst 22.0% of Board Directors are female.	172	Full
405-2	Ratio of basic salary and remuneration between male & female employees	M7: Employee Development & Well-being – What Did We Achieve? Average monthly basic salary and total compensation data are included within this report.	173	Partial
102-38	Annual total compensation ratio	M7: Employee Development & Well-being – What Did We Achieve? Total compensation for different groups of employees: 45.0%.	172	Partial
 M8: Responsible Procurement				
103-1	Explanation of the material topic and its Boundary	M8: Responsible Procurement – Why is This Important?	173	Full
103-2	The management approach and its components	M8: Responsible Procurement – What is Our Approach?	173	Full
103-3	Evaluation of the management approach	M8: Responsible Procurement – What Did We Do?	174	Full
204-1	Proportion of spending on local suppliers	M8: Responsible Procurement – What Did We Achieved? RM449.3 million contributed to local suppliers (83.3% of procurement spending).	175	Full
308-1	New suppliers that were screened using environmental criteria	M8: Responsible Procurement – What Did We Achieved? Suppliers are assessed based on the Environmental Sustainability criteria.	175	Partial
414-1	New suppliers that were screened using social criteria	M8: Responsible Procurement – What Did We Do? New suppliers are assessed based on the Supplier Code of Conduct & Anti-Bribery and Corrupt Practices, Business Integrity & Governance, Safety & Social Performance criteria.	174	Partial

GRI Standards	Brief Description of the Disclosures	Brief Information on Key Disclosures, Reference	Page Numbers	Full or Partial Disclosure
 CONSCIOUS SELF-CONDUCT (CONT.D')				
 M9: Energy, Plastics & Waste Management				
103-1	Explanation of the material topic and its Boundary	M9: Energy, Plastics & Waste Management – Why is This Important?	175	Full
103-2	The management approach and its components	M9: Energy, Plastics & Waste Management – What is Our Approach?	175	Full
103-3	Evaluation of the management approach	M9: Energy, Plastics & Waste Management – What Did We Do?	177	Full
302-1	Energy consumption within the organisation	M9: Energy, Plastics & Waste Management – What Did We Achieved? Total energy consumption: 25,434,000 kWh.	181	Full
302-4	Reduction of energy consumption	M9: Energy, Plastics & Waste Management – What Did We Achieved? 10.4% reduction in energy consumption.	181	Full
305-1	Direct (Scope 1) GHG emissions	M9: Energy, Plastics & Waste Management – What Did We Achieved? Scope 1 emissions: 57.84 tCO ₂ e (43.0% reduction).	180	Full
305-2	Energy indirect (Scope 2) GHG emissions	M9: Energy, Plastics & Waste Management – What Did We Achieved? Scope 2 emissions: 14,142 tCO ₂ e (10.4% reduction).	181	Full
305-3	Other indirect (Scope 3) GHG emissions	M9: Energy, Plastics & Waste Management – What Did We Achieved? Scope 3 emissions: 32 tCO ₂ e (91.0% reduction).	182	Full
 POSITIVE SOCIETAL IMPACT				
M10: Community Investment and Development				
103-1	Explanation of the material topic and its Boundary	M10: Community Investment and Development – Why is This Important?	184	Full
103-2	The management approach and its components	M10: Community Investment and Development – What is Our Approach?	184	Full
103-3	Evaluation of the management approach	M10: Community Investment and Development – What Did We Do?	185	Full
203-1	Infrastructure investments and services supported	M10: Community Investment and Development – What Did We Do & What We Achieved? RM228,760 total investment in community development programmes.	186	Full
413-1	Operations with local community engagement, impact assessment, and development programs	M10: Community Investment and Development – What Did We Do? Through AmKasih and AmGroup Foundation, we engage and contribute to the development of local communities.	185 – 186	Partial

NOTICE OF THIRTIETH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Thirtieth (30th) Annual General Meeting (AGM) of AMMB Holdings Berhad (AMMB or the Company) will be conducted on fully virtual basis at Board Room, 26th Floor, Bangunan AmBank Group, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia on Thursday, 2 September 2021 at 10.00 a.m. or at any adjournment thereof for the following purposes:

AGENDA	RESOLUTION
As Ordinary Business	
1. To receive the Audited Financial Statements of the Company for the financial year ended 31 March 2021 together with the Reports of the Directors and Auditors thereon.	
2. To approve the payment of Directors' fees of RM1,291,069 for the financial year ended 31 March 2021.	Ordinary Resolution 1
3. To approve the payment of benefits payable to the Directors (excluding Directors' fees) up to an aggregate amount of RM2,500,000 for the period from 2 September 2021 until the next AGM of the Company.	Ordinary Resolution 2
4. To re-elect the following Directors who retire by rotation pursuant to Clause 94 of the Company's Constitution:	
i. Soo Kim Wai	Ordinary Resolution 3
ii. Seow Yoo Lin	Ordinary Resolution 4
Mr Graham Kennedy Hodges who retires by rotation in accordance with Clause 94 of the Company's Constitution, has expressed his intention not to seek for re-election. Hence, he will continue in office until the conclusion of the 30 th AGM.	
5. To re-elect Robert William Goudswaard who was appointed as Director during the financial year and retires pursuant to Clause 102 of the Company's Constitution.	Ordinary Resolution 5
6. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company and to authorise the Directors to determine their remuneration.	Ordinary Resolution 6
As Special Business	
To consider and if thought fit, to pass the following resolutions:	
7. Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company's Dividend Reinvestment Plan	Ordinary Resolution 7
"THAT the Directors of the Company be and are hereby authorised to allot and issue such number of new ordinary shares in the Company from time to time as may be required for the purpose of the Company's Dividend Reinvestment Plan as approved at the Extraordinary General Meeting of the Company held on 2 September 2010, which gives the shareholders of the Company the option to elect to reinvest their cash dividend entitlements in new ordinary shares of the Company."	
8. Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act 2016	Ordinary Resolution 8
"THAT subject to the approvals of the relevant authorities and pursuant to Sections 75 and 76 of the Companies Act 2016, the Directors be and are hereby authorised to allot and issue new ordinary shares in the Company at any time, to such persons and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued pursuant to this resolution does not exceed ten percent (10%) of the total number of issued shares of the Company for the time being.	
THAT the Directors be and are hereby empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad.	
AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company."	

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

Ordinary Resolution 9

"THAT, subject to the Companies Act 2016 (Act), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Securities) (Listing Requirements) and the approval of such relevant governmental and/or regulatory authorities, the Board of Directors of the Company (Board) be authorised to renew the authority to purchase such number of ordinary shares of the Company on the Main Market of Bursa Securities (Proposed Renewal of Share Buy-Back Authority) at any time through Bursa Securities, upon such terms and conditions as the Board shall in their discretion deem fit and expedient in the best interest of the Company provided that:

- (a) the aggregate number of ordinary shares which may be purchased and/or held by the Company shall not exceed three percent (3%) of the total number of issued shares of the Company at any point in time; and
- (b) the maximum amount of funds to be allocated by the Company for the Proposed Renewal of Share Buy-Back Authority shall not exceed the retained profits of the Company at the time of purchase by the Company of its own ordinary shares.

THAT upon the purchase by the Company of the ordinary shares, the Board shall have the absolute discretion to decide whether such shares purchased are to be cancelled and/or retained as treasury shares and distributed as dividends or resold on the Main Market of Bursa Securities or transferred for the purpose of or under the AMMB Holdings Berhad Executives' Share Scheme and any other employees' share scheme which the Company may establish or any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act, the requirements of the Listing Requirements and any other relevant authority for the time being in force.

THAT such authority conferred by this resolution will commence immediately upon the passing of this resolution and may only continue to be in force until:

- (a) the conclusion of the Thirty-First (31st) Annual General Meeting (AGM) of the Company, at which time the authority will lapse unless by ordinary resolution passed at the 31st AGM, the authority is renewed, either unconditionally or subject to conditions;
- (b) the expiration of the period within which the 31st AGM of the Company is required by law to be held; or
- (c) revoked or varied by an ordinary resolution passed by the shareholders in a general meeting,

whichever is the earliest but not as to prejudice the completion of purchase by the Company before the aforesaid expiry date and, in any event, in accordance with the provisions of the Act, the rules and regulations made pursuant thereto and the Listing Requirements and/or any other authorities.

AND THAT authority be and is hereby unconditionally and generally given to the Board to take all such steps that are necessary and expedient (including without limitation, the opening and maintaining of central depository accounts under the Securities Industry (Central Depositories) Act 1991, and the entering into of all agreements, arrangements and guarantees with any party or parties) to implement, finalise and give full effect to the Proposed Renewal of Share Buy-Back Authority with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with full power to do all such acts and things thereafter on any part of the shares bought-back in accordance with the Act, the provisions of the Constitution of the Company, the Listing Requirements and all other relevant governmental and/or regulatory authorities."

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

NOTICE OF THIRTIETH ANNUAL GENERAL MEETING

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to participate and vote at the 30th AGM, the Company shall be requesting from Bursa Malaysia Depository Sdn Bhd in accordance with the provisions under Clauses 67(1), 67(2) and 67(3) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 to issue a General Meeting Record of Depositors (ROD) as at 25 August 2021. Only a depositor whose name appears in the ROD as at 25 August 2021 shall be entitled to participate and vote at the 30th AGM or appoint a proxy(ies) to participate and vote on his/her behalf.

By Order of the Board

Koid Phaik Gunn

(MAICSA 7007433)

(SSM Practising Certificate No. 202008003140)

Group Company Secretary

Kuala Lumpur

30 July 2021

Notes:

(A) Remote Participation and Electronic Voting

- (1) The 30th AGM will be conducted on fully virtual basis where members are only allowed to participate in the AGM and vote remotely. The Remote Participation and Voting facilities will be provided by the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd (Boardroom) at <https://meeting.boardroomlimited.my>.
- (2) The Securities Commission Malaysia had on 1 June 2021, revised the Guidance Note and Frequently Asked Questions (FAQ) on the conduct of General Meetings for Listed Issuers which was originally issued on 18 April 2020 (the Revised Guidance Note and FAQ) to require all meeting participants of a fully virtual general meeting including the Chairperson of the meeting, board members, senior management and shareholders to participate in the meeting online. Physical gatherings no matter how small are prohibited. According to the Revised Guidance Note and FAQ, an online meeting platform can be recognised as the meeting venue or place under Section 327(2) of the Companies Act 2016 provided that the online platform is located in Malaysia. Please follow the procedures as stipulated in the Administrative Guide for the AGM in order to register, participate and vote virtually.
- (3) All resolutions set out in the Notice of the 30th AGM will be put to vote by way of poll.

(B) Appointment of Proxy

- (1) A member of the Company entitled to participate and vote at the AGM is entitled to appoint more than one proxy to participate and vote on his/her behalf, provided he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- (2) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to participate and vote at the AGM shall have the same rights as the member to pose questions at the AGM.
- (3) Where a member of the Company is an authorised nominee, as defined in the Securities Industry (Central Depositories) Act, 1991 (SICDA), it may appoint more than one proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.

