

GROWING AND WINNING TOGETHER

ANNUAL REPORT
2018





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AmBank Group

OUR BUSINESSES

AMMB Holdings Berhad

AMMB Holdings Berhad is the holding company of AmBank Group and has been listed on the Main Market of Bursa Malaysia since 1988. It is the sixth-largest banking group by assets in Malaysia, with a market capitalisation of around RM11.6 billion and assets of RM137.9 billion at 31 March 2018.

AmBank Group is one of Malaysia's premier financial solutions groups with over 43 years of experience in supporting Malaysians in their economic development. AmBank Group offers a wide range of both conventional and Islamic financial solutions and services, including wholesale banking, retail banking, investment banking, underwriting of general insurance, life assurance and takaful, stock and share broking, futures broking, investment advisory and management services in assets, real estate investment trust and unit trusts.

The Group's purpose to help individuals and businesses in Malaysia grow and win together demonstrates our renewed vision to support and empower our customers and our people to achieve their aspirations. This purpose underpins the Group's holistic Top 4 Aspiration, which is focused on sustenance, improvement and growth in key segments and products as well as our role as an Employer. AmBank Group is a modern Malaysian diversified financial solutions partner that understands and meets the diverse needs of Malaysians.

AmBank's Digital Journey is about making banking an easy, fast experience for our valued customers across all touch points: branches, telephone, machines, online and mobile. We are accelerating the next phase of our digital capabilities with a Group-wide digital roadmap that focuses on integrating our services into the daily lives of customers in an innovative and practical manner.

AmBank is the first bank in Malaysia to introduce a Digital Auto Finance Instant Approval service, through the Mobile Application Terminal (MAT).

The Australia and New Zealand Banking Group (ANZ) is the biggest shareholder in the AmBank Group with a 23.8% holding and provides support with Board and senior management representation, risk and financial governance, product offerings and new business developments. In the general insurance business, the Group has partnered with Insurance Australia Group Ltd (IAG). In the life assurance and family takaful businesses, the Group has a partnership with MetLife International Holdings Inc (MetLife). The Group benefits in terms of expertise transfer from IAG and MetLife.



AmlInvestment Bank Berhad

Member of Malaysian Investment Banking Association. AmlInvestment Bank Berhad (AmlInvestment Bank), part of the AmBank Group, is a leading Malaysian investment bank with more than 30 years of experience.

It provides a full range of wholesale banking related products and services that include Corporate Finance, Equity Markets, Debt Markets, Islamic Capital Markets, and Markets & Private Banking. AmlInvestment Bank has an award-winning track record in the debt, equity and Islamic capital markets.

AmFunds Management Berhad (AmInvest) is the funds management business of AmBank Group and manages both conventional and Shariah-compliant funds. It is one of the leading fund management houses in Malaysia and has an award-winning track record spanning more than three decades. As at 31 March 2018, AmInvest has approximately RM27.9 billion assets under management.

AmInvest manages unit trust and wholesale funds, institutional mandates, exchange-traded funds and Private Retirement Scheme under AmFunds Management, encompassing both conventional and Shariah-compliant funds.



GROWING AND WINNING TOGETHER

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AmBank Group

OUR BUSINESSES

AmBank (M) Berhad



Supported by a strong network of

174
Branches

12

Regional
Offices

763
ATMs

Member of Association of Banks in Malaysia. AmBank (M) Berhad (AmBank) is part of the AmBank Group and offers a comprehensive suite of financial products and services focused on retail banking and preferred segments in small business, SME, mid-corporate and corporate customers. Supported by a strong network of 174 branches, 12 regional offices, 763 ATMs, a 24-hour contact centre and a digital banking system, access to AmBank's financial solutions and services is simple and convenient.

AmBank Islamic Berhad

A solutions provider in Islamic personal banking, business banking, investment banking, stockbroking, funds management and family takaful from the AmBank Group, backed by a strong tradition of innovation and customisation from across the Group's subsidiaries and divisions:



AmBank Islamic



Islamic Capital Markets



AmInvest
(Funds Management Business)



AmMetLife Takaful



Member of Association of Islamic Banking Institutions Malaysia. AmBank Islamic Berhad (AmBank Islamic) is the Islamic banking arm of the AmBank Group. Since its beginnings as AmBank Group's Islamic banking division in 1993 and subsequently incorporated as an Islamic bank in 2006, AmBank Islamic has built a reputation in serving the banking needs of individuals, businesses and institutions. AmBank Islamic's comprehensive range of Shariah-compliant retail and wholesale banking products and services (including treasury and trade solutions), and their delivery channels continuously evolve in line with market changes. This dynamic approach supports the agenda to help individuals, businesses and institutions in Malaysia grow and win together.





AmBank Group

GROWING AND WINNING TOGETHER

OUR BUSINESSES

AmGeneral Insurance Berhad



One of Malaysia's largest motor and leading general insurance company



General insurance solutions distributed through a network of 33 AmAssurance and Kurnia branches

Member of Persatuan Insurans Am Malaysia. 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 backed by a strong partnership between AmBank Group and IAG Trading under its two trusted brands, AmAssurance and Kurnia. AmGeneral Insurance generates business from a comprehensive range of general insurance solutions distributed through a network of 32 insurance branches servicing 7,000 agents and dealers, as well as through AmBank branches and customer touch points nationwide.

AmMetLife Insurance Berhad



AmMetLife offers a comprehensive range of life insurance and wealth protection solutions distributed through the AmBank Group's network of nearly 200 AmBank and AmMetLife branch offices nationwide.

Member of Life Insurance Association of Malaysia. AmMetLife Insurance Berhad (AmMetLife) is a strategic partnership between AMMB Holdings Berhad (AmBank Group) and MetLife International Holdings, Inc. (MetLife). AmMetLife offers a comprehensive range of life assurance and wealth protection solutions distributed through a combination of AmBank and AmMetLife branch offices nationwide, in addition to the strength of its authorised life insurance agents nationwide.

AmMetLife Takaful Berhad

Member of Malaysian Takaful Association. 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. AmMetLife Takaful offers a comprehensive range of takaful solutions distributed by its authorised takaful agents and AmBank branches nationwide. Offers a range of takaful products:



Education



Group Products



Health



Protection



Reducing Term Takaful



Savings





GROWING AND WINNING TOGETHER

The vibrant cover of our Annual Report signifies our passion for supporting all Malaysians and working together to help them reach their goals – whatever they may be.

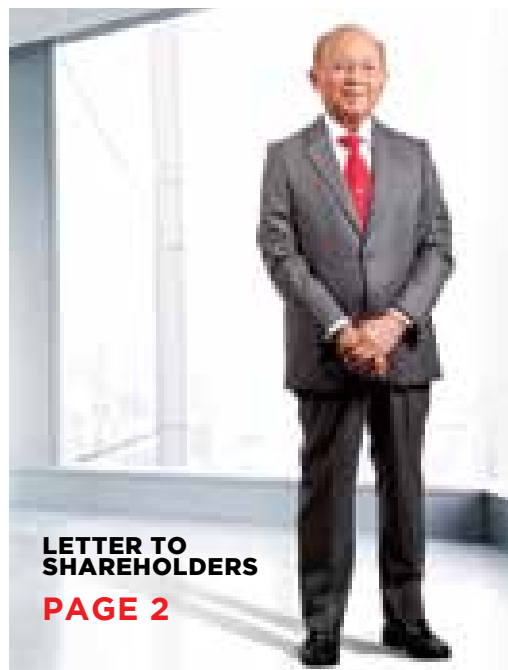
It also reflects our commitment to promoting diversity, which we embrace both within our workforce and in the broader community.

The cover's modern design is reflective of our drive to be agile and responsive to our

customers' needs in this rapidly changing world. We are dedicated to keeping in step with technological advances and developing innovative products and services that simplify and enhance our customers' lives.

AmBank Group's Chairman, Tan Sri Azman Hashim, is an avid art collector and he draws parallels between bringing many individual elements together to create a piece of art, like you see on our cover, and our aim to work cohesively to create an organisation that draws on all of its parts to create a larger, stronger whole.

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BUSINESS HIGHLIGHTS

TRACTION ON TOP 4 STRATEGY



The first year of our Top 4 Strategy is complete and we are on target to reach our aspiration to rise to a Top 4 bank in Malaysia by 2020

DIGITAL CAPABILITIES AND REVENUE DIVERSIFICATION



- Mobile Application Terminal (MAT) (on the spot car approval and purchase)
- APEX (Straight through Account opening in less than 5 mins)
- QR Code payment
- Wallet play

SME



Our new Business Banking division focuses on growing SMEs

LEADERSHIP STRENGTH



To build our capacity and lead our transformation, we have invested in senior management and revived our Group Talent Council

HOLISTIC BRANCH MODEL



Our new branch model is a one-stop centre catering to retail, SME and commercial customers under one roof

GROUP-WIDE COLLABORATION & INDUSTRY PARTNERSHIP



Leveraging our insurance partners to grow the bancassurance business and drive strategic collaboration across industry key players as part of our digital ecosystem footprint

FINANCIAL HIGHLIGHTS

7.0%

Return on Equity



60.8%

Cost to Income Ratio



40.0%

Dividend Payout Ratio



11.3%

CET 1 Capital Ratio



RM1,132.1 mil

Profit After Tax and Minority Interests



RM8,576.7 mil

Total Revenue



LETTER TO SHAREHOLDERS



TAN SRI AZMAN HASHIM

Chairman
Non-Independent
Non-Executive Director

Dear Valued Shareholders,

The recent election and subsequent swearing in of Prime Minister Tun Dr. Mahathir Mohamad marks the beginning of an exciting period of transformation for Malaysia. While the market is still showing signs of volatility post general election, the transparency and governance standards promoted by the government will have long-term positive impacts on the country and investors. There are also early indications that consumer confidence and spending have improved, largely spurred by the removal of the GST and other measures aimed at increasing the disposable income of Malaysians.

The impact of recent announcements regarding the cancellation of some major projects commissioned by the previous government will be felt across a range of industries. We may discover opportunities to step in and support our customers in these sectors as the effects are more clearly understood.

The changes being implemented by the new leadership, such as improved governance, enhanced efficiency, greater inclusion and listening to the wishes of the community, align with AmBank Group's own core values.

Our governance practices are constantly reviewed and updated. Throughout the year, Directors attend training sessions, conferences, seminars and workshops on topics including audit, compliance and risk management to keep their knowledge and skills current. During the year, we implemented the Mutual Separation Scheme (MSS), which was challenging but integral to improving efficiency. Diversity and inclusion were promoted at all levels of our organisation, including the Board and we listened to our customers, sought their feedback and responded to their needs.

FY18 PERFORMANCE

Looking at the financial year just ended, in a period of steady local and global economic improvement, AmBank reported a mixed performance, with some highs and some lows. Income growth was broad-based and more in line with our peers and loans growth surpassed the industry for the first time in many years. Our bottom line was disappointing, primarily due to MSS, and normalisation of credit costs from tapering recoveries and lower releases of allowances as our asset quality continued to improve.

The good news is that our top line growth and loan base are showing encouraging progress. We gained traction in our growth segments, SME, Mid-Corporate, Affluent and Mass Affluent, and momentum in our Top 4 focus products, particularly wealth management and credit cards. Asset quality and capital level remain strong. Project APEX, a business process efficiency initiative and AmOnline, our new online banking platform have delivered tangible productivity and efficiency improvements but we need to do more to keep pace with our competitors as well as step up our performance and profitability.

DIVIDEND

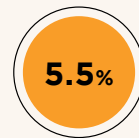
On behalf of the Board of Directors, I propose a final dividend of 10 sen per share. This brings the total dividend for FY18 to 15 sen per share. I am pleased to report that we are able to maintain our commitment to a dividend payout ratio of 40.0% after consideration of our capital requirement for regulatory compliance and business growth.

SUSTAINABILITY

Sustainability is at the heart of everything we do, and we need to ensure that our business is financially strong and able to continue operating well into the future, consider our environmental impacts and do all we can to minimise them, and work to bring about positive outcomes for society as a whole.

We consider sustainability in all areas of our business, from designing and promoting our products and services to our employment practices and community support.

Our Sustainability Report starts on page 50. I invite you to read more about how we are moving thoughtfully into the future.



**GDP Growth
in Malaysia**



**Dividend
Payout Ratio**

CHANGES TO THE BOARD OF DIRECTORS

During the year, three Directors stepped down from the AmBank Group Board. I thank Dato' Rohana Tan Sri Mahmood, Suzette Margaret Corr and Dato' Seri Ahmad Johan bin Mohammad Raslan and wish them well in their future endeavours.

Farina binti Farikhullah Khan joined the Board as an Independent Non-Executive Director on 8 August 2017. Pn Farina, formerly the Chief Financial Officer of Petronas, is a highly qualified and experienced Harvard Business School alumnus and I believe the insights she brings will be invaluable to the Board.

THE YEAR AHEAD

To enhance our performance in FY19, the Board has held strategy review meetings with the senior management to validate our strategic priorities and financial targets. We will continue to focus on the Top 4 strategy and aggressively drive revenue growth by emphasising our Top 4 products and segments. We will also identify areas where cost savings can be achieved to create a leaner, more efficient bank while developing capabilities. Capital accretive growth will also be an area of focus in FY19.

We believe growth can be achieved in the digital sphere and in line with our customer-centric philosophy, we will continue to develop and implement solutions that make interacting with us easier, faster and more convenient. The AmOnline platform, which is attracting an average of 1,400 participants daily, is a good example of how we can meet the demand for digital products and services and expand our customer base.

Looking at the macroeconomic environment, we forecast continued global economic improvement and 5.5% GDP growth in Malaysia for the coming year. This will be supported by private expenditure, a more business-friendly regulatory environment and stronger exports. Inflation is expected to be moderate and the outlook for the Ringgit against the US Dollar is positive. The banking system's loans growth is expected to be in the vicinity of 5.0% and we also foresee improvement to net interest margins.

ACKNOWLEDGMENT

I extend my thanks to all of our stakeholders, including our shareholders, customers, employees, strategic business partners and regulators for their support.

I thank my fellow Directors for their commitment, cooperation, insight and knowledge, and our Group CEO and his senior management team for their efforts in collaborating with the Board and managing the Group throughout the year.

Our efforts in FY18 will pave the way for better growth in FY19. We remain committed to delivering on our strategy and creating value for our shareholders, customers, employees and the community in 2018 and beyond.



MESSAGE FROM GROUP CHIEF EXECUTIVE OFFICER

DATO' SULAIMAN MOHD TAHIR

Group Chief Executive Officer

Dear Valued Shareholders,

The 2018 financial year saw AmBank Group achieve significant progress. We stepped up income growth to once again be on par with the market, while loans and deposits also grew as we continued to build momentum in our targeted segments and products. As a testament to this strong growth trajectory in our key businesses, the Group successfully maintained our underlying profitability for the year.

While reported net profit for the year was lower at RM1,132.1 million, this was due to restructuring initiatives which are meant to create a stronger, more resilient Bank in the long term. These initiatives, combined with expense-reduction measures which we undertook during the year, will undoubtedly benefit the Group in the coming years and beyond.

I am proud of the way the entire AmBank Group team who worked together throughout the year to bring our Top 4 strategy to life. As a Group, we are committed to doing our part to drive the organisation to greater heights, whilst also ensuring that our customers and nation will flourish. Ultimately, when our customers and our communities win, so do we.

In our push to be among the top 4 Malaysian banks by 2020, we honed our focus on customer service and emphasised innovation and development. During the year, we employed the latest digital technology to bring inventive products and services to the market, for which customer take up rate has been highly encouraging. As a means of understanding and meeting our customers' needs, we enhanced our communication methods and created new avenues of customer feedback. This has allowed us to go above and beyond to exceed customer expectations.

Our efforts to build a robust workforce are ongoing, with our team of AmBankers working well across all of the Group's divisions. We aim to be an employer of choice in Malaysia and our policies and practices reflect that goal. Within our organisation as well as the communities in which we operate, we continue to embrace diversity and promote inclusion for all. We are dedicated to ensuring a sustainable future for AmBank Group, our customers and our country.



OUR ASCENT TO TOP 4

FY18 marked the second year of our Top 4 Strategy. Our resolve to become a Top 4 bank in Malaysia by 2020 is stronger than ever and we made good progress throughout the year.

While last year was primarily about planning, rolling out initiatives, getting quick wins and putting systems and people in place, this year we started to see returns flowing from our strategic plans. Our priority customers increased significantly from 43,000 to 72,000. Our loans and financing base expanded 5.9% year-on-year to RM96.3 billion, supported by consistent growth in our targeted segments. Mortgage loans grew by RM5.0 billion (22.9%) year-on-year to RM26.9 billion, while SME loans grew a robust RM2.7 billion (19.2%) year-on-year to RM16.7 billion. Card receivables, another key growth product, also recorded double-digit growth of 17.6% year-on-year to RM2.0 billion.

Customer deposits grew RM1.9 billion (2.0%) year-on-year to RM95.8 billion. We are pleased with our efforts to diversify our funding mix, with Retail and Business Banking deposits increasing by 24.1% and 28.0% respectively. This outcome further improved our funding resiliency. Current accounts and savings accounts (CASA) grew by 2.6% year-on-year. We are enhancing our cash management platform and leveraging our new merchant portal to improve our CASA mix from its current 21.3%. Our merchant CASA balance saw an increase of RM289.0 million year-on-year, in part due to AmBank becoming the first

bank in Malaysia to offer card merchants an instant settlement feature along with real time merchant on-boarding.

As we move into the 2019 financial year, we will continue to focus on our key growth segments:

- Mass Affluent
- Affluent
- SME
- Mid-Corporate

Digital Transformation

Our customers are at the very heart of our business and we aim to provide solutions that seamlessly integrate into and improve their day-to-day lives. The demand for convenience in the form of digital services has grown exponentially over the past few years and we are keen to be at the forefront of banking technology. Our aim is to make banking a simple and easy process that can be completed within seconds.

We have already invested more than RM300.0 million in our core banking system and in FY18, we made further investments to pave the way for the digitisation of our products and solutions. By listening to our customers and responding to their requirements, we are able to offer relevant solutions to meet their financial needs.

With our digital solutions, we can anticipate our customers' needs, personalise offerings and ultimately improve customer experience. This is



**AmOnline
Registration**



**Average Sign-Ups
Daily**

crucial to our sustainability as innovative solutions reduce our costs and allow us to offer better pricing to customers.

A Data Science and Analytics team was established in FY18 to improve customer insights and boost conversion rates. This data enables us to deepen our customer relationships and offer the right products to the right people at the right time.

FY18 was an exciting year for us, as we introduced some innovative solutions, with 'first in the market' features. We launched an enhanced mobile banking platform, AmOnline, which offers an easy, fast online banking experience and is optimised for mobile phones. AmOnline is now the first local online app with trilingual options and has an average of 1,400 sign-ups daily. There are now 500,000 customers signed up and we are expecting that number to double by the end of 2018.

In July 2017, we launched Malaysia's first mobile app for auto finance. Mobile Application Terminal (MAT) gives us the ability to approve auto finance loans within 30 minutes and it allows customers to secure a loan right at the point of sale and drive out with their car on the same day. It was rolled out to 138 AmBank sales advisors and 540 car dealers. By 31 March 2018, we received 8,000 hire purchase applications. MAT changed the face of auto finance and we are pleased to have it within our suite of offerings.

In short, our digital strategy is fundamental to our future success. You can find out more about our innovative digital products on page 65.

FINANCIAL PERFORMANCE

Our top line performed well against a backdrop of a stronger Malaysian and global economic environment. Total income grew 5.7% to RM3,979.2 million. While expenses increased by 12.0% to RM2,420.8 million, this was primarily due to our restructuring costs amounting to RM146.0 million. More importantly, the underlying expense growth remained well-controlled. We accelerated investments in our chosen segments and enhanced our compliance infrastructure. Impairment levels remained negligible despite tapering recoveries and provision releases. Profit (after tax and minority interests) for the year was RM1,132.1 million.



Total income was up **5.7%** year-on-year (YoY) to **RM3,929.2 million**



Profit (after tax and minority interests) **RM1,132.1 million**



Total Loans Growth **5.9%**
SME Loans Growth **19.2%**



Our Merchant Current Account & Savings Account (CASA) balances increased from RM450 million (FY15) to **RM1.64 billion** (FY18)

Net interest income (NII), at RM2,484.5 million, showed an 8.4% improvement year-on-year and stemmed from strong loans growth and an increase in interest from fixed income securities. Non-interest income (NII) was largely unchanged year-on-year, primarily due to the non-recurrence of the significant fixed income trading gain recorded last year and also lower gains from foreclosed properties.

Strict credit underwriting procedures, close monitoring and proactive collection efforts ensured that asset quality remained stable and we ended the year with an improved gross impaired loans ratio of 1.7%.

Our Top 4 Strategy continued to have a direct positive impact on loans in FY18. In line with our Top 4 focus areas, our loans achieved a 5.9% growth, exceeding the industry's average growth rate. As at 31 March 2018, gross loans were RM96.3 billion. Mortgages, Cards, Business Banking, Retail SME and Mid-Corporates contributed to our growth throughout FY18.

Customer deposits registered overall growth of 2.0%, or RM1.9 billion, and current and savings account (CASA) grew 2.6%. Funding resiliency was enhanced by diversifying our funding mix and increasing our emphasis on Retail Banking and Business Banking deposits, which increased 24.1% and 28.0% respectively.

Turn to **pg. 30** for more information

Retail Banking experienced strong growth in Wealth Management, Cards and our Priority Banking customer base.



FY17



FY18

Launched a Business Banking division

focused on the fast-growing small and medium-sized enterprise (SME) sector



BUSINESS PERFORMANCE

Of all our divisions, Wholesale Banking contributed the largest amount of revenue to AmBank Group's total income in FY18. Wholesale Banking ended the year with income of RM1,397.5 million, which was primarily brought about by higher fixed income trading, transactional banking activities, healthy growth in trading profitability, increased trade finance volume, enhanced cash management and JomPAY solutions. The Debt Capital Market business continued to rank in the top three for overall bond and sukuk issuance in Malaysia.

Turn to **pg. 36** for more information

Retail Banking enjoyed a good year focused on increasing the number of Priority Banking customers, strengthening our hold on the Cards business (year-on-year growth of 175.0% for new cards), helping SMEs flourish and boosting fee-based income among affluent and mass affluent customers. Retail Banking also experienced a strong year-on-year growth in Wealth Management Noll (63.3%), SME Loans (>100.0%) and card balances (24.0%). We were appointed as an Amanah Saham Nasional Berhad (ASNB) agent in FY17 and became the top 2 distributor in the country last year.

Retail Banking was the driving force behind AmBank's award for Most Innovative Consumer Marketing Campaign from MasterCard. Most notably, we saw our deposits grow five times faster than the industry rate, not to mention successfully increasing our market share of mortgages, credit card spends, cards in circulation and card balances.

In April 2017, we launched a Business Banking division to focus on the fast-growing SME sector. The team hit the ground running with across the board increases in loans (30.5%), deposits (28.3%) and income (18.7%) as compared to FY17, and double-digit growth across all products.

Turn to **pg. 42** for more information

Business Banking highlights included adopting a range of strategic initiatives, managing a series of AmBank BIZCLUB events, and collaborating across the Group on projects and campaigns aligned with the government's strategic initiative to encourage SME entrepreneurs.

Turn to **pg. 42,67** for more information

AmBank Islamic holds shareholders' funds of over RM3.6 billion and total assets of RM37 billion. In FY18, a number of new products and services, including a Foreign Currency Current Account-i (Wadiah) and Invoice Financing-i, were introduced to the market to diversify our revenue sources. This resulted in a significant upswing for AmBank Islamic's depositor and asset concentration profile, net financing margin, contribution of fee-based income and customer base.

During the year, we adopted the Shariah Governance Framework (SGF) issued by BNM and implemented four key Shariah functions: 1) Shariah Research and Advisory (including Shariah Legal), 2) Shariah Risk Management, 3) Shariah Review, and 4) Shariah Audit. These functions enable the Bank to identify, monitor and mitigate any possible Shariah breaches.

Turn to **pg. 134** for more information

Our Life Assurance business saw 36.0% growth in Annual Premium Equivalent and 60.0% growth in Value of New Business and will focus on multi-channel distribution in the coming year.

Turn to **pg. 48** for more information

AmMetLife Takaful will continue leveraging and strengthening the Bancatakaful relationship with AmBank and AmBank Islamic to promote Takaful products and improve the conversion rate for credit-related products.

Turn to **pg. 49** for more information

MALAYSIA'S OUTLOOK IN 2019



OUTLOOK

The domestic economy is expected to grow 5.5% in 2018, largely due to strong domestic activities underpinned by private expenditure on the back of improving business sentiments and consumer spending, ongoing infrastructure activities, more business-friendly regulatory environment and stronger exports.

Domestic financial stability is expected to remain positive and inflation is poised to remain moderate throughout the coming year, hovering around 2.5%-2.8%. We anticipate continued growth in employment and wages and business optimism.

OBJECTIVES

With the economy poised to remain healthy and supported by manufacturing, services and construction, we will continue to focus on opportunities in our core areas of business: SMEs, Retail, Corporate and Commercial Banking.

Banks may see a marginally better NIM in FY19 from another Overnight Policy Rate (OPR) hike and there are opportunities to capture business from the strong issuance of sukuk and bonds locally.

Recent increases in market volatility have opened up avenues to capitalise on client derivatives and FX transactions. We also foresee opportunities to expand our cards business with the rollout of our new Merchant Portal offering instant settlement.

We have high expectations going into FY19 – the third year of our Top 4 strategy – and we will maintain our focus on the four growth segments (Mass Affluent, Affluent, SME, Mid-Corporates). We will also aim to attain Top 4 in each of our focus products (Cards and Merchants, Transaction Banking, Markets, Wealth Management), to sustain Top 4 in each of our current engines (Corporate Loans, Debt Capital Markets, Asset Management) and to be the Top 4 best employer in Malaysia.

ACKNOWLEDGMENTS

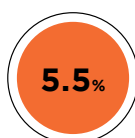
I would like to thank our Board of Directors for their support, vision and advice throughout the year. I extend my sincere thanks to our Chairman, Tan Sri Azman Hashim, for his leadership and wisdom.

My thanks also go to the outgoing Directors and I extend a warm welcome to our new Board Members. I look forward to working with you to achieve AmBank Group's strategic goals.

To our valued customers, shareholders and communities, thank you for your continuous support, loyalty and trust. You provide the impetus for our constant drive for improvement.

Many thanks go to our dedicated AmBankers. I truly believe our people are our greatest asset and we place great importance on our talent development programs and initiatives. We want to be an employer of choice.

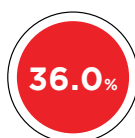
FY19 will mark the second year of our Top 4 strategy execution. Exciting opportunities and possibilities are ahead, and I am looking forward to leading the group, together with my leadership team and our Board of Directors, to greater achievements.



Growth Domestic Economy



YoY growth New Cards



Grow in annual premium Life Assurance Business

OUR PRESENCE AND OPERATIONS

OUR PURPOSE

To help individuals and businesses in Malaysia grow and win together



We are not transactional. We focus on relationships and are advisors and long-term partners to our customers.

We help our customers by being professional, reliable and fast, and providing the best possible service.

By helping, we earn their trust.



We are more than a retail bank. We go beyond being a corporate bank. And we are greater than an investment bank. We are a bank for all Malaysians.



We believe in growth, for our customers, for our people and for our business.

We support and empower our customers and our people to achieve their aspirations.



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



We leverage domestic opportunities to develop our business and help Malaysians grow and win together.



WE ARE A LEADING MALAYSIAN BANK

AmBank Group CORPORATE PROFILE

AmBank Group is a leading Malaysian financial services group with over 43 years of rich expertise in supporting the economic development of Malaysian. We have over three million customers and employ more than 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 RM11.6 billion and assets of RM137.9 billion as at 31 March 2018.

AmBank Group offers a wide range of both conventional and Islamic financial solutions and services, including wholesale banking, retail banking, investment banking, underwriting of general insurance, life assurance and takaful, stock and share broking, futures broking, investment advisory and management services in assets, real estate investment trust and unit trusts.