- (5) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or if the appointor is a corporation, either under seal or under the hand of an officer or attorney of the corporation duly authorised.
- (6) If the Form of Proxy is returned without indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
- (7) The appointment of a proxy may be made in the following manner and must be received by the Company not less than 48 hours before the time fixed for holding the 30th AGM, i.e. latest by Tuesday, 31 August 2021 at 10.00 a.m.:-

- By electronic means via online

The appointment of a proxy must be made via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>

- By electronic means via email

The form of proxy must be received via email at Boardroom's email address at bsr.helpdesk@boardroomlimited.com

- By electronic means via facsimile

The form of proxy must be received via facsimile at Boardroom's fax number 03-7890 4670

- In hardcopy form

The form of proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd, Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia

(C) Explanatory Notes to the Agenda

- (1) The Audited Financial Statements are laid out in accordance with Section 340 (1)(a) of the Companies Act 2016 for discussion only. They do not require shareholders' approval and hence, item 1 of the Agenda will not be put forward for voting.

(2) Ordinary Resolution 1 – Directors' Fees

The Group's performance for the financial year ended 31 March 2021 (FY2021) had been significantly impacted by major events which unfolded during the financial year, namely the uncertainties around bad debts and provisions brought on by the COVID-19 pandemic and the RM2.83 billion settlement to be paid to the Government of Malaysia.

As part of the Group's initiative to exercise financial prudence, the Board of Directors (Board) of AMMB had agreed on a voluntary 20% reduction in Directors' fees for FY2021.

The 20% fee reduction for the Non-Executive Directors is set out below:

Director's Fees	Existing	After 20% reduction
Chairman	RM210,000	RM168,000
Member	RM200,000	RM160,000

(3) Ordinary Resolution 2 – Directors' Benefits (exclude Directors' Fees)

The Company is seeking shareholders' approval for the payment of benefits to the Board of AMMB, all of whom are Non-Executive Directors, up to an aggregate amount of RM2,500,000 for the period from 2 September 2021 until the next AGM of the Company.

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

The remuneration structure of AMMB is set out on page 48 of the Governance and Financial Report 2021 (GFR 2021).

NOTICE OF THIRTIETH ANNUAL GENERAL MEETING

(4) Ordinary Resolutions 3 to 5 – Re-Election of Directors

- (a) **Soo Kim Wai (Non-Independent Non-Executive Director)**
- (b) **Seow Yoo Lin (Independent Non-Executive Director)**

The Group Nomination and Remuneration Committee (GNRC) had considered the performance and contributions of the above two Directors who are retiring pursuant to Clause 94 of the Constitution of AMMB. Mr Seow, being the Independent Non-Executive Director, had complied with the independence criteria as set out in Bank Negara Malaysia (BNM) Policy Document on Corporate Governance and the Main Market Listing Requirement of Bursa Malaysia Securities Berhad. He continues to bring independent and objective judgement to the Board.

Based on the results of the Board Effectiveness Evaluation conducted for FY2021, the performance of each of the retiring Directors was found to be satisfactory and the Directors have met the Board's expectation in the discharge of their duties and responsibilities.

The Board endorsed the GNRC's recommendation on the re-election of the retiring Directors. The retiring Directors had abstained from deliberations and decisions on their re-election at the GNRC and Board meetings.

Mr Soo and Mr Seow have offered themselves for re-election at the 30th AGM of the Company.

(c) **Robert William Goudswaard (Non-Independent Non-Executive Director)**

Robert William Goudswaard, who was appointed as a Non-Independent Non-Executive Director on 25 March 2021, is required to offer himself for re-election at the 30th AGM pursuant to Clause 102 of the Company's Constitution. He was appointed to the Board to represent the interests of Australian and New Zealand Banking Group Limited, a major shareholder of AMMB. His appointment to the Board was based on the criteria set out in BNM's Policy Document on Fit and Proper Criteria and the Board's consideration of his character, experience, integrity, competence and time commitment expected from him to effectively discharge his responsibilities and functions as a Director.

Mr Goudswaard has offered himself for re-election at the 30th AGM of the Company.

The details of the Directors who are standing for re-election are provided in the Board of Directors' profiles on pages 10, 11 and 13 of the GFR 2021.

The Directors referred to in Ordinary Resolutions 3 to 5 will abstain from voting on the resolution in respect of their respective re-election at this AGM.

(5) Ordinary Resolution 7 – Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company's Dividend Reinvestment Plan

Ordinary Resolution 7, if passed, will empower the Directors of the Company to issue new ordinary shares pursuant to the terms and conditions of the Company's Dividend Reinvestment Plan (DRP) which are contained in the DRP Statement set out in Appendix I to the Circular to Shareholders dated 11 August 2010 (as may be amended in accordance with the provisions of the said DRP).

The authority conferred by such renewed mandate will be effective from the date of the forthcoming AGM and unless revoked or varied at a general meeting, will lapse at the conclusion of the next AGM of the Company.

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

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

Ordinary Resolution 8, if passed, will give the Directors of the Company, from the date of the forthcoming AGM, authority to allot and issue new ordinary shares in the Company up to an aggregate amount not exceeding ten percent (10%) of the total number of issued shares of the Company for the time being, as and when the need or business opportunities arise which the Directors consider would be in the interest of the Company and/or in connection with proposals previously approved by the shareholders for issuance of shares. This authority, unless revoked or varied at a general meeting, will lapse at the conclusion of the next AGM of the Company.

(7) Ordinary Resolution 9 – Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares

Ordinary Resolution 9, if passed, will give the Directors of the Company, from the date of the forthcoming AGM, authority to purchase the ordinary shares of the Company up to an aggregate amount not exceeding three percent (3%) of the total number of issued shares of the Company for the time being, as and when the need arise which the Directors consider would be in the interest of the Company. This authority, unless revoked or varied at a general meeting, will lapse at the conclusion of the next AGM of the Company.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

1. Details of persons who are standing for election as Directors (excluding Directors standing for re-election)
No individual is seeking election as a Director at the 30th AGM.
2. A statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The proposed Ordinary Resolution 8 for the general mandate for issue of securities is a renewal mandate. AMMB Holdings Berhad (AMMB or the Company) on 12 April 2021 issued 300,000,000 new ordinary shares at an issue price of RM2.75 per share by way of a private placement exercise ("Private Placement") under the general authority which was approved by the shareholders at the last AGM held on 27 August 2020.

The total proceeds from the Private Placement of RM825.0 million and the status of utilisation is as follows:

Purpose	Proposed Utilisation (RM'000)	Actual Utilisation (RM'000)	Balance Unutilised (RM'000)
Working capital purposes, including injection of capital into the Company's operating subsidiaries*	821,000	822,621	—
Expenses for the Private Placement**	4,000	2,379	—
Total	825,000	825,000	—

* The proceeds from the Private Placement was utilised to fund a capital injection of RM450.0 million into AmBank (M) Berhad with the balance utilised to restore the working capital of AMMB after AMMB had, prior to the Private Placement, injected capital into its operating subsidiaries.

** The unutilised balance of RM1.62 million from the expenses estimated at RM4.0 million has been re-allocated to the working capital purposes of AMMB.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof), and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

ADMINISTRATIVE GUIDE

THIRTIETH (30TH) ANNUAL GENERAL MEETING (AGM)

Day/Date : Thursday, 2 September 2021

Meeting Platform : <https://meeting.boardroomlimited.my>

Time : 10.00 a.m.

Venue : Board Room, 26th Floor, Bangunan AmBank Group, Jalan Raja Chulan, 50200 Kuala Lumpur

VIRTUAL MEETING

In light of the COVID-19 pandemic, the safety of the Company's employees, members, directors and relevant stakeholders is our primary concern. As such and based on Guidance Note from the Securities Commission dated 1 June 2021, AMMB Holdings Berhad (AMMB or the Company) will conduct the 30th AGM on fully virtual basis where members are only allowed to participate in the AGM and vote remotely. Members/Proxies will not be allowed to be present at the venue of the AGM.

Members/Proxies can participate in the Company's fully virtual AGM by registering online with Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>.

1. Entitlement to Participate and Vote

Only a member whose name appears in the Record of Depositors (ROD) as at 25 August 2021 shall be eligible to participate and vote at the AGM or appoint proxy(ies) to participate and vote on his/her behalf.

2. Gifts/Vouchers

There will be no gift or voucher to be distributed to member(s)/proxy(ies) who participate at the AGM.

3. Remote Participation and Voting (RPV)

(a) All members, including individual members, corporate shareholder, authorised nominee and exempt authorised nominee who wish to participate and vote at the 30th AGM may do so using the RPV facilities to be provided by the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd (Boardroom). To participate and vote remotely, members are required to register via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com> prior to the meeting. For more details, please refer to the Procedures for RPV as set out in **Appendix 1**.

(b) Registration for remote access will be available on Boardroom Smart Investor portal from **10.00 a.m. on Friday, 30 July 2021 up to 10.00 a.m. on Tuesday, 31 August 2021**.

(c) Participants will be able to view a live stream AGM, pose questions and submit votes in real time while the meeting is in progress.

(d) **FOR THE BEST LIVE STREAMING EXPERIENCE, IT IS ADVISABLE TO USE A STABLE LANDLINE AND TO KEEP YOUR VIDEO RESOLUTION AT 240P.**

4. Appointment of Proxy

(a) The appointment of a proxy may be made in the following manner:

- By electronic means via online

The appointment of a proxy must be made via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>

- By electronic means via email

The form of proxy must be received via email at Boardroom's email address at bsr.helpdesk@boardroomlimited.com

- By electronic means via facsimile

The form of proxy must be received via facsimile at Boardroom's fax no. 03-7890 4670

- In hardcopy form

The form of proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia

(b) All proxy forms must be received by the Company not less than 48 hours before the time fixed for holding the 30th AGM, i.e. latest by Tuesday, 31 August 2021 at 10.00 a.m.

(c) Members who wish to appoint proxy(ies) via Boardroom Smart Investor portal, please refer to the steps set out in **Appendix 2**.

5. Voting Procedures

- (a) The voting will be conducted by way of poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Company has appointed Boardroom as the Poll Administrator to conduct the poll by way of electronic polling (e-voting) and Coopers Professional Scrutineers Sdn Bhd as the Scrutineer to verify and validate the poll results.
- (b) Members/proxies/corporate representatives/attorneys may proceed to vote on the resolutions from the commencement of the 30th AGM at 10.00 a.m. on Thursday, 2 September 2021 until the end of the voting session which will be announced by the Chairman of the meeting. Please refer to **Appendix 1** for guidance on how to vote remotely via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>.
- (c) Upon closure of the voting session, the Scrutineer will verify the poll results. Thereafter, the Chairman will announce and declare whether the resolutions are successfully carried or not.
- (d) If you wish to participate in the meeting yourself, please do not submit any proxy form. You will not be allowed to participate in the meeting together with a proxy appointed by you.
- (e) If you have submitted your proxy form prior to the meeting and subsequently decide to participate in the meeting yourself, please write to bsr.helpdesk@boardroomlimited.com to revoke the appointment of your proxy(ies) at least 48 hours before the time fixed for holding the AGM. On revocation, your proxy(ies) will not be allowed to participate in the meeting. In such event, you should advise your proxy(ies) accordingly.