SME Branches	174 (140 Cluster Branches)
AmBank Islamic Branches	3
Weekend Banking Branches	2
ATMs @7-Eleven	265
Electronic Banking Centres	182
Internet & Mobile Banking	AmOnline
AmGeneral	29 Branches 4 Counters
AmMetlife	15 Branches
AmInvestment Bank	7 Branches 6 Retail Broking Branch
AmCard Services MBC	25



STATE	BRANCHES	ATMs	REGIONAL OFFICES
Perlis	1	3	-
Kedah	6	24	-
Pulau Pinang	14	51	1
Perak	18	45	1
Selangor	37	215	2
Kuala Lumpur	23	107	3
Putrajaya	1	3	-
Labuan		3	-
Negeri Sembilan	7	38	-
Melaka	6	34	1
Johor	21	82	1
Pahang	9	29	1
Terengganu	4	16	-
Kelantan	2	16	-
Sabah	10	40	1
Sarawak	15	57	1
Total	174	763	12






OUR STRATEGIC PRIORITIES

Considering growth areas and our capabilities

FIRING UP NEW GROWTH ENGINES	ATTAIN MARKET LEADERSHIP IN KEY PRODUCTS
<p>Win in fast-growing, underserved segment</p> <ul style="list-style-type: none"> • SME (Top Priority) • Mid Corporate • Mass Affluent (Top Priority) • Affluent 	<p>Build out Transaction Banking Markets Cross Sell Business</p> <p>Build an integrated cards and merchant ecosystem</p> <p>Lead the market with an advisory-led Wealth Management proposition</p>
SETTING UP FOR SUCCESS	OPTIMISE CURRENT ENGINES
<p>Digital Transformation, Channels Processes, Productivity Analytics</p> <p>Fully leverage distribution footprint, partnerships and new digital channels</p> <p>Break down organisational silos and focus on people, talent and culture</p> <p>Risk and compliance culture</p>	<p>Leverage strengths in corporate and investment banking</p> <p>Strengthen retail deposit franchise</p>

DIVERSE RANGE OF FINANCIAL SERVICES

AmBank Group serves over three million individual and corporate customers. It provides services in wholesale banking, retail banking, investment banking and related financial services which include Islamic banking, underwriting of general insurance, stock and share broking, futures broking, investment advisory and management services in assets, real estate investment trust and unit trusts.

	See Page
WHOLESALE BANKING	41 
RETAIL BANKING	42 
BUSINESS BANKING (a new division)	44 
ISLAMIC BANKING (Shariah-based financial solutions across the Group)	47 
GENERAL INSURANCE, LIFE INSURANCE & FAMILY TAKAFUL	47-49 

OUR MILESTONES

2017

- AmBank Group launched Mobile Application Terminal (MAT), the first digital instant approval service for the Malaysian automotive market

- AmBank Group opened its latest Signature Priority Banking Centre at Bangunan AmBank Group in Jalan Raja Chulan, Kuala Lumpur

- AmBank Group, under its Business Banking division, launched the AmBank BizRACE in strategic support of Small and Medium Enterprises (SMEs) in Malaysia

2016

- AmMetLife Insurance and AmMetLife Takaful moved their head office to Menara 1Sentrum
- AmBank Group launched its Top 4 strategy to be one of Malaysia's leading banking groups by 2020

2015

- 'AmIslamic Bank' was rebranded to 'AmBank Islamic'. The legal entity name was also changed from AmIslamic Bank Berhad to AmBank Islamic Berhad
- AmFIRST REIT announced the proposed acquisition of a three-storey MYDIN Hypermall in Pulau Pinang on 15 April 2015 for a total cash consideration of RM250.0 million

2014

- AMMB Holdings Berhad's wholly owned subsidiary, AMAB Holdings Sdn Bhd, and MetLife Inc's subsidiary, MetLife International Holdings Inc., entered into a share sale agreement which involved the sale of equity interest of AmLife Insurance Bhd and AmFamily Takaful Berhad
- AmBank Group unveiled the new logos of AmMetLife and AmMetLife Takaful, reflecting the new strategic partnership between AmBank Group and MetLife Inc

2013

- Maiden issuance of Exchange Traded Bonds and Sukuk (ETBS) on Bursa Malaysia by Danalnfra Nasional Berhad, which created a new asset class on the Exchange, with AmInvestment Bank as one of the Lead Arrangers
- AmBank Group clinched the prestigious Bank of the Year in Malaysia 2013 award (The Banker Magazine) in recognition of the Group's strong management, sound business model and prudent risk management
- AmBank Core Banking System, the Group's new core banking system went live

2012

- AmBank Group and ANZ signed a Business Principles Agreement to collaborate in areas of banking businesses including Islamic banking, transaction banking and wealth management across 27 countries, including Australia, China, Indonesia, Singapore and Vietnam
- AmSignature Priority Banking was launched, delivering personalised banking to the affluent segment in Malaysia
- AmFamily Takaful Berhad started the Family Takaful business
- The Group's new corporate social responsibility platform, AmKasih, was launched
- AMMB Holdings Berhad changed its stock short name to AMBANK
- AmBank Group completed acquisition of Kurnia Insurans (Malaysia) Berhad, emerging as Malaysia's No. 1 motor insurer
- AmBank Group completed the acquisition of MBf Cards (Malaysia) Sdn Bhd

2011

- The Group continued to be recognised as an industry leader with awards including: Best Domestic Bond House in Malaysia from The Asset Triple A Country Awards 2010, Best Bond Group at The Edge-Lipper Malaysia Fund Awards, five awards at the RAM League Awards 2011 for excellence in the bond markets, Best Chief Financial Officer for Investor Relations – Large Cap Award at the MIRA Inaugural Malaysia Investor Relations Awards and Best Asia Award at the Corporate Governance Asia Recognition Awards 2011

2010

- AmBank (M) Berhad successfully issued RM1.42 billion senior notes under its newly established 30-year RM7.0 billion Senior Notes Issuance Programme, being the first financial institution to issue Senior Notes in Malaysia
- AmIslamic Bank successfully issued RM550.0 million Senior Sukuk under its newly established 30-year RM3.0 billion Senior Sukuk Musarakah Programme

2009

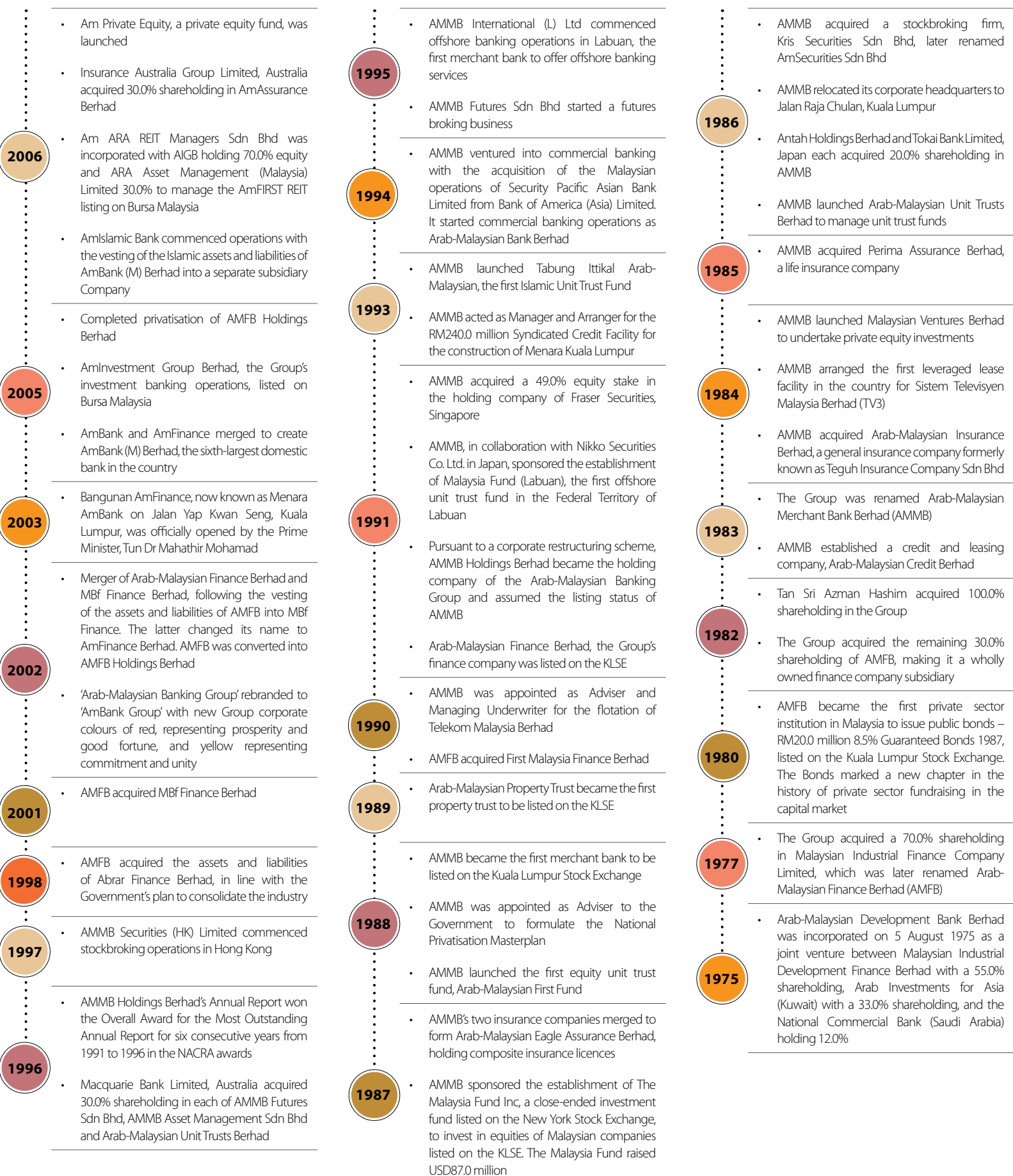
- AmIslamic Funds Management Sdn Bhd obtained a licence for Islamic funds management of offshore and domestic Islamic financial instruments for institutional and retail investors
- AmCapital (B) Sdn Bhd was opened, bringing expertise in funds management, Islamic finance and investment advisory to Brunei Darussalam
- ANZ increased its shareholding in AmBank Group to 23.91% by converting its exchangeable bonds into new ordinary shares
- AmBank-MyKasih Community Programme was launched

2008

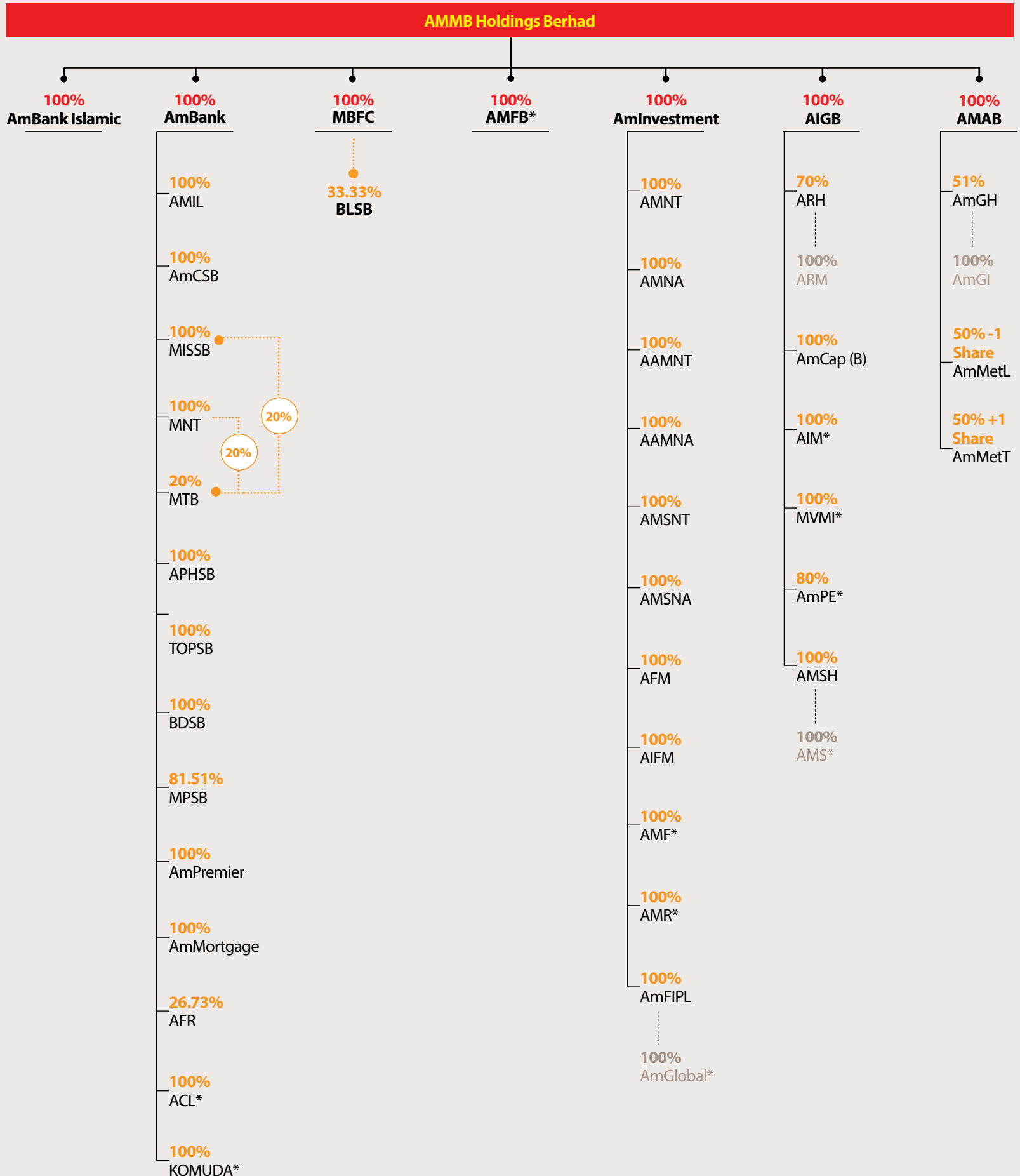
- Completed privatisation of AIGB, which became a wholly owned subsidiary of AMMB
- Established AmG Insurance Berhad to facilitate the separation of the composite insurance business of AmAssurance Berhad into general insurance and life insurance businesses
- Friends Provident PLC acquired a 30.0% stake in AmLife Insurance Berhad
- AmBank and ANZ entered into a technical services agreement to establish AmBank Group's foreign exchange, interest rate and commodities derivatives business
- IAG increased its stakeholding in AmG Insurance Berhad to 49.0% from 30.0%

2007

- AmBank Group completed the integration of AmSecurities Sdn Bhd into AmInvestment Bank, which began operating as a fully fledged investment bank offering both merchant banking and stockbroking services
- AmBank Group marked the entry of Australia and New Zealand Banking Group Limited (ANZ) as its strategic partner and major investor



GROUP CORPORATE STRUCTURE



* In members' voluntary winding-up

Legend	Company	Principal Activities
AMMB	AMMB Holdings Berhad	Investment Holding
AmBank Islamic	AmBank Islamic Berhad	Islamic Banking
AmBank	AmBank (M) Berhad	Commercial banking
	AMIL	Investment holding
	AmCSB	Credit card-related services and asset financing agency
	MISSB	Property investment
	MNT	Nominee services
	MTB	Trustee services
	APHSB	Property investment
	TOPSB	Dormant
	BDSB	Property investment
	MPSB	Dormant
	AmPremier	Issue of Subordinated Securities
	AmMortgage	Securitisation of Mortgage Loans
	AFR	Investment in Real Estate
	ACL	Dormant (In members' voluntary winding-up)
	KOMUDA	Dormant (In members' voluntary winding-up)
MBFC	MBF Cards (M'sia) Sdn Bhd	Dormant
	BLSB	Managing Customer Loyalty Schemes
AMFB	AMFB Holdings Berhad	Investment Holding (In members' voluntary winding-up)
AmInvestment	AmInvestment Bank Berhad	Investment Banking
	AMNT	Nominee Services
	AMNA	Nominee Services
	AAMNT	Nominee Services
	AAMNA	Nominee Services
	AMSNT	Nominee Services
	AMSNA	Nominee Services
	AFM	Funds Management Including Management of Unit Trusts and Private Retirement Schemes
	AIFM	Islamic Fund Management Services and Distribution of Wholesale Funds
	AMF	Dormant (In members' voluntary winding up)
	AMR	Dormant (In members' voluntary winding-up)
	AmFIPL	Investment Holding
	AmGlobal	Dormant (In members' voluntary winding-up)
AIGB	AmInvestment Group Berhad	Investment Holding
	ARH	Investment Holding (formerly known as Am ARA REIT Holdings Sdn Bhd)
	ARM	Management of Real Estate Investment Trusts (formerly known as Am ARA REIT Managers Sdn Bhd)
	AmCap (B)	Dormant
	AIM	Dormant (In members' voluntary winding-up)
	MVMI	Dormant (In members' voluntary winding-up)
	AmPE	Dormant (In members' voluntary winding-up)
	AMSH	Investment Holding
	AMS	Dormant (In members' voluntary winding-up)
AMAB	AMAB Holdings Sdn Bhd	Investment Holding
	AmGH	Investment Holding
	AmGI	General Insurance
	AmMetL	Life Assurance
	AmMetT	Family Takaful

CORPORATE INFORMATION

BOARD OF DIRECTORS

TAN SRI AZMAN HASHIM

Non-Independent
Non-Executive Chairman

GRAHAM KENNEDY HODGES

Non-Independent
Non-Executive Director

SOO KIM WAI

Non-Independent
Non-Executive Director

VOON SENG CHUAN

Senior Independent
Non-Executive Director

DATUK SHIREEN ANN ZAHARAH BINTI MUHIUDEEN

Independent
Non-Executive Director

SEOW YOO LIN

Independent
Non-Executive Director

FARINA BINTI FARIKHULLAH KHAN

Independent
Non-Executive Director

AUDIT AND EXAMINATION COMMITTEE

- > **SEOW YOO LIN**
Chairman
Independent Non-Executive Director
- > **VOON SENG CHUAN**
Senior Independent Non-Executive Director
- > **FARINA BINTI FARIKHULLAH KHAN**
Independent Non-Executive Director

GROUP NOMINATION AND REMUNERATION COMMITTEE

- > **VOON SENG CHUAN**
Chairman
Senior Independent Non-Executive Director
- > **GRAHAM KENNEDY HODGES**
Non-Independent Non-Executive Director
- > **SOO KIM WAI**
Non-Independent Non-Executive Director
- > **DATUK SHIREEN ANN ZAHARAH BINTI MUHIUDEEN**
Independent Non-Executive Director
- > **FARINA BINTI FARIKHULLAH KHAN**
Independent Non-Executive Director

RISK MANAGEMENT COMMITTEE

- > **DATUK SHIREEN ANN ZAHARAH BINTI MUHIUDEEN**
Chairman
Independent Non-Executive Director
- > **GRAHAM KENNEDY HODGES**
Non-Independent Non-Executive Director
- > **VOON SENG CHUAN**
Senior Independent Non-Executive Director

GROUP INFORMATION TECHNOLOGY COMMITTEE

- > **VOON SENG CHUAN**
Chairman
Senior Independent Non-Executive Director
- > **SOO KIM WAI**
Non-Independent Non-Executive Director
- > **SEOW YOO LIN**
Independent Non-Executive Director

GROUP COMPANY SECRETARY

KOID PHAIK GUNN
MAICSA 7007433
Chartered Secretary



REGISTERED OFFICE

22nd Floor, Bangunan AmBank Group
No. 55, Jalan Raja Chulan
50200 Kuala Lumpur,
Malaysia
Tel : +603-2036 2633
Fax : +603-2032 1914



REGISTRAR

Symphony Share Registrars Sdn Bhd
Level 6, Symphony House
Pusat Dagangan Dana 1
Jalan PJU 1A/46, 47301 Petaling Jaya
Selangor Darul Ehsan, Malaysia
Tel : +603-7849 0777
Fax : +603-7841 8151/8152
Email : ssr.helpdesk@symphony.com.my



AUDITORS

Messrs Ernst & Young
Chartered Accountants



PRINCIPAL BANKER

AmBank (M) Berhad



STOCK EXCHANGE LISTING

Listed on the Main Market of Bursa
Malaysia Securities Berhad
Listing Date : 13 February 1992
Stock Name : AMBANK
Stock Code : 1015



WEBSITE

ambankgroup.com



INVESTOR RELATIONS

ir@ambankgroup.com

ECONOMIC AND BANKING INDUSTRY REVIEW AND OUTLOOK

FY18 GLOBAL AND MALAYSIAN ECONOMIC REVIEW

The Malaysian economy performed well throughout the year, supported by improvements in the global economy, and the resultant GDP of 5.9% exceeded expectations. The growth was broad-based, driven primarily by domestic demand and exports.

Elevated household debt levels are a risk to financial market stability although they receded in FY18 and Malaysia ended the year with household debt/GDP ratio of 84.3%.

FY19 GLOBAL AND MALAYSIAN OUTLOOK

Following the victory of Pakatan Harapan in the 14th General Election, Tun Dr. Mahathir Mohamad was sworn in as Malaysia's Prime Minister. To boost the confidence of investors and households, Tun Dr. Mahathir announced a suite of changes including removing the Goods and Services Tax (GST), reintroducing subsidies for electricity and fuel, and reviewing toll and construction projects. This eased underlying worries and was reflected in the performance of the Malaysian Ringgit (MYR), the country's risk aversion, bond yields and the local stock market.

In light of this, we maintain our 5.5% forecast Gross Domestic Product (GDP) for 2018 (2017: 5.9%) underpinned by private expenditure on the back of improving business sentiments and consumer spending, ongoing infrastructure activities, a more business-friendly regulatory environment and stronger exports. Global growth is forecast at 3.6%. Meanwhile, inflation is anticipated to be moderate at around 2.0% - 2.5% in 2018 (2017: 3.8%), reflecting a stronger outlook for the Ringgit against the US Dollar.

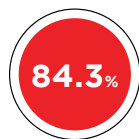
The banking system's loans growth is expected to be around 5.0%, in line with the projected GDP growth of 5.9% in 2018. We foresee the banks' net interest margins improving modestly in 2018 as a result of repricing their loans to compensate for higher provisioning under MFRS 9 and benefits from the recent Overnight Policy Rate hike.



Gross Domestic Product 2018

In the domestic property sector, an excess supply of luxury high-rise residential properties, office spaces and shopping complexes will continue. If left unchecked, this could pose risks to macroeconomic and financial stability.

In the business environment, uncertainties in oil pricing will continue to weigh on the oil and gas industry. We anticipate major oil producers remaining cautious on spending in the upstream segment.



Household Debt/GDP Ratio 2018

FINANCIAL SECTOR OUTLOOK

Banks may see an improvement in earnings due to higher non-interest income from stronger capital market activities, loan growth of around 5.0% and a marginally better NIM benefitting from another Overnight Policy Rate (OPR) hike.

The implementation of MFRS 9 will affect banks' capital ratios but the impact is expected to be manageable. Higher provisions resulting from the implementation of MFRS 9 may lead to increases in the cost of capital. If higher costs materialise, we will manage them by maintaining discipline pricing for loans, strengthening collection, and monitoring asset quality closely to deter loans from being classified under Stage 2. MFRS 9 will also affect banks' capital ratios but the impact is expected to be easily managed.



Return on Equity 2018

Asset quality is expected to be steady and the Gross Impaired Loans (GIL) ratios of banks' international loans should improve. Return on Equity (ROE) for banks is projected to be stable at around 10.0% - 11.0%.

We may also be faced with higher funding costs in FY19, when industry loan growth starts to accelerate. To counter the potential increase, we will keep our focus on asset and liability management, increasing CASA growth, and controlling pricing for loans and deposits.

We expect improvement in bank earnings supported by higher non-interest income from stronger capital market activities, loan growth of around 5.0% and a marginally better NIM flowing from another OPR hike.

OUR BUSINESS MODEL



WHAT WE DO



HOW WE CREATE VALUE For Our Shareholders, Customers, People and For Malaysia



FOR CORPORATE CUSTOMERS

We help our corporate customers develop their competitive edge in local markets and support them with services ranging from corporate loans to debt capital markets and asset management.



FOR UNDERSERVED SEGMENTS

We help underserved market segments, such as small and mid-sized enterprises, grow faster and support the expansion of our mass affluent and affluent retail customers.



FOR MALAYSIA

As a Malaysian bank, we have a comprehensive understanding of the local environment and the Malaysian way of doing business and we share our unique insights with local companies and multinationals.



FOR OUR CUSTOMERS

We partner with other organisations to develop innovative products and services for our customers. Our digital initiatives are designed to enhance the daily lives of our customers and make banking with us even more convenient.



FOR THE FINANCIAL MARKET

The positive perception of our brand in media and the banking industry, along with our focus on compliance and governance, improves overall market confidence.



OUR KEY ASSETS AS INPUT



FOR OUR SOCIETY

We reach out to communities and contribute to society via our corporate social responsibility initiatives and our sustainability focus. Our comprehensive internal training programmes develop talent for our nation.

FY19 OVERVIEW OF BUSINESS KEY FOCUS AREAS

DRIVING EFFICIENCY

- Driving efficiency in Wholesale Banking
- Deepening relationships with customers
- Enhance the performance of AmFunds

DRIVING PRODUCTIVITY

- Driving productivity in the Business and Retail Banking divisions
- Pushing income through ancillary products
- Focus on capital light asset – i.e. ASB, Card, Wealth Management, etc.

COST EFFICIENCY

- Review structure
 - Delaying span of control
- Cost Structure Optimisation initiative, Business Efficiency Target 60 (BET60)

ENABLEMENT

- AmBank Digital
- Intensify Cyber Security
- DOC validation process commencing May 2018
- Improve Credit Risk Rating
- Robust strategic talent management framework

STRATEGIC FOCUS

- Capital efficiencies
- Corporate items
- Other revenue diversification through Digital Partnerships and Ecosystem Build

Wholesale Banking

- Building Cash NIL
- Enhance ROCE
- Grow NIL
- Recalibration of Balance Sheet

Business Banking

- CASA Focus
- Higher Risk adjusted Returns
- Asset Focus
- Foreign Exchange
- Portfolio Actions
- Deposit Hunting Team

Digital and GIOD

- Protect the Enterprise
- Improve Price Performance
- Improve Resiliency
- Business Enablement

Retail Banking

- Capital
- CASA/drives
- Cost Reduction
 - Branch Rationalisation
 - APEX II
- Compliance
- Collaboration

MATERIAL MATTERS IMPACTING OUR STRATEGY

MATERIAL MATTERS

HOW WE RESPOND

MORE INFORMATION



INCREASING COMPETITION

Competition in financial services in Malaysia is increasing and new financial technology companies are entering the field

- > Launch of our 4 year journey to become a Top 4 Malaysian bank by 2020
- > Focus on our four strategic targets for growth and consolidation
- > Everything we do ties back to our purpose to help individuals and businesses in Malaysia grow and win together

Refer:

- GCEO's Message pg. 4
- Our Strategy pg. 20



UNDERSTANDING OUR CUSTOMERS

Customers are at the core of our business. We thrive when we integrate our financial services into the lives of our customers, by understanding their needs, circumstances and desired outcomes

- > Set up a central Customer Care unit to manage all retail customer issues
- > Project APEX to improve the customer experience with improved processes
- > Group-wide digital roadmap to integrate and innovate services

Refer:

- GCEO's Message pg. 4
- Customer Experience pg. 21
- Integrating Digital Technology pg. 22



EVOLVING REGULATORY REQUIREMENTS

In order to protect the financial services industry, government regulators have a widening emphasis on compliance and an increasingly rigorous regulatory framework

- > Integration of our compliance function as a strategic element of the business
- > Compliance Department has been restructured to ensure independence
- > Measures taken to strengthen compliance policies, procedures, training, technology and systems

Refer:

- GCEO's Message pg. 5
- Group Compliance pg. 139
- Sustainability Statement



BUILDING LEADERSHIP AND TALENT

We need motivated leaders and talents to build capacity, lead our transformation strategy and champion our values

- > Ensure we have the right people and skills to drive our strategy
- > Revive our Group Talent Council
- > Emphasise our code of conduct, customer care, risk management and compliance
- > Identify mission critical positions and succession planning

Refer:

- GCEO's Message pg. 4
- Human Resources: People, Talent and Culture pg. 22
- Corporate Governance pg. 114-115



INNOVATION AND DIGITAL TRANSFORMATION

The changing digital landscape has a large impact on our customers' needs and is transforming the financial services industry

- > New digital mobile platform, Mobile First
- > Focus on infrastructure and Application Programming Interface (API) readiness
- > Partnerships with key financial technology players
- > Use of big data analytics to capture new sources of business and drive internal efficiencies

Refer:

- GCEO's Message pg. 5
- Integrating Digital Technology pg. 22
- Sustainability Statement pg. 63



MANAGING OUR SUSTAINABILITY

The future sustainability of the Group depends on our management and anticipation of current and future environmental, economic and social risks and opportunities

- > Identify and group our sustainability matters into three themes of responsible banking, employer of choice and positive societal impact
- > Integrate environmental, economic and social factors into our business decisions
- > Fulfil our social responsibilities towards local communities

Refer:

- Sustainability Statement pg. 51

KEY RISKS AND MITIGATION

Managing risk is crucial to the sustainability of our operations and the success of our strategy.