6. Submission of Questions

- (a) Shareholders may type their questions in the chat box at any time during the virtual AGM.
- (b) Participants may also submit their questions before the AGM to ir@ambankgroup.com no later than 10.00 a.m. on Tuesday, 31 August 2021.

7. Recording or Photography

Strictly no recording or photography of the proceedings of the 30th AGM.

8. Integrated Report 2021 and Circular to Shareholders

- (a) The Integrated Report 2021 and Circular to Shareholders are available on the Company's corporate website and can be downloaded from our designated website link:
 <https://www.ambankgroup.com/eng/InvestorRelations/AnnualReports/Pages/default.aspx>
- (b) The Integrated Report 2021 and Circular to Shareholders are also available on the website of Bursa Malaysia Securities Berhad at bursamalaysia.com under Company Announcements of AMMB.
- (c) You may also request for a printed copy of the Integrated Report 2021 from the Company Secretary by submitting your request to ir@ambankgroup.com or from our Share Registrar as per the contact details set out below.

9. Enquiry

If you have any enquiries prior to the AGM, please contact the following persons during office hours, i.e. from 9.00 a.m. to 5.45 p.m. (Mondays – Fridays):

Boardroom Share Registrars Sdn Bhd

Person-in-Charge	: Mohd Azuan/Alice Tey
General	: 03-7890 4700
Fax	: 03-7890 4670
Email	: bsr.helpdesk@boardroomlimited.com

- For members/proxies' enquiries
- For assistance relating to the electronic lodgement of proxy form of AGM as well as use of the remote participation and voting facilities

ADMINISTRATIVE GUIDE

Appendix 1

PROCEDURES FOR REMOTE PARTICIPATION AND VOTING (RPV)

Kindly follow the steps below on how to request for a login ID and password in order to participate in the 30th AGM remotely:

BEFORE THE AGM DAY	
Procedure	Actions
Step 1: Register online with Boardroom Smart Investor portal <i>(for first time registration only)</i>	<p><i>[Note: If you have already signed up with Boardroom Smart Investor portal, you are not required to register again. You may proceed to Step 2 below.]</i></p> <ul style="list-style-type: none"> (i) Access Boardroom's website at https://investor.boardroomlimited.com. (ii) Click <>Register>> to sign up as a user. Registration is free. (iii) Complete registration and upload a softcopy of your MyKad (front and back) or Passport in JPEG, PNG or PDF format. (iv) Please enter a valid email address and wait for Boardroom's email verification. (v) Your registration will be verified and approved within one business day and an email notification will be provided.
Step 2: Submit Request for Remote Participation	<p><i>[Note: Registration for remote access will be open on Friday, 30 July 2021. Please note that the closing time to submit your request is not less than 48 hours before the time fixed for holding the AGM, i.e. latest by Tuesday, 31 August 2021 at 10.00 a.m.]</i></p> <p>Individual Member</p> <ul style="list-style-type: none"> (i) Login to https://investor.boardroomlimited.com using your user ID (i.e. email address) and password from Step 1 above. (ii) Select "Corporate Meeting" from main menu and select "AMMB HOLDINGS BERHAD (30th) ANNUAL GENERAL MEETING" from the list of Corporate Meeting and click "Enter". (iii) Read and agree to the Terms & Condition and enter your CDS account number to submit your request. <p>Corporate Shareholder, Authorised Nominee and Exempt Authorised Nominee</p> <ul style="list-style-type: none"> (i) Write in to bsr.helpdesk@boardroomlimited.com by providing the name of Member, CDS Account Number accompanied with the Certificate of Appointment of Corporate Representative or Proxy Form (as the case may be) to submit the request. (ii) Please provide a copy of the Corporate Representative's or proxy's MyKad (front and back) or Passport in JPEG, PNG or PDF format as well as his/her email address.
Step 3: Email Notification	<ul style="list-style-type: none"> (i) You will receive a notification from Boardroom that your request has been received and is being verified. (ii) Upon system verification against the AGM Record of Depositors as at 25 August 2021, you will receive an email from Boardroom either approving or rejecting your registration for remote participation. (iii) If your registration is approved, you will also receive your remote access user ID and password in the same confirmation email from Boardroom. You will also be notified in the event your registration is rejected.

ON THE DAY OF AGM	
Procedure	Actions
Step 1: Login to Virtual Meeting Platform	<ul style="list-style-type: none"> (i) The Virtual Meeting portal will be open for login at 9.00 a.m. on Thursday, 2 September 2021. (ii) The Meeting Platform can be accessed via one of the following: <ul style="list-style-type: none"> • Launch Lumi AGM by scanning the QR code provided in the email notification received after successful registration; or • Access to Lumi AGM web portal via website url https://meeting.boardroomlimited.my. (iii) Enter the Meeting ID No. and sign in with the user ID and password provided in the confirmation email from Boardroom in Step 3 (iii) above.
Step 2: Participate	<p>Please follow the User Guides to view the live webcast, submit questions and vote provided in the confirmation email.</p> <ul style="list-style-type: none"> (i) If you would like to view live streaming of the AGM, select the broadcast icon. (ii) If you would like to pose a question during the AGM, select the messaging icon. (iii) Type your message within the chat box, click <<Send>> once completed.
Step 3: Vote	<ul style="list-style-type: none"> (i) Once the meeting is open for voting, the polling icon will appear with the resolutions and your voting choices. (ii) To vote, simply select your voting direction from the options provided. (iii) A confirmation message will appear to show your vote has been received. (iv) To change your vote, simply select another voting direction. (v) If you wish to cancel your vote, please click <<Cancel>>.
Step 4: End of Participation	<ul style="list-style-type: none"> (i) Upon the announcement by the Chairman on the closure of the AGM, the live streaming will end and the messaging window will be disabled. (ii) You can now logout from the Meeting Platform.

ADMINISTRATIVE GUIDE

Appendix 2

PROCEDURES FOR ELECTRONIC LODGEMENT OF PROXY FORM

To appoint proxy(ies) via online, please follow the steps below:

Procedure	Actions
Step 1: Register online with Boardroom Smart Investor portal (for first time registration only)	<p><i>[Note: If you have already signed up with Boardroom Smart Investor portal, you are not required to register again. You may proceed to Step 2 below.]</i></p> <ul style="list-style-type: none">(i) Access Boardroom's website at https://investor.boardroomlimited.com.(ii) Click <<Register>> to sign up as a user. Registration is free.(iii) Complete registration and upload a softcopy of your MyKad (front and back) or your Passport in JPEG, PNG or PDF format.(iv) Please enter a valid email address and wait for Boardroom's email verification.(v) Your registration will be verified and approved within one business day and an email notification will be provided.
Step 2: eProxy Lodgement	<ul style="list-style-type: none">(i) Access Boardroom's website at https://investor.boardroomlimited.com.(ii) Login with your user ID (i.e. email address) and password.(iii) Go to "Corporate Meeting" and select "AMMB HOLDINGS BERHAD (30th) ANNUAL GENERAL MEETING" from the list of Corporate Meeting and click "Enter".(iv) Read the Terms & Conditions and confirm the Declaration.(v) Enter the CDS account number and indicate the number of securities for your proxy(ies) to vote on your behalf.(vi) Appoint your proxy(ies) or the Chairman of the Meeting and enter the required particulars for your proxy(ies).(vii) Indicate your voting instructions – "FOR" or "AGAINST" or "ABSTAIN". If you wish to have your proxy(ies) to act upon his/her discretion, please indicate "DISCRETIONARY".(viii) Review and confirm your proxy(ies) appointment.(ix) Click <<Submit>>.(x) Click <<Download>> or <<Print>> the eProxy form acknowledgement for your record.