RISK APPETITE

AmBank Group's risk appetite is set by the Board, which follows the guidelines of our Group Risk Appetite Framework (GRAF). The GRAF helps us manage regulatory compliance risk and Shariah risk. For more information, turn to pages 61 and 62.

MATERIAL RISKS

The Board identifies, evaluates and manages significant risks. The material risks facing the Group and management's approach to those risks as described below:

TYPE OF RISK	HOW WE RESPOND
CREDIT RISK	<ul style="list-style-type: none"> > The risk of financial loss arising from loan defaults. > AmBank Group has a robust Credit Risk Management Framework that is informed by credit principles and policies and enacted by the Board. > A range of compliance and monitoring procedures are used to assess the effectiveness of the Credit Risk Management Framework.
MARKET RISK	<ul style="list-style-type: none"> > The risk of AmBank Group experiencing losses as a result of changes in interest rates, foreign exchange rates, credit spreads, volatility, correlations and fluctuations in bond, commodity or equity prices. > The Group has a comprehensive Market Risk Management Policy to support trading and balance sheet activities. We apply an independent risk measurement approach to quantify market risk within those portfolios.
LIQUIDITY AND FUNDING RISK	<ul style="list-style-type: none"> > The risk that AmBank Group may be unable to meet payment obligations as they fall due, including repaying depositors or maturing wholesale debt or that the Group has insufficient capacity to fund increases in assets. > The Group's liquidity risk appetite is defined by the ability to meet a range of regulatory and internal liquidity metrics mandated by the Board.
OPERATIONAL RISK	<ul style="list-style-type: none"> > The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. It includes legal risk and the risk of reputation loss, or damage but excludes strategic risk. > The objective of operational risk management is to ensure that risks are identified, assessed, measured, monitored and reported in a structured environment with appropriate governance oversight. > The Group strives to ensure that residual risk exposures are kept as low as reasonably practical based on sound risk/reward analyses.
CYBER SECURITY RISK	<ul style="list-style-type: none"> > The risk that AmBank Group's data may be compromised, lost or stolen as a result of internal process failure or external cyber-attacks. > This risk threatens AmBank Group's reputation and may cause potential non-compliance with regulatory guidelines. > Our Information Technology Management Framework is being enhanced to tighten the management and control of cyber security risks. Read more on page 61.
COMPLIANCE RISK	<ul style="list-style-type: none"> > The probability and impact of an event that results in a failure to act in accordance with laws, regulations, industry standards and internal policies. > The Group is guided by a Compliance Framework that is aligned to the industry regulatory standards and benchmarks. > The Compliance Framework applies a risk-based approach to compliance management, which enables us to take a standardised approach in managing compliance matters across the organisation.

OUR STRATEGY

TOP 4 ASPIRATION





<p>1 TO BE TOP 4 in each of our 4 growth segments</p> <ul style="list-style-type: none"> • Mass Affluent • Affluent • SME • Mid Corp 	<p>2 TO BE TOP 4 in each of our 4 focused products</p> <ul style="list-style-type: none"> • Cards • Transaction Banking • Markets • Wealth Management 	<p>3 TO SUSTAIN TOP 4 in each of our current engines</p> <ul style="list-style-type: none"> • Corporate Loans • Debt Capital Markets • Asset Management 	<p>4 TO BE TOP 4 Best Employer in Malaysia</p>
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Our strategy consists of 33 clusters of initiatives from across Retail Banking, Business Banking, Wholesale Banking, Islamic Banking as well as Group shared services and Group CEO's office.

OUR STRATEGIC PRIORITIES

 <p>FIRING UP NEW GROWTH ENGINES</p> <p>↓</p> <ul style="list-style-type: none"> • Win in fast growing, underserved segments • SME • Mid Corp • Mass Affluent • Affluent 	 <p>ATTAIN MARKET LEADERSHIP IN KEY PRODUCTS</p> <p>↓</p> <ul style="list-style-type: none"> • Build up Transaction Banking, Markets - Cross Sell Business • Build an Integrated Cards and Merchant Ecosystem • Lead the market with an advisory-led wealth proposition 	 <p>SETTING UP FOR SUCCESS</p> <p>↓</p> <ul style="list-style-type: none"> • Digital Transformation – channels, processes, productivity, analytics • Fully leverage distribution footprint, partnerships and new digital channels • Break down organisational silos and focus on people, talent and culture • Risk and Compliance Culture 	 <p>OPTIMISE CURRENT ENGINES</p> <p>↓</p> <ul style="list-style-type: none"> • Leverage strengths in Corporate and Investment Banking • Strengthen Retail Deposit Franchise
--	---	--	--

WE WANT OUR CUSTOMERS TO FEEL CONNECTED

 <p>Connected At Our Branches</p>	 <p>Connected When You Shop</p>	 <p>Connected When You Buy A Car</p>	 <p>Connected When You Chill</p>
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FY18 KEY STRATEGIC OBJECTIVES AND ACHIEVEMENTS

When we launched our Top 4 Aspiration in 2016, our aim was to mobilise existing business components and uplift its effectiveness against the backdrop of the 4 key focus areas while we continued to fix the basics needed to propel and support our aspiration.

While the organisation settled in with the transition of new management line-up, the team collectively pushed towards the much needed turn around for the organisation.

Key highlights revenue growth increase >5.0% attributed primarily to NII growth. Both loans and deposits growth has levelled back and surpassed industry average.



Wealth Management

revenue growth of RM85.0 million



Formed a **Business Banking division**, which led to deposits increasing by 28.0% (pg. 42)



Attracted **62,000** Priority customers



Established a **Data Science team** (pg. 57)



Launched **the AmBank BizCLUB** ambankbizclub.com



Opened our **first Corporate Banking Branch**

EXECUTING OUR STRATEGY

As FY18 spells the second year of our strategy execution, the Group's achievement can be summarised to the following:

Top 4 Aspiration	How are we doing in this area:
Top 4 Products	<ul style="list-style-type: none"> • Credit Cards: 72.5% increase in cards acquisition. • Merchants: Through the setting up of integrated platform, our merchant base has increased year-on-year to approximately 54,000 of which we have plans to further enhance the merchant 360 ecosystem. • Markets' Revenue has grown up to RM260.0 million. • Transaction Banking's CASA acquisition rose by 25.1% in addition to acquisition of JomPAY and other key accounts. • Wealth Management: We have seen a strong growth in our advisory-led wealth management proposition with revenue of RM85.0 million through ASNB sales and a fee income year-on-year increase of 92.0%. Today, we ranked number 2 in ASNB market share.
Top 4 Segments	<ul style="list-style-type: none"> • Affluent and Mass Affluent: Through building prestige into our offerings and services for fast-growing retail market segments, Priority Banking customer base increased 63.0% in twelve months followed by TRUE banking customer base increased by 51.1% in just eleven months. • Retail SME, Business Banking and Mid Corp: The provision of value-added services such as "AmBank BizRACE", "CEO Chat Sessions", "AmBank Biz Conference" which provided many networking and coaching opportunities with the aim to strengthen the underserved markets, Retail Small and Medium-sized Enterprises (SMEs) have reached an increase of 61.9% on loans and 40.0% on deposits; whilst Mid-sized Corporations (Mid Corps) segment has formed partnership to offer cashless payments at their RSAs.
Top 4 Current Engines	<ul style="list-style-type: none"> • Corporate Loans: We are remaining at Top 2 for corporate loans with 31.0% market share in merger and acquisition whilst maintaining Top 4 position for fundraising. • Asset Management: We ranked no. 5 with 7.0% market share for Overall Unit Trust. • Debt Capital Markets: We continue to rank Top 4 with 13.29% market share for Malaysian Bonds and 10.51% market share for Malaysian Ringgit Islamic Sukuk.
Top 4 Best Employer	<ul style="list-style-type: none"> • We are a qualified participant for AON Best Employers' 18 where the survey started on 20 March 2018. • Rolled out "first-of-its-kind" Employee Onboarding Mobile Application in February 2018 and soon to-be leave and expenses on mobile. • Grooming the young talents through AmGraduate Programme with the first cohort graduated and moving on with permanent placement in alignment with their career aspiration. • Leadership Development Programmes – Through our Leadership Enhancement and Acceleration Programme (LEAP) for Senior Management and Being A Talented Manager Programme (BATMAN) for Middle Management, we have trained more than 70 leaders of different level within the Group. • Continue to empower employees of all levels with innovative thinking through series of ideathon sessions and design thinking workshops.

Digital at the heart of our businesses

- We have a Digital team in place, charting out the digital blueprint and setting prioritisation on key projects focusing on our market positioning and determining our space in the digital playing field.
- Held our inaugural Digital Day and this will continue to run on a regular basis. Digital Day allows both boards and management team to brainstorm and stock take on our digital journey including sharing of external digital expertise point of views on key digital topics. This will continue to run on a regular basis as we drive digital as the heart of our business and execute the proposition across the organisation across all level.
- The re-launch of AmOnline has seen an increase in more than 33.0% of users activation. After a mammoth technological revamp effort, AmOnline is now operating in a state-of-art technology platform with first ever dual language options available in Malaysia as well as easy navigation design. More exciting new functionality to be released in subsequent months ahead.
- Amy – our latest digital feature namely, AmOnline Chatbot made an appearance in the soft-launch on 13 April 2018 with plans for commercial launch in the pipeline.
- We have pioneered the roll-out of Mobile Application Terminal (MAT), Malaysia's first digital Auto Finance

instant approval service through the use of a mobile device which enable paperless loan application submission via document imaging technology. The end-to-end application with full documents has since recorded a mere 30-minute instant approval attainment.

- Group-wide cross collaboration and industry tie-up surrounding digital payments, next generation banking, e-wallets and loyalty ecosystem partnership.

KEY INITIATIVES

Customer Experience

Our customers are at the very heart of everything we do and we constantly strive to meet their needs with unique, innovative products, authentic and honest service. We listen to our customers and aim to be agile enough to quickly respond to their changing requirements, particularly in the digital sphere.

We are proud of the many changes we implemented in FY18 to improve the AmBank Group experience for all of our customers and we look forward to bringing more people along with us on our journey in FY19. Read more about how we boosted customer satisfaction from page 53 and a summary of our customer experience enhancements on page 56.

HUMAN RESOURCES: PEOPLE, TALENT AND CULTURE

Our people are AmBank Group's most valuable resource and we aim to become an employer of choice by offering tailored development opportunities and career paths for our high-achieving staff members.

In FY18, we reinforced our culture and conduct by:

Launching a Code of Conduct,
which includes our Code of Ethics

> pg. 59 - 60

Facilitating Internal Communications
across the entire organisation

> pg. 75

Promoting
a safe and healthy workplace

> pg. 76

Providing 141,841 Training Hours
for our employees

> pg. 79

Integrating Digital Technology

One of the most effective ways we can keep pace with our customers' expectations is by embracing technological developments and incorporating them into our products and services. We made great strides in the digital arena in FY18 with the launch of Project APEX (page 54), the roll out of a merchant portal (page 56) and the release of AmOnline (page 63). Along with these advancements, we also kept an eye on cyber security issues and developed information systems designed to keep our customers' data safe. Read more in the Data Security, IT Infrastructure and Digital Transformation section, which starts on page 63.

SUSTAINABILITY

The concept of sustainability as it applies to modern organisations encompasses Environmental, Economic and Social (EES) elements. We identify the EES impacts of our operations and consider them in our decision-making across the Group. In our Sustainability Report, which starts on page 50, we describe our approach to Sustainability, the values and priorities that are most important to our stakeholders and the ways in which we strive to balance EES considerations and support positive local and global change.

Underpinning our efforts is an unwavering commitment to Responsible Banking, being an Employer of Choice and having a Positive Societal Impact.



We are committed to being a responsible financial services group.

Responsible Banking



We recognise the need to maintain an engaging and inclusive workplace that lets people achieve their aspirations.

Employer of Choice



We contribute to a more sustainable future by considering carefully our business decisions, the environmental impacts of our activities and how we interact with our wider communities.

Positive Societal Impact

IN THE COMING YEAR, WE AIM TO:

- 1 Foster more cultural alignment across the Group
- 2 Continue to strengthen and accelerate employee development at all levels
- 3 Increase AmBank Group's profile as an employer of choice with internal and external engagement activities and employer branding initiatives that incorporate our sustainability agenda

Find out more about our workplace practices and policies in the Employer of Choice section, which starts on page 73.

Awards and Recognition

- Malaysia Best Employer Brand Awards 2017
- Malaysian Institute of Human Resource Management (MIHRM) Team Excellence Awards – Bronze
- Malaysia's 100 Leading Graduate Employers 2018



GROUP FINANCIAL REVIEW BY GROUP CHIEF FINANCIAL OFFICER

JAMIE LING

Group Chief Financial Officer



We continued to make progress in our strategy execution and we are encouraged by the step up in our income momentum this year to RM3,979.2 million, an increase of 5.7% from the previous year. This income growth was more broad-based, with good momentum seen in our targeted segments and products. On an underlying basis, our underlying income increased 8.2% year-on-year.

Overall, total expenses of RM2,420.8 million increased 12.0% year-on-year. This increase was largely driven by a RM146.0 million charge taken on our Mutual Separation Scheme as well as RM46.7 million charge taken on operational reconciliation differences arising from prior systems migration upon further review. The underlying expenses, excluding these non-recurring items, grew 3.1% year-on-year. We continue to invest in our businesses and strengthen our compliance functions and its infrastructure. Cost to income ratio of 57.2%, on an underlying basis, remained above our target of 55.0%, and we have embarked on a business efficiency programme (BET300) to deliver gross cost efficiencies to allow for reinvestment to be made into our businesses.

Profit before provision of RM1,558.4 million, was marginally lower year-on-year. However, on an underlying basis, profit before provision grew 15.8% year-on-year.

As anticipated, credit cost remained low at RM15.7 million, compared to a net recovery of RM196.1 million a year ago. This reversal of impairment trend reflected the normalisation of impairment levels with continued tapering of recoveries as well as lower collective provision releases after a period of de-risking. The credit quality of the loan and financing portfolio remained stable, with GIL ratio improving to 1.70% from 1.86% and loss coverage ratio increasing to 100.5% from 79.7% a year ago.

Our net profit of RM1,132.1 million, was 14.5% lower year-on-year as a reflection of the normalisation of credit cost as well as the one-off costs taken during the year as highlighted above. Our underlying net profit was largely flat on a year-on-year basis. Return on equity (ROE) stood at 7.0% with an underlying ROE of 7.3%.

Key highlights in FY18

- Net interest income grew 8.4% year-on-year underpinned by higher loans growth and interest income from fixed income securities
- The diversification of our funding mix has resulted in a lower cost of funds, with net interest margin up to 2.00% from 1.98% a year ago
- We completed our mutual separation exercise at a cost of approximately RM146.0 million that will yield RM80.0 million of operational efficiency
- Gross loans expanded by 5.9%, higher than system loans growth of 4.4%, anchored by mortgages and lending to SME customers
- Asset quality remained resilient with gross impaired loans reducing 16 basis points year-on-year to 1.70% whilst loan loss coverage (including regulatory reserve) improved to 100.5% from 79.7% a year ago
- Total dividend of 15 sen per share with a total dividend payout ratio of 40.0%

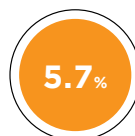
FY18 Performance Review

In FY18, we stepped up income growth momentum and closed the year with a growth of 5.7% compared with 1.9% growth in FY17. In Q4FY18, our income reached RM1,070.9 million, the highest recorded since Q4FY15. While our non-interest income (Noll) was broadly flat year-on-year due to significant gains arising from two exceptional transactions in FY17, we continue to gain traction from our Top 4 focus products namely Wealth Management and Markets. Our appointment as Amanah Saham Nasional Berhad's agent saw our Wealth Management's Noll record an exceptional growth of 63.3% year-on-year, mainly from unit trust and bancassurance commissions. Markets Noll grew 21.2% year-on-year on the back of higher fixed income and foreign exchange trading gains.

As part of our transformation agenda, we continue to streamline and centralise our processes in order to enhance our operational efficiency. As a result, the Group offered a voluntary Mutual Separation Scheme (MSS) to around 1,100 employees in January 2018 at a cost of RM146.0 million. This will enable the Group to reduce around RM80.0 million cost per annum.



Per Share
Total
Dividend



Increased
Revenues



Improved
Gross
Impaired
Loans Ratio

FY18 WAS ABOUT REBASING TO GIVE US A STRONGER FOOTING GOING INTO FY19.

WE ACHIEVED GOOD MOMENTUM FROM OUR TOP 4 FOCUS PRODUCTS AND SEGMENTS.

WE CREATED A LEANER AND MORE EFFICIENT ORGANISATION.

During the year, the Group also took a one-off charge for an operational loss in Retail and also invested significantly in building our growth segments and enhanced our compliance capabilities. These investments together with the MSS were critical in paving a solid foundation to support our revenue growth and drive operational efficiency. Against this backdrop, our expenses rose 12.0% and cost to income ratio was higher at 60.8%. Stripping off the normalised items, underlying expenses rose 3.1% whilst cost to income ratio was at 57.2%.

In FY18, credit cost continued to normalise, reflecting tapering recoveries in Retail and Wholesale as well as lower releases of collective allowance as the credit quality of our loans portfolio improved. The Group's asset quality remained resilient with loan loss coverage increasing to 100.5% while GIL ratio improved to 1.70% as compared to 1.86% as at 31 March 2017.

Normalised P&L (RM Million)	FY18	FY17	YoY Change
Income – Reported	3,979	3,766	▲ 5.7%
Gain on disposal of foreclosed properties	45	108	
Investment share revaluation	42	-	
Fixed income trading gain	-	60	
Income – Underlying	3,892	3,598	▲ 8.2%
Expenses – Reported	2,421	2,160	▲ 12.0%
Retail operational loss	47	-	
Mutual separation scheme	146	-	
Expenses – Underlying	2,228	2,160	▲ 3.1%
PBP – Reported	1,558	1,605	▼ 2.9%
PBP – Underlying	1,664	1,438	▲ 15.8%
PATMI – Reported	1,132	1,325	▼ 14.5%
PATMI – Underlying	1,202	1,197	▲ 0.4%

Normalised Ratios	FY18	FY17	YoY Change
CTI – Reported	60.8%	57.4%	▲ 340bps
CTI – Underlying	57.2%	60.0%	▼ 280bps
ROE – Reported	7.0%	8.5%	▼ 1.5%
ROE – Underlying	7.3%	7.7%	▼ 0.4%

Reported	FY18 Financial (YoY)		
Profitability (RM Million)	Income	3,979	▲ 6%
		FY17: 3,766	
	Expenses	2,421	▲ 12%
		FY17: 2,160	
Assets & Liabilities (RM Billion)	Allowances	16	▲ >100%
		FY17: (196)	
	PATMI	1,132	▼ 15%
Capital & Dividend	ROE	7.0%	▼ >100bps
		FY17: 8.5%	
	Gross Loans	96.3	▲ 6%
Capital & Dividend	Deposits	95.8	▲ 2%
		FY17: 93.9	
	CET ¹	11.3%	▼ 30bps
	FY17: 11.6%		
Capital & Dividend	Final Dividend	10.0 sen	▼ 2.6 sen
		FY17: 12.6 sen	
Capital & Dividend	Dividend per Share	15.0 sen	▼ 2.6 sen
		FY17: 17.6 sen	

Key Financial and Operating Indicators	FY18 (%)	FY17 (%)
Net interest margin	2.00	1.98
Non-interest income to Income ratio	37.6	39.1
Cost-to-income ratio	60.8	57.4
Asset Quality		
Gross impaired loans ratio	1.70	1.86
Loan loss coverage*	100.5	79.7
Credit costs	0.0	(0.2)
Capital Adequacy (aggregated)**		
Common Equity Tier 1 ratio	11.270	11.563
Total capital ratio	16.571	16.304

¹ after deducting proposed dividends, based on aggregated banking entities basis

* including regulatory reserves

** after deducting proposed dividends

Net profit of RM1,132.1 million was lower year-on-year, with one-off MSS cost and normalisation of net impairment charges offsetting our income growth. Underlying net profit was broadly flat year-on-year.

- The Group generated a net operating income of RM3,979.2 million, an improvement of 5.7% compared to last year with good growth in Retail Banking (+6.8%), Business Banking (+18.7%) and General Insurance (+18.8%). Net interest income increased mainly from interest on customer lending and fixed income securities whilst cost of funds was lower from active liquidity management and diversification of funding mix. On non-interest income, wealth management and markets registered robust growth of 63.3% and 21.2% respectively. Overall non-interest income growth was flat mainly due to the non-recurrence of a significant fixed income trading gain and lower gain from the disposal of foreclosed properties in FY18. Underlying net operating income grew 8.2% year-on-year.
- Our expenses increased to RM2,420.8 million in FY18 as we strived to improve efficiency, enhance compliance and build capabilities. We will continue to manage cost diligently through BET300, a 3-year business efficiency programme, which aims to achieve RM300 million gross cost efficiencies across the Group. Excluding the normalised items, underlying expenses grew 3.1%.
- We posted a net impairment losses and provisions of RM15.7 million in FY18 compared to RM196.1 million written back in FY17. This was attributable to tapering recoveries and lower release of collective allowance. Asset quality remained resilient with gross impaired loans improving to 1.7%, and we have also increased our loan loss coverage to 100.5%.

Statements of Profit or Loss	FY18 (RM Million)	FY17 (RM Million)	YoY (%)
Net interest income	1,664.3	1,564.6	6.4
Net income from Islamic banking	941.0	805.2	16.9
Other operating income	915.1	975.5	(6.2)
Net income from insurance business	465.1	383.6	21.2
Share in results of associates and joint ventures	(6.3)	36.6	->100
Net operating income	3,979.2	3,765.5	5.7
Other operating expenses	(2,420.8)	(2,160.4)	12.0
Operating profit	1,558.4	1,605.1	(2.9)
(Allowance)/Write back for net impairment losses and provisions	(15.7)	196.1	>100
Profit before taxation and zakat	1,542.7	1,801.2	(14.4)
Profit for the financial year	1,253.8	1,408.8	(11.0)
Profit attributable to equity holders (PATMI)	1,132.1	1,324.6	(14.5)
EPS – Basic (sen)	37.6	44.1	(14.6)



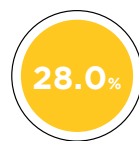
Gross Loans



Improvement Net Operating Income



Total Capital Ratio



Increased Business Banking Deposits

- Gross loans grew by 5.9%, matching Malaysia's 2017 GDP growth and outperformed system growth. Key drivers of our loans growth include mortgages, cards, Business Banking, Retail SME and Mid-Corporates, reflecting traction in our Top 4 Strategy.
- Customer deposits grew 2.0% with CASA (current account and savings account) growth of 2.6%. We have enhanced funding resiliency by diversifying our funding mix and reducing concentration on large depositors by focusing on Retail Banking and Business Banking deposits which increased 24.1% and 28.0% respectively.
- The Group maintained its banking subsidiaries' liquidity coverage ratios well above the minimum requirement set by Bank Negara Malaysia. We are closely monitoring our funding profile to ensure we comply with the net stable funding ratio (NSFR) requirement which comes into effect on 1 January 2019.
- The Group's capital ratios remain adequate with Common Equity Tier 1 (CET1) capital ratio of 11.27% and Total Capital ratio of 16.57%. We aim to strengthen our capital position further and deliver sustainable dividend payout to our shareholders. To achieve this, we are considering several capital release options and we will also drive initiatives to improve our returns on risk-weighted assets.
- During the financial year, the Group completed a detailed impact assessment on all aspects of MFRS 9. Following this assessment, our capital position is expected to be largely neutral on 1 April 2018 with the adoption of MFRS 9. While we expect to see an increase in loan loss allowance, this increase will also be offset by gains on revaluation of securities to mitigate the impact to capital upon the adoption of MFRS 9.

FY19 QUARTERLY RESULTS ANNOUNCEMENTS

The tentative dates for our FY19 results announcements are as follows:



August 2018
Q1FY19 Results Announcement



November 2018
H1FY19 Results Announcement



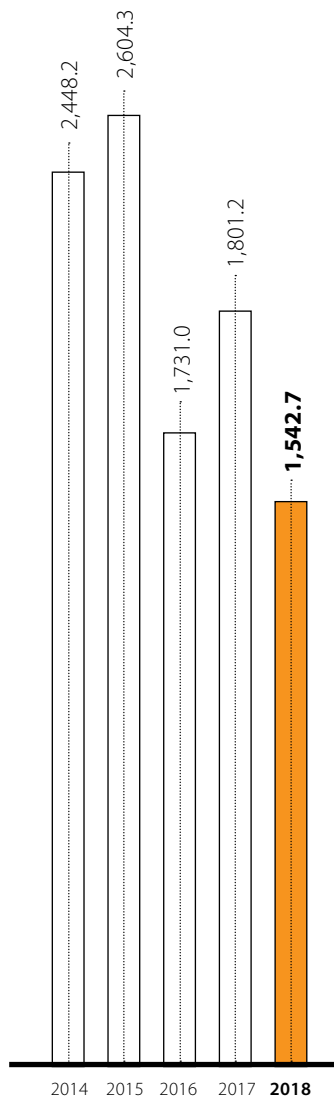
February 2019
9MFY19 Results Announcement



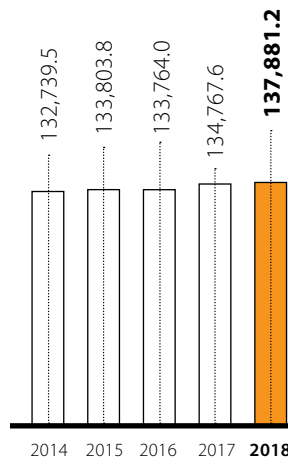
May 2019
FY19 Results Announcement

FIVE-YEAR GROUP FINANCIAL SUMMARY

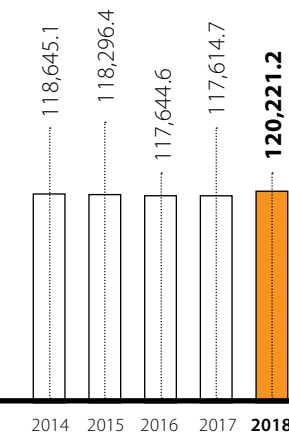
PROFIT BEFORE TAXATION AND ZAKAT
(RM Million)



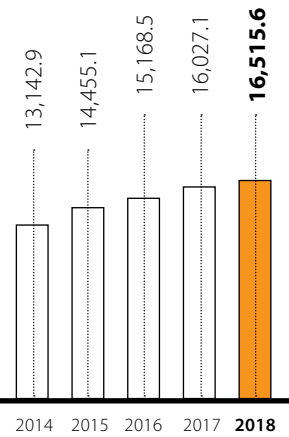
TOTAL ASSETS
(RM Million)



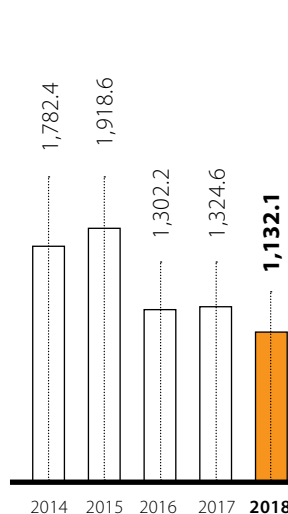
TOTAL LIABILITIES
(RM Million)



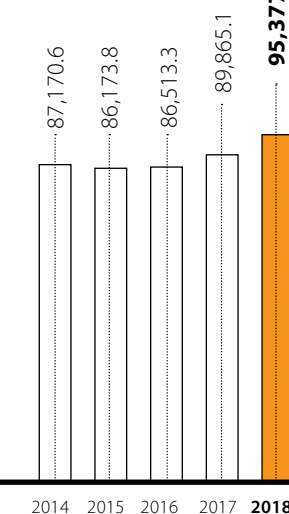
SHAREHOLDERS' EQUITY
(RM Million)