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	1 Overview of AmBank Group
1	023	PRIORITY	KL	MEDAN PASAR	AmBank (M) Berhad No. 28, Ground Floor, Wisma Maran, Medan Pasar, 50050 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-20201794 Fax: 03-20729148	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	2 Key Messages
2	055	RETAIL A	KL	PUDU – JALAN PASAR	AmBank (M) Berhad No. 48, Jalan Pasar, Off Jalan Pudu, 55100 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-21413635 03-21413634 Fax: 03-21440313	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	3 Value Creation at AmBank Group
3	075	RETAIL A	KL	AMPANG POINT	AmBank (M) Berhad Lot 1A, Jalan Mamanda 7, Ampang Point, 4 1/2 Miles, 68000 Ampang, Selangor	GL: 03-42522630 03-42522636 03-42522634 03-42522637 Fax: 03-42524160	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	4 Management Discussion and Analysis
4	076	RETAIL A	KL	SETAPAK	AmBank (M) Berhad No. 16, Jalan 3/50C, Taman Setapak Indah Jaya, Off Jalan Genting Kelang, 53300 Setapak, W.P. Kuala Lumpur	GL: 03-40236381 03-40217034 Fax: 03-40236551	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	211
5	077	PRIORITY	KL	OUG	AmBank (M) Berhad No. 24 & 26, Jalan Hujan Rahmat 2, Overseas Union Garden, 58200 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-77847035 03-77847036 Fax: 03-77847041	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	5 Leadership
6	087	RETAIL A	KL	BALAKONG	AmBank (M) Berhad No. S-13, Taman Indah, Batu 11, Cheras, 43200 Balakong, Selangor	GL: 03-90744013 03-90744078 03-90744120 Fax: 03-90744148	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	6 Responsible Governance
7	092	PRIORITY	KL	TAMAN CONNAUGHT	AmBank (M) Berhad No. 110 & 112, Jalan Cerdas, Taman Connaught, Cheras, 56000 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-91014855 03-91024292 03-91017562 Fax: 03-91014977	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	7 Sustainability Statement
8	126	RETAIL B	KL	NU SENTRAL	AmBank (M) Berhad LG 18A, NU Sentral Shopping Centre, No. 201, Jalan Tun Sambanthan, Brickfields, 50470 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-22721964 03-22721969 Fax: 03-22721970	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	8 Other Information
9	133	RETAIL A	KL	BANDAR SRI PERMAISURI	AmBank (M) Berhad No. 79 & 81, Dataran Dwi Tasik, Jalan Dwi Tasik 1, Bandar Sri Permaisuri, 56000 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-91724958 03-91726414 Fax: 03-91724934	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
10	137	RETAIL A	KL	SERI KEMBANGAN	AmBank (M) Berhad No. 7 & 9, Jalan Perusahaan 2, Off Jalan Kolej Taman Jinma, 43300 Seri Kembangan, Selangor	GL: 03-89422093 03-89424308 Fax: 03-89425373	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
11	142	RETAIL A	KL	TAMAN MALURI	AmBank (M) Berhad No. 1, Jalan Jejaka 2, Taman Maluri, Off Jalan Cheras, 55100 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-92852579 03-92822917 03-92845428 Fax: 03-92826261	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
12	211	PRIORITY	KL	JALAN RAJA CHULAN	AmBank (M) Berhad No. 55, Ground Floor, Bangunan AmBank Group, Jalan Raja Chulan 50200 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-20726901 03-20261750 03-20721970 Fax: 03-20323935 03-20324069	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
13	212	RETAIL B	KL	WANGSA MAJU	AmBank (M) Berhad No. 54 & 56, Jalan 1/27F, Pusat Bandar Wangsa Maju, 53300 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-41495191 03-41495209 Fax: 03-41495242	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
14	233	PRIORITY	KL	SRI PETALING	AmBank (M) Berhad No. 18 & 20, Jalan Radin Tengah, 57000 Sri Petaling, W.P. Kuala Lumpur	GL: 03-90594152 03-90534168 03-90594462 03-90595458 Fax: 03-90562512	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
15	239	RETAIL A	KL	BERJAYA TIMES SQUARE	AmBank (M) Berhad No. G 52, Ground Floor, Berjaya Times Square, 1, Jalan Imbi, 55100 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-21418003 Fax: 03-21412413	Mon – Fri: 10.00 am to 4:30 pm
16	247	RETAIL A	KL	JALAN KLANG LAMA	AmBank (M) Berhad No. 14332 & 14333, Batu 4, Jalan Klang Lama, 58100 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-79808069 03-79808079 Fax: 03-79807908	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
17	250	RETAIL A	KL	BANDAR MAHKOTA CHERAS	AmBank (M) Berhad No. 36 & 38, Jalan Temenggung 1/9, Bandar Mahkota Cheras, 43200 Cheras, Selangor	GL: 03-90105901 03-90105902 03-90105903 Fax: 03-90105896	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
18	255	SATELITE	KL	UIA – GOMBAK (ISLAMIC)	AmBank Islamic Berhad Azman Hashim Complex International Islamic University Malaysia, Jalan Gombak, 53100 Gombak, W.P. Kuala Lumpur	GL: 03-61856577 03-61856579 03-61856581 DL: 03-61856570 Fax: 03-61856584	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm <small>*Business closed from 1.00 pm to 2.00 pm for Friday Prayers*</small>
19	040	RETAIL A	PJ	PETALING JAYA – NEW TOWN	AmBank (M) Berhad No. 6, Road 52/4, New Town Centre, 46200 Petaling Jaya, Selangor	GL: 03-79569077 03-79569103 03-79563748 Fax: 03-79593146	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
20	066	PRIORITY	PJ	JALAN YAP KWAN SENG	AmBank (M) Berhad No. 8, Ground Floor, Menara AmBank, Jalan Yap Kwan Seng, 50450 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-21676202 DL: 03-21676229 03-21673657 Fax: 03-21621606	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	
21	072	PRIORITY	PJ	BANGSAR BARU	AmBank (M) Berhad No. 45 & 47, Jalan Telawi Tiga, Bangsar Baru, 59100 Bangsar, W.P. Kuala Lumpur	GL: 03-22800261 Fax: 03-22828741	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
22	078	PRIORITY	PJ	USJ	AmBank (M) Berhad No. 24, Jalan USJ 10/1, USJ Taipan Triangle, UEP, 47620 Subang Jaya, Selangor	ABB: 5293 & 5355 GL: 03-56310878 03-56374059 Fax: 03-56372899	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
23	081	PRIORITY	PJ	DAMANSARA UTAMA	AmBank (M) Berhad No. 56, 58, 60G, Jalan SS 21/35, Damansara Utama, 47400 Petaling Jaya, Selangor	GL: 03-77100552 03-77100566 Fax: 03-77263658 03-77263650	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
24	091	RETAIL A	PJ	AMCORP MALL	AmBank (M) Berhad No. 18, G-01, Block A, Menara PJ, Jalan Persiaran Barat, Off Jalan Timur, 46050 Petaling Jaya, Selangor	GL: 03-79541327 03-79544401 03-79588727 Fax: 03-79552575	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
25	125	PRIORITY	PJ	JALAN IPOH BATU 3 (RIVERCITY)	AmBank (M) Berhad 468-11A, Ground Floor, Block C, Rivercity, 3rd Mile, Jalan Ipoh, 51200 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-40423577 03-40427192 03-40437489 Fax: 03-40420237	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
26	128	RETAIL A	PJ	KELANA JAYA (PARKVIEW)	AmBank (M) Berhad Lot 102 & 103, Ground Floor, Block E, Kelana Park View, No. 1, Jalan SS 6/2, Kelana Jaya, 47301 Petaling Jaya, Selangor	GL: 03-78043508 03-78808645 Fax: 03-78034781	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
27	138	RETAIL A	PJ	SUBANG JAYA	AmBank (M) Berhad Lot No. A6 & A7, Jalan SS15/4D, 47500 Subang Jaya, Selangor	ABB: 5287 GL: 03-56350090 03-56360093 Fax: 03-56345088	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
28	139	RETAIL A	PJ	SUBANG NEW VILLAGE	AmBank (M) Berhad No. 8A, Ground Floor, Lebuh Raya B, Subang New Village, 40150 Shah Alam, Selangor	ABB: 5288 GL: 03-78467053 03-78467052 03-78467371 Fax: 03-78467364	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
29	217	PRIORITY	PJ	PETALING JAYA – SS2	AmBank (M) Berhad No. 30, 32 & 34, Jalan SS2/61, 47300 Petaling Jaya, Selangor	GL: 03-78729143 03-78729206 03-78740042 03-78742350 03-78740477 Fax: 03-78742517	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
30	242	RETAIL A	PJ	SOLARIS MONT KIARA	AmBank (M) Berhad Ground Floor, No. 7 & 9, Jalan Solaris 1, Solaris Mont' Kiara, 50480 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-62037920 03-62037921 03-62037922 Fax: 03-62037930	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
31	244	RETAIL A	PJ	KOTA DAMANSARA	AmBank (M) Berhad No. 23 & 25, Blok T, Jalan PJU 5/3, Dataran Sunway, Kota Damansara, 47810 Petaling Jaya, Selangor	GL: 03-61417470 03-61417471 03-61417472 03-61417473 Fax: 03-61417466	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
32	252	RETAIL B	PJ	USJ SENTRAL	No. 5 & 7, Jalan USJ Sentral 2, USJ Sentral, 47620 Subang Jaya, Selangor	GL: 03-80259477 Fax: 03-80259378	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
33	254	RETAIL B	PJ	BANDAR SUNWAY	AmBank (M) Berhad No. 12, Jalan PJS 11/28, Bandar Sunway, 46150 Petaling Jaya, Selangor	GL: 03-56222451 03-56222452 Fax: 03-56222488	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
34	258	RETAIL A	PJ	TAMAN TUN DR ISMAIL	AmBank (M) Berhad Ground Floor, No. 6-1-G, Jalan Tun Mohd Fuad 3, Taman Tun Dr Ismail, 60000 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-79400998 03-79400995 Fax: 03-79400988	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
35	259	RETAIL B	PJ	DESA SRI HARTAMAS	AmBank (M) Berhad No. 2 & 4, Ground Floor, Jalan 23/70A, 50480 Desa Sri Hartamas, W.P. Kuala Lumpur	GL: 03-62010054 Fax: 03-62010524	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
36	014	PRIORITY	KLANG	KEPONG BARU	AmBank (M) Berhad No. 21, Jalan Ambong 2, Kepong Baru, 52100 Kuala Lumpur, W.P. Kuala Lumpur	GL: 03-62513322 03-62513355 Fax: 03-62584146	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
37	016	PRIORITY	KLANG	KLANG – PERSIARAN SULTAN IBRAHIM	AmBank (M) Berhad No. 42-44, Wisma SH NG, Persiaran Sultan Ibrahim, 41300 Klang, Selangor	GL: 03-33776200 HP: 03-33426010 Fax: 03-33443744	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
38	017	RETAIL A	KLANG	SHAH ALAM to SEC 15B	AmBank (M) Berhad No. 47 & 49, Jalan Utas B/15B, Section 15, 40000 Shah Alam, Selangor	ABB: 5030 & 5387 GL: 03-55122860 03-55122861 03-55122862 03-55113237/ 6991/3995/ 2510 (HP) Fax: 03-55106968 03-55115725	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
39	041	RETAIL A	KLANG	BANTING	AmBank (M) Berhad No. 139 & 141, Wisma Mutiara, Jalan Sultan Abdul Samad, 42700 Banting, Selangor	ABB: 5668, 5311 & 5384 GL: 03-31877462 03-31871330 03-31871919 Fax: 03-31874770	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
40	074	RETAIL B	KLANG	SHAH ALAM to SEC 13	AmBank (M) Berhad Ground Floor, Lot 13-1 & Lot 14-1, Laman Seri Business Park, Seksyen 13, 40100 Shah Alam, Selangor	ABB: 5286 & 5354 GL: 03-55195702 03-55195691 03-55195645 Fax: 03-55109654	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
41	083	PRIORITY	KLANG	PUCHONG – TAMAN KINRARA	AmBank (M) Berhad Ground Floor, No. 14A & 15A, Jalan TK1/11A, Taman Kinrara, Seksyen 1, Batu 7 1/2, Jalan Puchong, 47100 Puchong, Selangor	GL: 03-80754461 03-80754680 03-80752478 Fax: 03-80703336	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	
42	088	RETAIL A	KLANG	RAWANG COUNTRY HOMES	AmBank (M) Berhad No. 51, 53 & 55, Jalan Pusat BCH 1A, Bandar Country Homes, 48000 Rawang, Selangor	GL: 03-60925732 03-60925731 03-60925730 Fax: 03-60925735	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
43	096	PRIORITY	KLANG	PORT KLANG – WISMA PALMBASE	AmBank (M) Berhad 2998G, Wisma Palmbase, Persiaran Raja Muda Musa, 41100 Port Klang, Selangor	GL: 03-33717672 03-33717697 03-33717698 Fax: 03-33718749	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
44	124	RETAIL A	KLANG	BESTARI JAYA	AmBank (M) Berhad No. 28B, Jalan Besar, 45600 Batang Berjuntai, Selangor	GL: 03-32710988 03-32710380 03-32710379 03-32710378 Fax: 03-32710376	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
45	132	RETAIL A	KLANG	BANDAR BARU RAWANG	AmBank (M) Berhad No. 13 & 14, Jalan Ipoh, Batu 18, Bandar Baru Rawang, 48000 Rawang, Selangor	ABB: 5405 GL: 03-60916835 03-60916837 03-60916832 Fax: 03-60918612	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
46	141	RETAIL A	KLANG	BANDAR BARU SG BULOH	AmBank (M) Berhad No. 388 & 389, Jalan 1A/1, Bandar Baru Sungai Buloh, 40160 Sungai Buloh, Selangor	ABB: 5289 GL: 03-61566500 03-61571801 03-61577500 Fax: 03-61566000	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
47	224	RETAIL A	KLANG	SELAYANG	AmBank (M) Berhad No. 159 & 161, Jalan 2/3A, Off Km12, Jalan Ipoh, Pusat Bandar Utara, 68100 Batu Caves, W.P. Kuala Lumpur	GL: 03-61368560 03-61368561 Fax: 03-61368559	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
48	236	PRIORITY	KLANG	BANDAR PUTERI PUCHONG	AmBank (M) Berhad No. 4 & 6, Ground Floor, Jalan Puteri 1/1, Bandar Puteri, 47100 Puchong, Selangor	GL: 03-80605944 03-80606964 03-80606341 03-80606145 03-80605876 Fax: 03-80606532	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
49	240	RETAIL A	KLANG	KLANG – BANDAR PUTERI	AmBank (M) Berhad No. 1, Ground Floor, Lorong Sanggul 1F, Bandar Puteri, 41200 Klang, Selangor	GL: 03-51612653 03-51612969 03-51612976 Fax: 03-51613364	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
50	245	RETAIL A	KLANG	SETIA ALAM	AmBank (M) Berhad No. 15 & 17, Jalan Setia Prima RU13/R, Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor	GL: 03-33437714 03-33437758 03-33437792 Fax: 03-33437794	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
51	248	RETAIL A	KLANG	BANDAR BUKIT TINGGI	AmBank (M) Berhad No. 37 & 39, Lorong Batu Nilam 1A, Bandar Bukit Tinggi, 41200 Klang, Selangor	ABB: 5087 GL: 03-33246275 03-33246325 03-33245695 Fax: 03-33244043	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
52	249	RETAIL A	KLANG	BANDAR MANJALARA	AmBank (M) Berhad No. 2 & 2A, Wisma Manjalara, Jalan 7A/62A, Bandar Manjalara, 52200 Keppong, W.P. Kuala Lumpur	GL: 03-62741315 03-62741353 03-62741385 DL: 03-62740916 (Branch Manager) Fax 03-62741232	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
53	261	RETAIL A	KLANG	KOTA KEMUNING	AmBank (M) Berhad No. 1-1, Jalan Anggerik Vanilla BE31/BE, Kota Kemuning, Seksyen 31, 40460 Shah Alam, Selangor	Tel: 03-51201186 Fax: 03-51201185	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
54	005	RETAIL A	EAST COAST	KUANTAN – JALAN HAJI ABD AZIZ	AmBank (M) Berhad No. 93 Jalan Haji Abdul Aziz, 25000 Kuantan, Pahang	GL: 09-5164776 09-5164389 09-5162607 09-5169507 Fax: 09-5533782 09-5163782 09-5156392	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4:00 pm
55	008	RETAIL A	EAST COAST	KOTA BHARU	AmBank (M) Berhad Ground & First Floor, Lot 343, Jalan Sultan Ibrahim, Section 13, 15000 Kota Bharu, Kelantan	GL: 09-7419499 09-7419477 Fax: 09-7419507	Sun – Wed: 9.00 am to 4.30 pm Thu: 9.00 am to 4.00 pm
56	022	RETAIL A	EAST COAST	KUALA TERENGGANU	AmBank (M) Berhad No. 69/2, Ground & Mezzanine Floor, Bangunan UMNO. Terengganu, Jalan Sultan Ismail, 20200 Kuala Terengganu, Terengganu	GL: 09-6249957 09-6249958 09-6249959 09-6249960 Fax: 09-6249916	Sun – Wed: 9.00 am to 4.30 pm Thu: 9.00 am to 4.00 pm
57	052	RETAIL A	EAST COAST	KUANTAN – JALAN BESERAH	AmBank (M) Berhad A-3786, Jalan Beserah, 25300 Kuantan, Pahang	GL: 09-5601818 09-5601830 09-5678368 Fax: 09-5665776 09-5670695	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4:00 pm
58	057	RETAIL B	EAST COAST	BENTONG	AmBank (M) Berhad No. 105, Jalan Loke Yew, 28700 Bentong, Pahang	GL: 09-2223888 09-2226850 09-2221629 Fax: 09-2224622	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
59	100	RETAIL B	EAST COAST	RAUB	AmBank (M) Berhad No. 5, Bandar Raub Perdana, 27600 Raub, Pahang	GL: 09-3561846 09-3561850 09-3553166 Fax: 09-3561852	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
60	101	RETAIL A	EAST COAST	MENTAKAB	AmBank (M) Berhad No. 28, Jalan Zabidin, 28400 Mentakab, Pahang	GL: 09-2772260 09-2771196 09-2777962 Fax: 09-2775427	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4:00 pm
61	157	RETAIL B	EAST COAST	JERANTUT	AmBank (M) Berhad Lot K-1, Jalan Dewangsa, Jerantut New Town, 27000 Jerantut, Pahang	GL: 09-2663005 09-2665005 09-2666211 Fax: 09-2665046	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
62	159	RETAIL B	EAST COAST	TRIANG	AmBank (M) Berhad No. 21A & 22A, Jalan Temerloh, 28300 Triang, Pahang	GL: 09-2553304 09-2553124 09-2553134 Fax: 09-2553198	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
63	163	RETAIL B	EAST COAST	PASIR MAS	AmBank (M) Berhad Lot 151, Jalan Masjid Lama, 17000 Pasir Mas, Kelantan	GL: 09-7901952 09-7900702 09-7900701 Fax: 09-7900703	Sun – Wed: 9.00 am to 4.30 pm Thu: 9.00 am to 4.00 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	
64	206	RETAIL B	EAST COAST	KEMAMAN	AmBank (M) Berhad No. 12487 & 12488, Jalan Kubang Kurus, 24000 Kemaman, Terengganu	GL: 09-8582994 (BMD/L) 09-8595486 09-8592533 09-8592534 Fax: 09-8594433 (OPS) 09-8595410 (HP)	Sun – Wed: 9.00 am to 4.30 pm Thu: 9.00 am to 4.00 pm	
65	002	PRIORITY	PENANG	PENANG – LIANG COURT	AmBank (M) Berhad Ground & Mezzanine Floor, Menara Liang Court No. 37, Jalan Sultan Ahmad Shah, 10050 Georgetown, Penang	DL: 04-2282491 GL: 04-2263939 Fax: 04-2261313 TELEX: MA40679	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
66	004	RETAIL A	PENANG	ALOR SETAR	AmBank (M) Berhad No. 1567, Wisma Landag, Jalan Kota, 05000 Alor Setar, Kedah	GL: 04-7333833 04-7344389 04-7340659 04-7332212 Fax: 04-7313901 (OPS)	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
67	015	RETAIL A	PENANG	SUNGAI PETANI	AmBank (M) Berhad No. 24-H & 24-J, Jalan Kampung Baru, 08000 Sungai Petani, Kedah	DL: 04-4229095 GL: 04-4223611 04-4223277 04-4227980 Fax: 04-4228191 (OPS) 04-4219831 (HP)	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
68	020	PRIORITY	PENANG	SEBERANG JAYA	AmBank (M) Berhad No. 52, Jalan Todak 2, Pusat Bandar Seberang Jaya, 13700 Prai, Penang	GL: 04-3979569 04-3979570 04-3979564 Fax: 04-3979572	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00	
69	028	PRIORITY	PENANG	PENANG – LEBOH PANTAI	AmBank (M) Berhad No. 15, Leboh Pantai, 10300 Penang	GL: 04-2615263 04-2632520 04-2632523 Fax: 04-2631468	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
70	043	PRIORITY	PENANG	BUKIT MERTAJAM	AmBank (M) Berhad No. 1394, Jalan Padang Lallang, 14000 Bukit Mertajam, Penang	DL: 04-5302394 GL: 04-5302392 04-5302393 04-5302391 04-5300436 Fax: 04-5302395	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
71	058	RETAIL A	PENANG	KULIM	AmBank (M) Berhad No. 171 & 172, Jalan Tunku Putera, 09000 Kulim, Kedah	DL: 04-4900163 GL: 04-4913666 04-4903667 04-4903669 04-4906838 04-4913866 Fax: 04-4900162 (OPS) 04-4906993 (HP)	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
72	079	SATELITE	PENANG	SUNGAI DUA	AmBank (M) Berhad No. 1 & 3, Lorong Murni 6, Taman Desa Murni, Sungai Dua, 13800 Butterworth, Penang	DL: 04-3561326 04-3566494 GL: 04-3561328 04-3561353 Fax: 04-3561159	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
73	080	RETAIL B	PENANG	LANGKAWI	AmBank (M) Berhad No. 20 & 22, Jalan Pandak Mayah 5, Pusat Bandar Kuah, 07000 Langkawi, Kedah	GL: 04-9663130 04-9663133 04-9663134 Fax: 04-9663129	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
74	082	PRIORITY	PENANG	PULAU TIKUS	AmBank (M) Berhad No. 368-1-15 & 368-1-17, Belissa Row, Ground & Mezzanine Floor, Jalan Burmah, 10350 Pulau Tikus, Penang	GL: 04-2298942 04-2298943 04-2298944 Fax: 04-2298945	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
75	093	RETAIL A	PENANG	BAYAN BARU	AmBank (M) Berhad No. 54, 56 & 58, Jalan Mahsuri, Bandar Bayan Baru, 11909 Bayan Baru, Penang	GL: 04-6448142 04-6448149 Fax: 04-6448163	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
76	098	RETAIL B	PENANG	JITRA	AmBank (M) Berhad No. 56 & 57, Ground & 1st Floor, Pekan Jitra 3, 06000 Jitra, Kedah	DL: 04-9176725 GL: 04-9172910 04-9175555 Fax: 04-9172911	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
77	106	RETAIL B	PENANG	TANJUNG BUNGAH	AmBank (M) Berhad No. 2T & 2U, Jalan Lembah Permai, 11200 Tanjung Bungah, Penang	GL: 04-8904502 04-8904628 04-8904658 Fax: 04-8904690	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
78	108	RETAIL A	PENANG	JELUTONG	AmBank (M) Berhad No. 546 & 548, Jalan Jelutong, 11600 Jelutong, Penang	DL: 04-6592410 GL: 04-6592396 04-6572339 04-6562755 Fax: 04-6571644	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
79	120	RETAIL A	PENANG	SUNGAI BAKAP	AmBank (M) Berhad No. 1388 & 1389, Jalan Sungai Bakap, Taman Sungai Bakap Permai, 14200 Sungai Bakap, Penang	GL: 04-5838830 04-5838831 04-5838816 04-5838817 04-5838820 Fax: 04-5838826 04-5838827	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
80	213	RETAIL B	PENANG	KANGAR	AmBank (M) Berhad No. 21 & 23, Jalan Bukit Lagi, 01000 Kangar, Perlis	DL: 04-9763388 GL: 04-9769161 04-9769190 04-9769157 Fax: 04-9764217	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
81	220	RETAIL A	PENANG	GELUGOR	AmBank (M) Berhad 723D & 723E, Ground Floor, Vanda Business Park, Jalan Sungai Dua, 11700 Gelugor, Penang	DL: 04-6582650 GL: 04-6582652 04-6571284 04-6572148 Fax: 04-6572004	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
82	230	RETAIL B	PENANG	BALIK PULAU	AmBank (M) Berhad No. 23 & 25, Jalan Tun Sardon, MK.6, 11000 Balik Pulau, Penang	GL: 04-8660863 04-8668633 Fax: 04-8668430	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
83	231	PRIORITY	PENANG	AYER ITAM – JALAN PAYA TERUBONG	AmBank (M) Berhad No. 135-J & 135-K, Jalan Paya Terubong, 11500 Ayer Itam, Penang	GL: 04-8288566 04-8263015 04-8270154 Fax: 04-8291414	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
84	235	RETAIL A	PENANG	BAGAN AJAM	AmBank (M) Berhad Lot No. 7174, Ground, 1st & 2nd Floor, Jalan Bagan Ajam, 13000 Butterworth, Penang	DL: 04-3319005 GL: 04-3319020 04-3319080 Fax: 04-3319024 (OPS) 04-3242034 (HP)	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	1 Overview of AmBank Group
85	251	RETAIL B	PENANG	LAGENDA HEIGHTS	AmBank (M) Berhad No. 95, 96 & 97, Jalan Lagenda 1, Lagenda Heights, 08000 Sungai Petani, Kedah	GL: 04-4253582 04-4253581 Fax: 04-4253587	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	2 Key Messages
86	003	PRIORITY	PERAK	IPOH GREENTOWN	AmBank (M) Berhad No. 7, Greentown Utama, Jalan Dato' Seri Ahmad Said, 30450 Ipoh, Perak	GL: 05-2085627 05-2085619 Fax: 05-2085607 05-2085608	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	3 Value Creation at AmBank Group
87	029	RETAIL B	PERAK	BAGAN SERAI	AmBank (M) Berhad No. 244-D & 244E, Jalan Besar, 34300 Bagan Serai, Perak	GL: 05-7215805 05-7211808 Fax: 05-7211392	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	4 Management Discussion and Analysis
88	030	RETAIL B	PERAK	AYER TAWAR	AmBank (M) Berhad No. 79, Jalan Besar, 32400 Ayer Tawar, Perak	GL: 05-6722201 05-6723126 Fax: 05-6722205	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	219
89	031	SATELITE	PERAK	PANGKOR	AmBank (M) Berhad No. 5, Main Road, 32300 Pangkor, Perak	GL: 05-6851051 05-6852776 Fax: 05-6852161	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
90	032	PRIORITY	PERAK	TELUK INTAN	AmBank (M) Berhad No. 1049, Jalan Mahkota, 36000 Teluk Intan, Perak	GL: 05-6211795 05-6217175 Fax: 05-6212120	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
91	033	RETAIL A	PERAK	LANGKAP	AmBank (M) Berhad No. 1 & 2, Lorong 1, Projek Perumahan Awam Langkap 2, Pekan Langkap, 36700 Langkap, Perak	GL: 05-6597937 05-6592735 Fax: 05-6592888	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
92	071	RETAIL A	PERAK	KAMPAR	AmBank (M) Berhad No. 50, Jalan Balai, 31900 Kampar, Perak	GL: 05-4661067 05-4665836 Fax: 05-4651534	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
93	102	RETAIL A	PERAK	BERCHAM	AmBank (M) Berhad No. 225, 227 & 229 Jalan Bercham, 31400 Ipoh, Perak	GL: 05-5459695 05-5459697 Fax: 05-5459702	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
94	111	RETAIL A	PERAK	BATU GAJAH	AmBank (M) Berhad No. 19, Jalan Kemajuan, 31000 Batu Gajah, Perak	GL: 05-3661372 05-3661442 Fax: 05-3665009	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
95	113	RETAIL B	PERAK	KUALA KANGSAR	AmBank (M) Berhad No. 5 & 6, Jalan Raja Chulan, 33000 Kuala Kangsar, Perak	GL: 05-7761186 05-7774273 Fax: 05-7764008	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	
96	114	SATELITE	PERAK	KUALA SEPETANG	AmBank (M) Berhad No. 27, Jalan Trump, Kuala Sepetang, 34650 Taiping, Perak	GL: 05-8581993 05-8581773 Fax: 05-8581996	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
97	115	RETAIL A	PERAK	MENGLEMBU	AmBank (M) Berhad No. 5E & 5F, Jalan Tranchell, 31450 Menglembu, Perak	GL: 05-2810403 05-2810400 Fax: 05-2810408	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm	8 Other Information