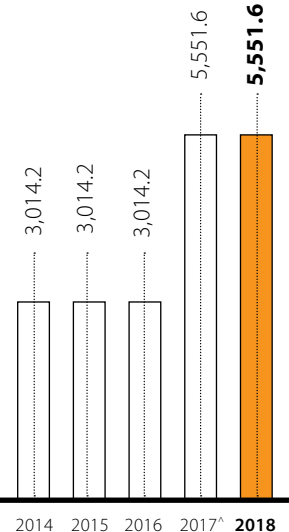
PROFIT ATTRIBUTABLE TO SHAREHOLDERS
(RM Million)



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



PAID-UP SHARE CAPITAL*
(RM Million)



[^] paid-up share capital prior to 31 March 2017 is excluding share premium account

FIVE-YEAR GROUP FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 MARCH

	2018	2017 [®]	2016	2015	2014
1. REVENUE (RM MILLION)					
i. Operating revenue	8,576.7	8,285.8	8,416.0	9,142.5	9,606.0
ii. Operating profit before impairment losses	1,558.4	1,605.1	1,521.5	2,566.8	2,580.4
iii. Impairment (allowances)/writeback on loans, advances and financing	1.1	173.5	164.1	30.5	(67.8)
iv. Profit before taxation and zakat	1,542.7	1,801.2	1,731.0	2,604.3	2,448.2
v. Profit attributable to shareholders	1,132.1	1,324.6	1,302.2	1,918.6	1,782.4
2. BALANCE SHEET (RM MILLION)					
Assets					
i. Total assets	137,881.2	134,767.6	133,764.0	133,803.8	132,739.5
ii. Loans, advances and financing (net)	95,377.9	89,865.1	86,513.3	86,173.8	87,170.6
Liabilities and Shareholders' Equity					
i. Total liabilities	120,221.2	117,614.7	117,644.6	118,296.4	118,645.1
ii. Customer deposits	95,805.2	93,935.1	90,257.4	92,130.0	89,698.9
iii. Adjusted customer deposits ¹	106,102.5	104,811.6	102,097.6	102,814.7	98,267.6
iv. Paid-up share capital*	5,551.6	5,551.6	3,014.2	3,014.2	3,014.2
v. Shareholders' equity	16,515.6	16,027.1	15,168.5	14,455.1	13,142.9
Commitments and Contingencies					
	143,672.5	134,563.3	125,037.1	116,765.1	103,478.9
3. PER SHARE (SEN)					
i. Basic net earnings	37.6	44.1	43.3	63.8	59.3
ii. Fully diluted net earnings	37.6	44.0	43.3	63.8	59.3
iii. Net assets	547.9	531.7	503.2	479.6	436.0
iv. Single tier/gross dividend	15.0	17.6	15.5	27.3	24.1
4. FINANCIAL RATIOS (%)					
i. Post-tax return on average shareholders' equity [^]	7.0	8.5	8.8	13.8	14.1
ii. Post-tax return on average total assets	0.8	1.0	1.0	1.6	1.5
iii. Net loans, advances and financing to customer deposits	99.6	95.7	95.9	93.5	97.2
iv. Adjusted net loans, advances and financing to customer deposits	89.9	85.7	84.7	83.8	88.7
v. Cost to income	60.8	57.4	58.8	45.7	45.6
5. SHARE PRICE (RM)					
i. High	5.62	4.99	6.50	7.34	8.08
ii. Low	3.88	3.90	4.27	6.16	6.44
iii. As at 31 March	3.89	4.65	4.60	6.36	7.18

¹ Inclusive of recourse obligation on loans and financing sold to Cagamas and term funding with original maturity of 3 years and above

* Paid-up share capital prior to 31 March 2017 is excluding share premium account

[^] Adjusted for non-controlling interests

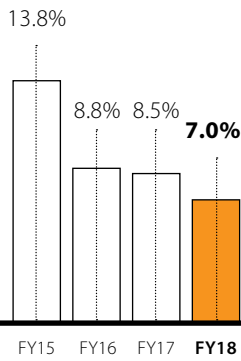
[®] After adjusting for restatement pursuant to clarification provided in Bank Negara Malaysia circular on Classification and Regulatory treatment for structured products under the Financial Services Act 2013 and Islamic Financial Services Act 2013 that have been applied retrospectively for one financial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

PERFORMANCE SCORECARD

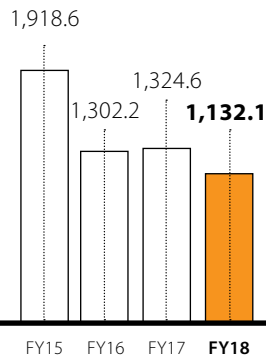
FINANCIAL INDICATORS

¹ Based on Aggregated Banking Entities net of proposed dividend

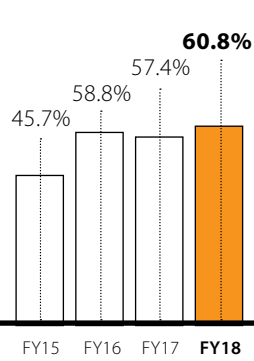
RETURN ON EQUITY (ROE)



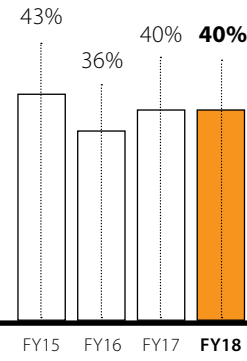
PATMI



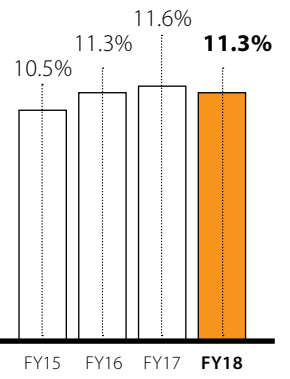
COST-TO-INCOME (CTI) RATIO



DIVIDEND PAYOUT



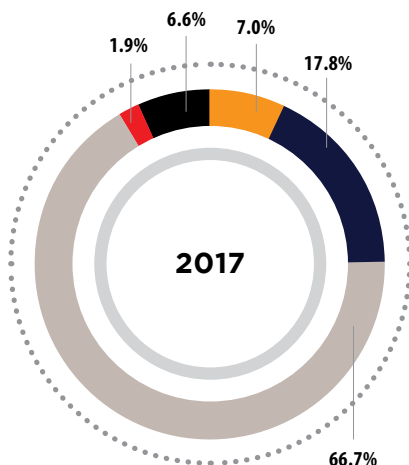
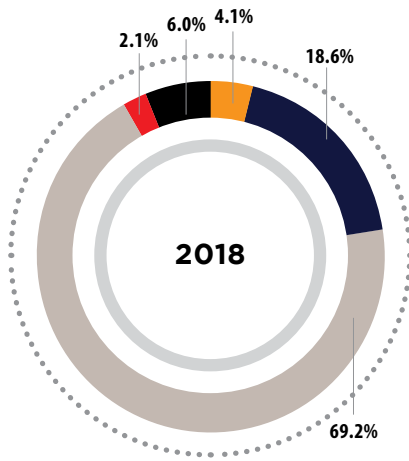
CET 1¹



SIMPLIFIED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

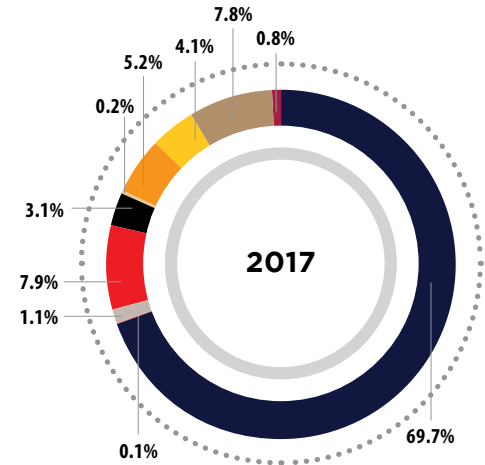
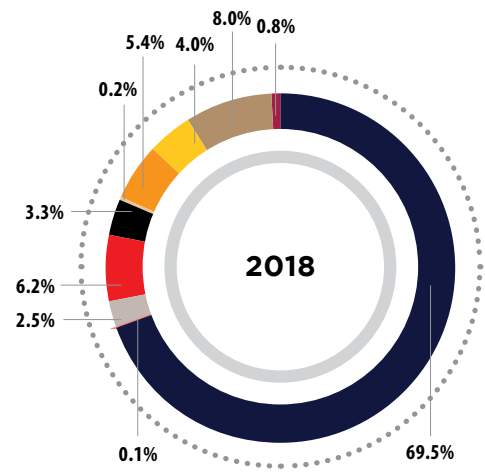
TOTAL ASSETS 100%

- Investments in securities
- Loans, advances and financing
- Statutory deposits with BNM
- Other assets
- Cash and balances with banks and securities purchased under resale agreements



TOTAL LIABILITIES AND EQUITY 100%

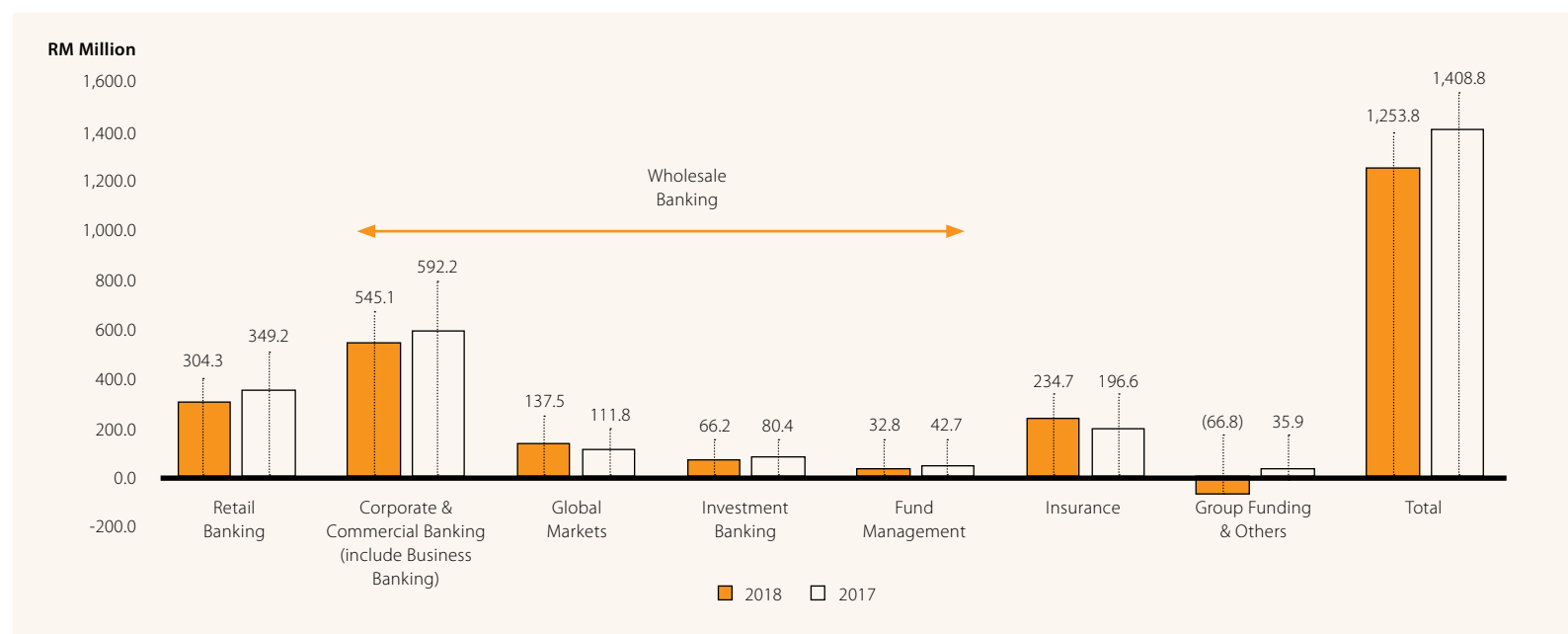
- Deposits from customers
- Investment accounts of customers
- Deposits and placements of banks and other financial institutions and securities sold under resale agreements
- Term funding and other borrowed funds
- Debt capital
- Redeemable cumulative convertible preference share
- Other liabilities
- Share capital
- Reserves
- Non-controlling interests



SEGMENTAL ANALYSIS

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

SEGMENT PAT



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.

Profit after tax ("PAT") fell by 12.9% year-on-year ("YoY") to RM304.3 million. The decline was largely attributable to higher impairments from lower recoveries and higher expenses, offset by higher income.

Strong balance sheet growth with gross loans grew 11.8% YoY mainly from mortgages and deposits up 24.0%.

Wholesale Banking

Wholesale Banking comprises Corporate and Commercial Banking, Group Treasury & Markets, Investment Banking and Fund Management.

Corporate and Commercial Banking (include Business Banking) offers a full range of products and services of corporate lending, trade finance, offshore banking, and cash management solutions to wholesale banking clients. Business Banking ("BB") was established to enhance the Group's focus on the small and medium sized enterprises segment in line with the Group's strategy.

Group Treasury & Markets includes proprietary trading as well as providing full range of products and services relating to treasury activities, including foreign exchange, derivatives, fixed income and structured warrants.

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

Wholesale Banking's PAT dropped 5.5% to RM781.6 million mainly due to higher impairment and higher expenses in tandem with BB expansion.

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.

PAT from Insurance rose 19.4% to RM234.7 million in FY2018.

General Insurance business reported a PAT of RM246.1 million underpinned by higher trading and investment income and lower claims experience, partly offset by higher expenses. After tax and non-controlling interests, General Insurance's contribution to the Group's net profit was RM125.5 million in FY2018.