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
98	116	RETAIL A	PERAK	PARIT BUNTAR	AmBank (M) Berhad No. 2 & 4, Jalan Temenggong, Taman Krian Tambahan 6, 34200 Parit Buntar, Perak	GL: 05-7162366 05-7161732 Fax: 05-7164287	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
99	117	RETAIL B	PERAK	SILIBIN	AmBank (M) Berhad No. 399 & 401, Jalan Silibin, Taman Seri Tahan, 30100 Ipoh, Perak	GL: 05-5277715 05-5277716 Fax: 05-5277719	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
100	121	RETAIL B	PERAK	SUNGAI SIPUT	AmBank (M) Berhad No. 181, Jalan Besar, Sungai Siput Utara, 31100 Sungai Siput, Perak	GL: 05-5972357 05-5972388 Fax: 05-5972359	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
101	122	RETAIL B	PERAK	TANJUNG MALIM	AmBank (M) Berhad 14 & 15, Jalan Douglas, 35900 Tanjung Malim, Perak	GL: 05-4596649 05-4598751 Fax: 05-4595764	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
102	140	RETAIL B	PERAK	SUNGAI BESAR	AmBank (M) Berhad No. 58E, Jalan Mahsuri, 45300 Sungai Besar, Selangor	GL: 03-32241455 03-32242128 03-32241153 Fax: 03-32242177	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
103	144	RETAIL B	PERAK	TANJUNG KARANG	AmBank (M) Berhad Lot 132, 132A & 133B Jalan Besar, 45500 Tanjung Karang, Selangor	ABB: 5376 GL: 03-32695727 03-32698518 Fax: 03-32698997	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
104	184	RETAIL A	PERAK	SITIawan	AmBank (M) Berhad No. 23 & 24, Jalan Raja Omar, Taman Teratai, 32000 Sitiawan, Perak	GL: 05-6912496 05-6915836 Fax: 05-6916935	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
105	185	PRIORITY	PERAK	TAIPING	AmBank (M) Berhad No. 52-54, Jalan Taming Sari, 34000 Taiping, Perak	GL: 05-8083108 Fax: 05-8072108	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
106	222	RETAIL B	PERAK	TANAH RATA	AmBank (M) Berhad No. 43, Jalan Besar, Cameron Highlands, 39000 Tanah Rata, Pahang	GL: 05-4911088 05-4911089 Fax: 05-4911087	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
107	006	RETAIL A	JOHOR NORTH	MELAKA – MELAKA RAYA	AmBank (M) Berhad No. 1 & 3, Jalan Melaka Raya 11, Taman Melaka Raya, 75000 Melaka, Melaka	GL: 06-2825785 06-2825911 06-2825804 Fax: 06-2825979	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
108	009	PRIORITY	JOHOR NORTH	SEREMBAN – JALAN PASAR	AmBank (M) Berhad Unit No. 5-G, 5-1, 6-G & 6-1, AmBank Business Centre, Jalan Pasar, 70000 Seremban, Negeri Sembilan	GL: 06-7647734 06-7647735 06-7647750 Fax: 06-7636195 06-7641537	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
109	038	RETAIL A	JOHOR NORTH	BAHAU	AmBank (M) Berhad No. 122 & 123, Jalan Mewah, 72100 Bahau, Negeri Sembilan	GL: 06-4553008 (DL) 06-4553002 06-4553003 06-4553007 06-4553009 Fax: 06-4544833	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	1 Overview of AmBank Group
110	039	RETAIL A	JOHOR NORTH	MELAKA – JALAN MUNSHI ABDULLAH	AmBank (M) Berhad No. 154 & 156, Kompleks Munshi Abdullah, Jalan Munshi Abdullah, 75100 Melaka	ABB: 5309 GL: 06-2828114 06-2862870 06-2862871 Fax: 06-2836926	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
111	064	RETAIL A	JOHOR NORTH	TAMPIN	AmBank (M) Berhad 2430 Jalan Besar, Pulau Sebang, 73000 Tampin, Melaka	ABB: 5684 GL: 06-4411330 Fax: 06-4414735	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
112	090	RETAIL B	JOHOR NORTH	NILAI	AmBank (M) Berhad Lot PT 7435 & 7436, Jalan BBN 1/2F, Putra Point 1, Bandar Baru Nilai, 71800 Nilai, Negeri Sembilan	GL: 06-7940412 06-7940413 06-7940414 Fax: 06-7940415	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
113	123	RETAIL B	JOHOR NORTH	BANDAR BARU BANGI	AmBank (M) Berhad No. 43-G-01 & 43A-G-01 Jalan Medan PB 2B, Seksyen 9, Pusat Bandar Baru Bangi, 43650 Bangi, Selangor	GL: 03-89251124 03-89253313 Fax: 03-89252005	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
114	134	RETAIL A	JOHOR NORTH	SEMENYIH	AmBank (M) Berhad No. 43-G & 45-G, Ground Floor, Jalan Semenyih Sentral 1, 43500 Semenyih, Selangor	GL: 03-87239897 03-87237605 03-87239609 Fax: 03-87239571	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	2 Key Messages
115	135	RETAIL B	JOHOR NORTH	SEPANG	AmBank (M) Berhad No. 56, Jalan Besar, 43900 Sepang, Selangor	ABB: 5086 GL: 03-31422250 03-31422171 Fax: 03-31422170	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	3 Value Creation at AmBank Group
116	146	RETAIL A	JOHOR NORTH	MANTIN	AmBank (M) Berhad Lot 48A, Jalan Besar, 71700 Mantin, Negeri Sembilan	GL: 06-7583630 06-7583631 06-7581240 Fax: 06-7582251	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	4 Management Discussion and Analysis
117	147	RETAIL A	JOHOR NORTH	RASAH JAYA	AmBank (M) Berhad No. 3820 & 3821, Jalan RJ 6/8, Taman Rasah Jaya, 70300 Seremban, Negeri Sembilan	ABB: 5094 GL: 06-6311707 06-6328462 06-6328463 06-6328420 Fax: 06-6328382	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	5 Leadership
118	148	RETAIL A	JOHOR NORTH	SEREMBAN – JALAN DATO LEE FONG YEE	AmBank (M) Berhad No. 22 & 23, Jalan Dato' Lee Fong Yee, 70000 Seremban Negeri Sembilan	GL: 06-7624463 06-7678894 06-7626754 06-7635220 Fax: 06-7635235	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	6 Responsible Governance
119	149	RETAIL B	JOHOR NORTH	AYER KEROH	AmBank (M) Berhad No. 28 & 29, Lorong Setia 1, Ayer Keroh Height, 75450 Melaka	GL: 06-2323668 06-2323146 06-2326221 Fax: 06-2323466	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	7 Sustainability Statement
120	150	RETAIL B	JOHOR NORTH	JASIN	AmBank (M) Berhad No. 1800, Pusat Bandar Baru, 77000 Jasin, Melaka	GL: 06-5294433 06-5294362 06-5294361 Fax: 06-5294363	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
121	186	PRIORITY	JOHOR NORTH	KAJANG	AmBank (M) Berhad No. 6 & 7, Jalan S10/1, Off Jalan Bukit, Section 10, 43000 Kajang, Selangor	GL: 03-87360468 03-87376272 03-87368177 (DL) Fax: 03-87344375	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	8 Other Information

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
122	219	RETAIL A	JOHOR NORTH	PORT DICKSON	AmBank (M) Berhad No. 1001 & 1002, Jalan Bandar, 71000 Port Dickson, Negeri Sembilan	GL: 06-6461016 06-6471398 06-6461014 06-6461013 06-6461012 06-6479614 Fax: 06-6474033	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
123	234	RETAIL A	JOHOR NORTH	PUTRAJAYA	AmBank (M) Berhad Lot UG-26, Shaftsbury Putrajaya Avenue, Jalan Alamanda, Precint 1, 62000 Putrajaya, Wilayah Persekutuan Putrajaya	GL: 03-88895241 03-88895326 03-88895298 03-88931589 03-88935167 03-88883898 03-88896806 Fax: 03-88895352	Mon – Thu: 10.00 am to 4:30 pm Fri: 10.00 am to 1:00 pm; 2.00 pm to 4:30 pm *Business closed from 1.00 pm to 2.00 pm for Friday Prayers*
124	262	RETAIL B	JOHOR NORTH	BANDAR UTAMA CHENG	AmBank (M) Berhad No. 53 & 55, Jalan Inang 3, Taman Paya Rumput Utama, 76450 Bandar Utama Cheng, Melaka	GL: 06-3356066 06-3346863 Fax: 06-3358106	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4.00 pm
125	007	PRIORITY	JOHOR SOUTH	JOHOR BAHRU – METROPOLIS TOWER	AmBank (M) Berhad Ground & First Floor, Metropolis Tower, Jalan Dato' Abdullah Tahir, 80300 Johor Bahru, Johor	GL: 07-3350600 07-3350695 07-3350696 Fax: 07-3350469	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
126	013	RETAIL A	JOHOR SOUTH	BATU PAHAT – JALAN RAHMAT	AmBank (M) Berhad No. 35, Jalan Rahmat, 83000 Batu Pahat, Johor	GL: 07-4324208 (ABM) 07-4328124 (CSO) 07-4328123 07-4328127 07-4328125 Fax: 07-4318961	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
127	018	PRIORITY	JOHOR SOUTH	MUAR	AmBank (M) Berhad Ground Floor, No. 111, Jalan Abdullah, 84000 Muar, Johor	GL: 06-9540069 (CSO) 06-9540073 06-9540071 06-9540072 Fax: 06-9540076	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
128	026	RETAIL A	JOHOR SOUTH	PONTIAN	AmBank (M) Berhad No. 663 & 664, Jalan Taib, 82000 Pontian, Johor	GL: 07-6873171 07-6873176 07-6873249 Fax: 07-6873067	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
129	034	PRIORITY	JOHOR SOUTH	KLUANG	AmBank (M) Berhad No. 21, 22 & 23, Jalan Dato' Teoh Siew Khor, 86000 Kluang, Johor	GL: 07-7711948 07-7723178 Fax: 07-7726268	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
130	036	RETAIL A	JOHOR SOUTH	KULAI	AmBank (M) Berhad No. 34 & 35, Lorong Dua, 81000 Kulai, Johor	GL: 07-6630611 07-6632685 07-6630609 07-6635599 Fax: 07-6631155	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm
131	044	RETAIL A	JOHOR SOUTH	JOHOR BAHRU – MELODIES GARDEN	AmBank (M) Berhad No. 77 & 79, Jalan Meranti Merah, Melodies Garden, 80250 Johor Bahru, Johor	GL: 07-3343000 07-3340225 Fax: 07-3341063	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	
132	053	RETAIL A	JOHOR SOUTH	SEGAMAT	AmBank (M) Berhad No. 1-2, Jalan Muhibbah, Taman Utama, 85000 Segamat, Johor	GL: 07-9315012 07-9315021 07-9321890 07-9321891 Fax: 07-9316159	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
133	069	PRIORITY	JOHOR SOUTH	SKUDAI	AmBank (M) Berhad No. 5 & 7, Jalan Nakhoda 1, Taman Ungku Tun Aminah, 81300 Skudai, Johor	GL: 07-5568031 07-5566402 07-5584771 Fax: 07-5569121 07-5581927	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
134	070	RETAIL B	JOHOR SOUTH	PASIR GUDANG	AmBank (M) Berhad No. 1, Jalan Sejambak 14, Taman Bukit Dahlia, 81700 Pasir Gudang, Johor	GL: 07-2510164 07-2510861 Fax: 07-2518908	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
135	073	RETAIL A	JOHOR SOUTH	SUNGAI RENGIT	AmBank (M) Berhad No. 33, Jalan Haji Abu Bakar, Kampung Sungai Rengit, 81620 Pengerang, Johor	GL: 07-8263013 07-8263012 07-8263011 Fax: 07-8263359	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
136	084	RETAIL A	JOHOR SOUTH	PERMAS JAYA	AmBank (M) Berhad No. 13 & 15, Jalan Permas Jaya 10/1, Bandar Baru Permas Jaya, 81750 Masai, Johor	GL: 07-3878978 07-3878977 Fax: 07-3877748	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
137	104	RETAIL B	JOHOR SOUTH	TAMPOI	AmBank (M) Berhad No. 4 & 6, Ground Floor, Jalan Padi Emas 6/1, Pusat Bandar Tampoi, 81200 Johor Bahru, Johor	GL: 07-2341217 07-2341216 07-2321727 Fax: 07-2341131	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
138	105	RETAIL A	JOHOR SOUTH	JOHOR JAYA	AmBank (M) Berhad No. 1, Jalan Ros Merah 2/8, Taman Johor Jaya, 81100 Johor Bahru, Johor	GL: 07-3557759 07-3547033 07-3546819 07-3577757 07-3551588 Fax: 07-3562624	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
139	154	RETAIL A	JOHOR SOUTH	TANGKAK	AmBank (M) Berhad LC 285, Jalan Muar, 84900 Tangkak, Johor	GL: 06-9781331 06-9789519 06-9788830 Fax: 06-9782144	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
140	155	RETAIL A	JOHOR SOUTH	ULU TIRAM	AmBank (M) Berhad No. 2, Jalan Badik 15, Taman Putri Wangsa, 81800 Ulu Tiram, Johor	GL: 07-8671005 07-8671003 07-8671002 Fax: 07-8671006	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
141	156	RETAIL A	JOHOR SOUTH	YONG PENG	AmBank (M) Berhad No. 100, Jalan Besar, 83700 Yong Peng, Johor	GL: 07-4674100 07-4673546 07-4672499 07-4673254 Fax: 07-4672668	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
142	215	RETAIL A	JOHOR SOUTH	KOTA TINGGI	AmBank (M) Berhad No. 8F-8G, Jalan Lombong, 81900 Kota Tinggi, Johor	GL: 078833233 078834978 078822095 Fax: 078834507	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	
143	228	PRIORITY	JOHOR SOUTH	BATU PAHAT – JALAN RUGAYAH	AmBank (M) Berhad No. 178, Jalan Rugayah, 83000 Batu Pahat, Johor	GL: 07-4338431 07-4334193 Fax: 07-4316214	Mon – Thu: 9.00 am to 4:30 pm Fri: 9.00 am to 4:00 pm	

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
144	253	RETAIL A	JOHOR SOUTH	JOHOR BAHRU – BUKIT INDAH	AmBank (M) Berhad No. 28 & 30, Jalan Indah 16/5, Taman Bukit Indah, 81200 Johor Bahru, Johor	GL: 07-2354708 07-2354722 Fax: 07-2354834	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
145	264	RETAIL B	JOHOR SOUTH	JOHOR BAHRU – SETIA TROPICA	Lot No. G3, Tropika Welcome Center, Jalan Setia Tropika 1/21, Taman Setia Tropika, Kempas, 81200 Johor Bahru, Johor	GL: 07-2361124 07-2371129 Fax: 07-2351127	Mon – Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
146	024	RETAIL A	SABAH	SANDAKAN	AmBank (M) Berhad Lot 32-34, Blok HS-3, Sandakan Harbour Square Phase 2, Jalan Pryer, 90000 Sandakan, Sabah	GL: 089-215322 089-212627 Fax: 089-273666	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
147	025	PRIORITY	SABAH	KOTA KINABALU – PLAZA SHELL	AmBank (M) Berhad No. 29, Ground Floor, Plaza Shell, Jalan Tunku Abdul Rahman, 88000 Kota Kinabalu, Sabah	GL: 088-276720 088-276721 088-276722 088-276723 088-276725 Fax: 088-276730	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
148	060	RETAIL B	SABAH	LAHAD DATU	AmBank (M) Berhad MDLD A154 &155, Block 24, Sedco ShopHouse, 91100 Lahad Datu, Sabah	GL: 089-884562 089-881561 Fax: 089-881778	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
149	061	RETAIL B	SABAH	KENINGAU	AmBank (M) Berhad, Lot 40-42, Ground & 1st Floor, Adika Commercial Complex, 89000 Keningau, Sabah	GL: 087-331393 087-333745 087-331088 087-333152 Fax: 087-331088 087-331818	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
150	164	RETAIL A	SABAH	BANDAR PASARAYA	AmBank (M) Berhad Lot 76-78, Mile 4, North Road, Bandar Pasaraya, 90000 Sandakan, Sabah	GL: 089-218240 089-213419 089-208237 089-218231 Fax: 089-218226	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
151	166	RETAIL A	SABAH	KOTA KINABALU – METRO TOWN	AmBank (M) Berhad Unit 1-3, Ground & First Floor, Block M, Jalan Bunga Ulam Raja, Metro Town, 88300 Kota Kinabalu, Sabah	GL: 088-393202 088-393203 088-393204 Fax: 088-393701	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
152	167	PRIORITY	SABAH	KOTA KINABALU – JALAN SAGUNTING	AmBank (M) Berhad G1-G4, Menara MBF, No. 1, Jalan Sagunting, 88000 Kota Kinabalu, Sabah	GL: 088-246112 088-234458 Fax: 088-248967	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
153	169	RETAIL A	SABAH	KUDAT	AmBank (M) Berhad Lot 9 & 10, P O Box 344, Block E, Sedco Building, Jalan Melor, 89058 Kudat, Sabah	GL: 088-613255 088-613194 088-612301 Fax: 088-612253	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
154	170	RETAIL B	SABAH	LABUAN	AmBank (M) Berhad Lot MPWPL U0205, PO Box 80109, Jalan Tanjung Kubong, 87000 Labuan, Wilayah Persekutuan Labuan	GL: 087-417891 087-417898 087-410778 Fax: 087-412118	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours	1 Overview of AmBank Group
155	207	PRIORITY	SABAH	TAWAU	AmBank (M) Berhad Lot 13-15, Sabindo Square, Jalan Dunlop, 91000 Tawau, Sabah	GL: 089-770430 089-770471 089-764932 089-763450 Fax: 089-764971	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	2 Key Messages
156	011	PRIORITY	SARAWAK	KUCHING – JALAN HAJI TAHA (SATOK)	AmBank (M) Berhad Ground Floor & Mezzanine Floor, Bangunan AmBank, Lot 257, Jalan Haji Taha, Section 8, 93400 Kuching, Sarawak	GL: 082-237491 082-207299 082-428925 Fax: 082-244611 (HP) 082-236600 (OPS)	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	3 Value Creation at AmBank Group
157	012	PRIORITY	SARAWAK	SIBU – JALAN TUNKU OSMAN	AmBank (M) Berhad No. 21-25, Ground & First Floor, Jalan Tuanku Osman, 96000 Sibu, Sarawak	GL: 084-321777 (HP) 084-348746 (OPS) Fax: 084-321788 (HP) 084-348745 (OPS)	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	4 Management Discussion and Analysis
158	019	RETAIL A	SARAWAK	MIRI BOULEVARD	AmBank (M) Berhad Lot 2504 & 2505, Boulevard Commercial Centre, KM3 Jalan Miri-Pujut, 98000 Miri, Sarawak	GL: 085-437908 085-437909 085-437910 085-437912 Fax: 085-437915	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	225
159	049	RETAIL A	SARAWAK	MIRI – BEAUTIFUL JADE CENTRE	AmBank (M) Berhad Lot 244 & 246, Beautiful Jade Centre, 98007 Miri, Sarawak	GL: 085-439002 085-439003 Fax: 085-419676	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	5 Leadership
160	051	PRIORITY	SARAWAK	KUCHING – JALAN ABELL	AmBank (M) Berhad No. 164, 166 & 168, Jalan Abell, 93100 Kuching, Sarawak	GL: 082-244608 082-244604 Fax: 082-232023	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	6 Responsible Governance
161	065	RETAIL B	SARAWAK	SARIKEI	AmBank (M) Berhad Ground & 1st Floor, No. 18A & 18B, Lorong Tun Razak, 96100 Sarikei, Sarawak	GL: 084-656804 (HP) 084-655777 (OPS) Fax: 084-656764 (HP) 084-655775 (OPS)	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	7 Sustainability Statement
162	067	RETAIL B	SARAWAK	SERIAN	AmBank (M) Berhad Ground Floor, Lot 295, Serian Town District, 94700 Serian, Sarawak	GL: 082-875158 082-875177 084-875178 Fax: 082-875155	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	8 Other Information
163	172	RETAIL A	SARAWAK	BAU	AmBank (M) Berhad Lot No. 273, Ground Floor, Block B, Jalan Market, Bau Town District, 94000 Bau, Sarawak	GL: 082-762322 082-762325 082-762319 Fax: 082-762320	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	
164	179	PRIORITY	SARAWAK	SIBU – TANAHMAS	AmBank (M) Berhad Ground Floor, Lot 115, 101 & 102, Wisma Sibu Chinese Chamber of Commerce & Industry, Jalan Chambers, 96000 Sibu, Sarawak	GL: 084-314126 084-321789 Fax: 084-318786	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	
165	180	PRIORITY	SARAWAK	SIBU – JALAN PEDADA	AmBank (M) Berhad No. 14-15, Ground Floor, Pusat Pedada, Jalan Pedada, Delta Commercial Centre, 96000 Sibu, Sarawak	GL: 084-337791 084-339105 Fax: 084-337736	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm	

GROUP CORPORATE DIRECTORY

No	Branch Code	New Branch Category	New Region	Branch Name	Branch Address	General & Fax Line	Banking Hours
166	226	RETAIL A	SARAWAK	BINTULU	AmBank (M) Berhad Lot 506, Ground & First Floor, Right Wing, Bangunan BDA, Jalan Sommerville, 97000 Bintulu, Sarawak	GL: 086-334152 086-334153 086-334154 Fax: 086-311400 (HP) 086-332400 (OPS)	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
167	238	SATELITE	SARAWAK	SIBU JAYA	AmBank (M) Berhad Lot 1195 S/L 37, Ground Floor, Block 1, Menyan L.D., Sibu Jaya, 96000 Sibu, Sarawak	GL: 084-237849 084-236978 084-237030 Fax: 084-237927	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
168	241	RETAIL A	SARAWAK	KUCHING – JALAN PENRISSEN	AmBank (M) Berhad Ground & First Floor, Lot 16, 17 & 18, Golden Court Commercial Centre, Batu 4½, Jalan Penrisen, 93250 Kuching, Sarawak	GL: 082-455532 082-455560 082-457652 (HP) 082-457930 (HP) Fax: 082-455596	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
169	243	RETAIL A	SARAWAK	KUCHING – TABUAN JAYA	AmBank (M) Berhad Ground Floor, Lot 41 & 42, Pusat Komersil Tabuan Stutong, Jalan Setia Raja, 93350 Kuching, Sarawak	GL: 082-361581 082-360644 082-360740 082-360761 082-360859 Fax: 082-360942	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm
170	260	RETAIL A	SARAWAK	KUCHING – PREMIER 101	AmBank (M) Berhad Lot 92, 93 & 94, Ground Floor, Premier 101, Jalan Tun Jugah, 93350 Kuching, Sarawak	GL: 082-466116 Fax: 082-466106	Mon – Thu: 8.45 am to 4.15 pm Fri: 8.45 am to 3.45 pm



AmBank Group

AMMB HOLDINGS BERHAD
Registration No. 199101012723 (223035-V)
(Incorporated in Malaysia)

FORM OF PROXY

No. of Shares Held	CDS Account No.

I/We _____
(Full Name of Shareholder)

NRIC/Passport/Company No. _____

of _____
(House Address)

Contact No. _____ being a member/members of AMMB Holdings Berhad (the Company), hereby appoint:

Proxy 1	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC/Passport No.		
House Address		
Email Address		
Contact No.		

And/or failing him/her;

Proxy 2	No. of Shares	%
Full Name of Proxy as per NRIC/Passport		
NRIC/Passport No.		
House Address		
Email Address		
Contact No.		

or failing him/her, THE CHAIRMAN OF THE MEETING, as my/our proxy to vote for me/us and on my/our behalf at the 30th Annual General Meeting (AGM) of the Company to be held on fully virtual basis, at Board Room, 26th Floor, Bangunan AmBank Group, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia on Thursday, 2 September 2021 at 10.00 a.m. or at any adjournment thereof.

Please indicate with a "X" or "V" in the boxes below how you wish your vote to be cast. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit. My/our proxy is to vote as indicated below:

Ordinary Resolutions	No.	For	Against
To approve the payment of Directors' fees for the financial year ended 31 March 2021.	1		
To approve the payment of benefits payable to the Directors (exclude Directors' fees) for the period from 2 September 2021 until the next AGM of the Company.	2		
To re-elect Soo Kim Wai as Director.	3		
To re-elect Seow Yoo Lin as Director.	4		
To re-elect Robert William Goudswaard as Director.	5		
To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Directors to determine their remuneration.	6		
To authorise the Directors to allot and issue new ordinary shares for the purpose of the Company's Dividend Reinvestment Plan.	7		
To authorise the Directors to allot and issue new ordinary shares pursuant to Sections 75 and 76 of the Companies Act 2016.	8		
To approve the Proposed Renewal of Authority for the Purchase by the Company of its own Ordinary Shares.	9		

Dated this _____ day of _____ 2021.

Signature of Shareholder

(If the shareholder is a corporation, this part should be executed under seal or under the hand of an officer or attorney of the corporation duly authorised)

Notes:

- (1) A member of the Company entitled to participate and vote at the AGM is entitled to appoint more than one proxy to participate and vote on his/her behalf, provided he/she specifies the proportion of his/her shareholdings to be represented by each proxy.
- (2) A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A proxy appointed to participate and vote at the AGM shall have the same rights as the member to pose questions at the AGM.
- (3) Where a member of the Company is an authorised nominee, as defined in the Securities Industry (Central Depositories) Act, 1991 (SICDA), it may appoint more than one proxy in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.
- (4) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (omnibus account), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA. The appointments shall be invalid unless the proportion of shareholdings to be represented by each proxy is specified in the instrument appointing the proxies.
- (5) The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or if the appointor is a corporation, either under seal or under the hand of an officer or attorney of the corporation duly authorised.
- (6) If the Form of Proxy is returned without indication as to how the proxy shall vote, the proxy will vote or abstain as he/she thinks fit. If no name is inserted in the space provided for the name of your proxy, the Chairman of the Meeting will act as your proxy.
- (7) The appointment of a proxy may be made in the following manner and must be received by the Company not less than 48 hours before the time fixed for holding the 30th AGM, i.e. latest by Tuesday, 31 August 2021 at 10.00 a.m.:-
- By electronic means via online
The appointment of a proxy must be made via Boardroom Smart Investor portal at <https://investor.boardroomlimited.com>.
 - By electronic means via email
The form of proxy must be received via email at Boardroom Share Registrars Sdn Bhd (Boardroom's email address at bsr.helpdesk@boardroomlimited.com).
 - By electronic means via facsimile
The form of proxy must be received via facsimile at Boardroom's fax number 03-7890 4670.
 - In hardcopy form
The form of proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd, Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

Personal Data Privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to participate and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof), and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

AFFIX
STAMP

**The Share Registrar of AMMB Holdings Berhad
Boardroom Share Registrars Sdn Bhd**

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

AMMB Holdings Berhad

199101012723 (223035-V) (Incorporated in Malaysia)

22nd Floor, Bangunan AmBank Group

No. 55, Jalan Raja Chulan, 50200 Kuala Lumpur, Malaysia

Tel : 603-2036 2633 Fax : 603-2032 1914

ambankgroup.com