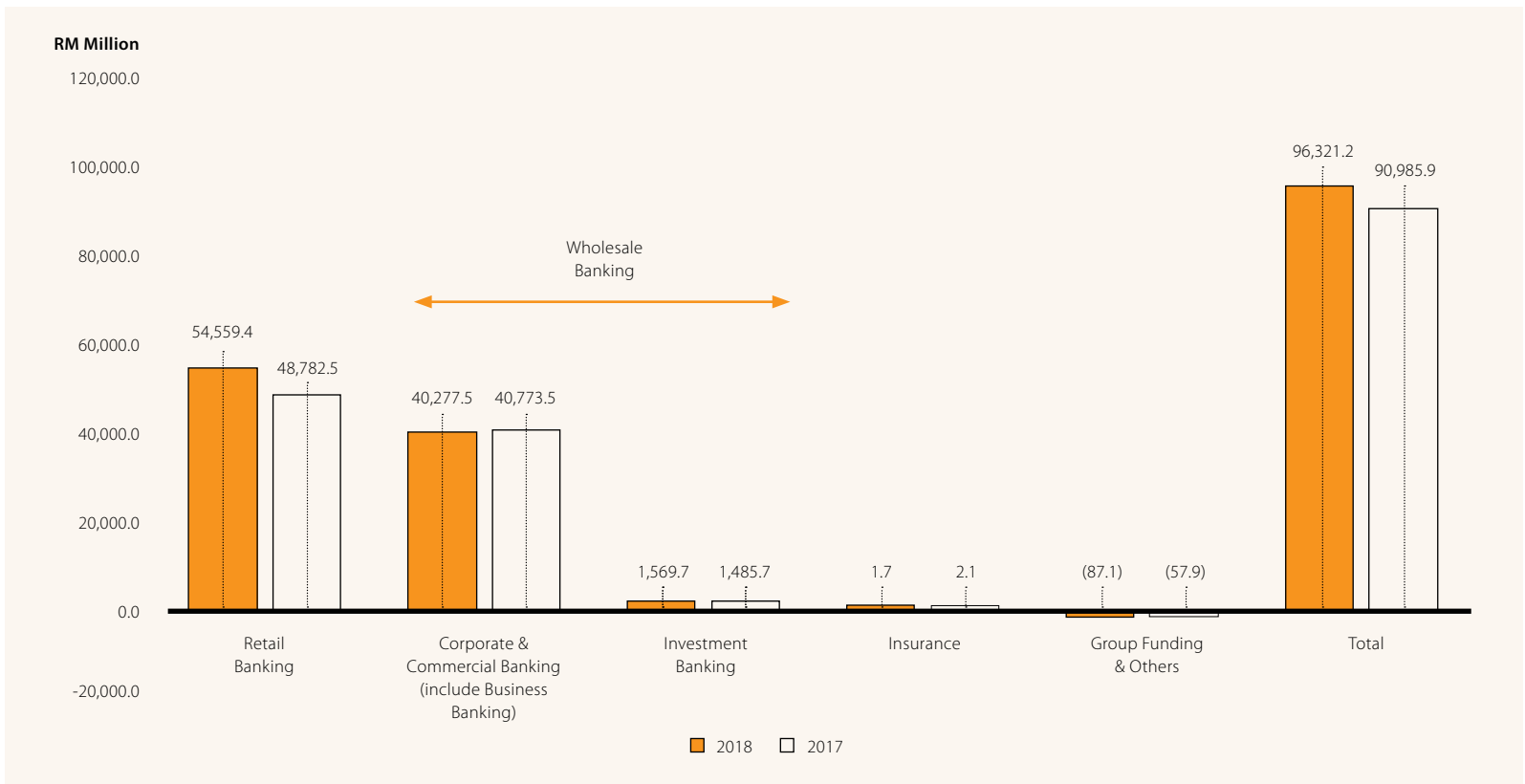
The joint ventures Life Insurance businesses reported a loss of RM22.7 million from higher loss on actuarial valuation. Their equity accounting contribution to the Group net profit was a loss of RM11.4 million.

Group Funding and Others

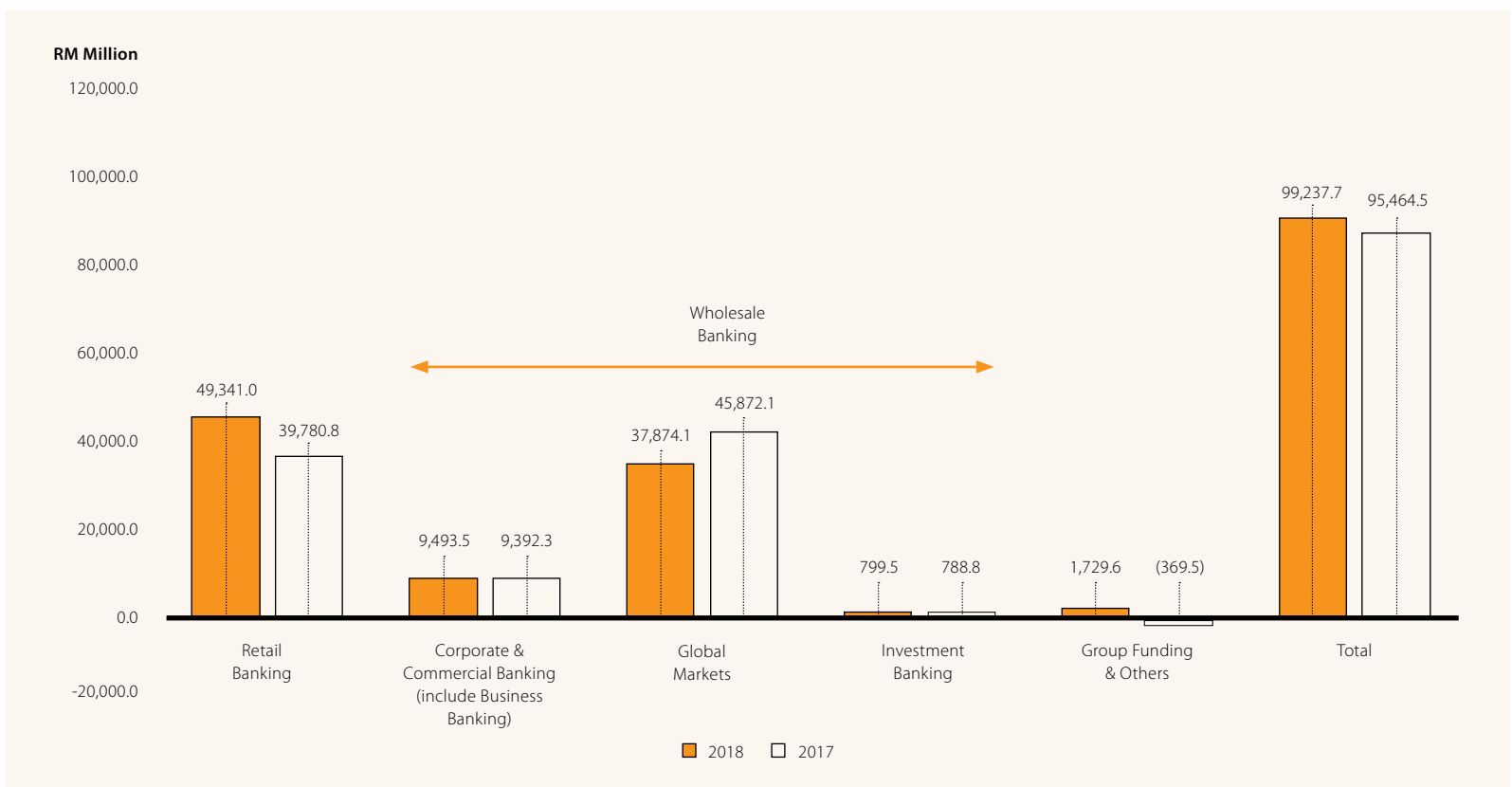
Group Funding and Others comprises activities to maintain the liquidity of the Group as well as support operations of its main business units and non-core operations of the Group.

PAT dropped by RM102.7 million to close the year at a loss of RM66.8 million mainly attributed to the higher expenses from the Mutual Separation Scheme exercise.

GROSS LOANS



DEPOSITS



GROUP QUARTERLY FINANCIAL PERFORMANCE

ALL IN RM MILLION UNLESS STATED OTHERWISE	FY2018			
	Q1	Q2	Q3	Q4
Operating revenue	2,080.8	2,125.0	2,159.6	2,211.3
Net interest income	416.2	415.0	407.8	425.3
Net income from Islamic banking	225.3	225.8	239.9	250.0
Net income from insurance business	123.2	108.5	85.1	148.3
Other operating income	220.3	228.3	218.5	248.0
Share in results of associates and joint ventures	(2.9)	(10.7)	8.0	(0.7)
Other operating expenses	(553.0)	(562.7)	(576.7)	(728.4)
Impairment and provisions	20.0	28.0	(80.9)	17.2
Profit before taxation and zakat	449.1	432.2	301.7	359.7
Profit attributable to equity holders of the Company	328.3	331.4	219.0	253.4
Earnings per share (sen)	10.9	11.0	7.3	8.4
Dividend per share (sen)	-	5.0	-	10.0

ALL IN RM MILLION UNLESS STATED OTHERWISE	FY2017			
	Q1	Q2	Q3	Q4
Operating revenue	2,062.9	2,099.8	1,977.9	2,145.2
Net interest income	392.3	373.4	394.7	404.2
Net income from Islamic banking	197.2	201.4	193.0	213.6
Net income from insurance business	142.2	84.1	83.3	74.0
Other operating income	214.9	284.4	162.0	314.2
Share in results of associates and joint ventures	4.6	11.1	20.4	0.6
Other operating expenses	(535.5)	(524.5)	(517.9)	(582.6)
Impairment and provisions	63.7	42.4	73.4	16.6
Profit before taxation and zakat	479.4	472.2	408.9	440.7
Profit attributable to equity holders of the Company	323.0	352.6	313.2	335.8
Earnings per share (sen)	10.7	11.7	10.4	11.2
Dividend per share	-	5.0	-	12.6

KEY INTEREST BEARING ASSETS AND LIABILITIES

	FY2018			FY2017		
	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	7,205	2.80%	202	7,418	2.58%	191
Financial assets held-for-trading	9,979	3.15%	314	6,200	3.56%	221
Financial investments available-for-sale	8,307	3.37%	280	8,759	3.67%	321
Financial investments held-to-maturity	3,274	3.01%	98	3,713	2.62%	97
Loans, advances and financing	93,494	5.29%	4,947	88,366	5.34%	4,723
INTEREST BEARING LIABILITIES						
Deposits from customers ^{1,2}	94,382	3.07%	2,894	86,976	3.06%	2,665
Deposits and placements of banks and other financial institutions ²	4,004	2.86%	115	1,978	3.26%	65
Recourse obligation on loans and financing sold to Cagamas Berhad	3,757	4.01%	151	3,639	3.88%	141
Term funding ² , debt capital and other borrowed funds	10,319	4.97%	513	12,770	4.66%	596

Notes:

¹ Deposits from customers includes Investment accounts of customers

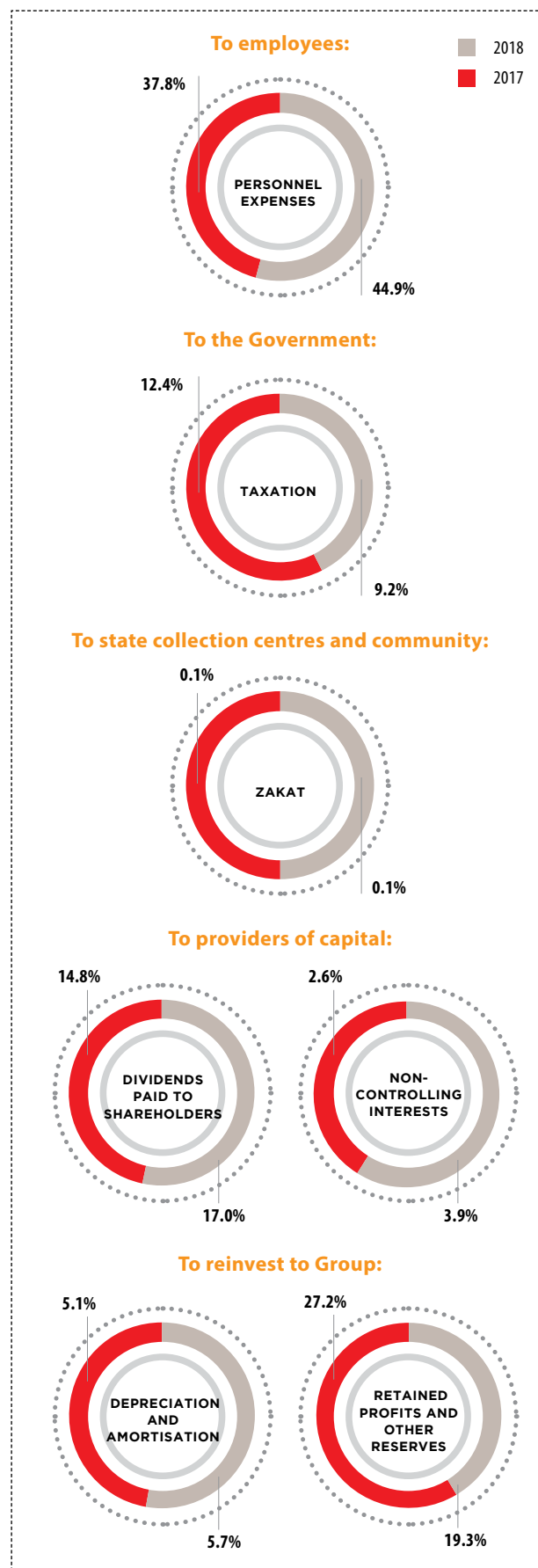
² Certain comparative figures were restated arising from clarification provided in the BNM circular on Classification and Regulatory Treatment for structured products under the Financial Services Act 2013 and Islamic Financial Services Act 2013

STATEMENT OF VALUE ADDED

Value Added	FY2018	FY2017
	RM Million	RM Million
Net interest income	1,664.3	1,564.6
Net income from Islamic banking	941.0	805.2
Income from insurance business	1,390.4	1,437.6
Other operating income	915.1	975.5
Share in results of associates and joint ventures	(6.3)	36.6
Insurance claims and commissions	(925.3)	(1,054.0)
Other operating expenses	(840.3)	(805.7)
Writeback for impairment on loans, advances and financing	1.1	173.5
Net impairment on other financial investments	(16.8)	22.6
Value added available for distribution	3,123.2	3,155.9

Distribution of Value Added	FY2018	FY2017
	RM Million	RM Million
To employees:		
Personnel expenses	1,401.0	1,194.4
To the Government:		
Taxation	286.9	390.9
To state collection centres and community:		
Zakat	2.0	1.5
To providers of capital:		
Dividends paid to shareholders	530.5	467.2
Non-controlling interests	121.7	84.2
To reinvest to Group:		
Depreciation and amortisation	179.5	160.3
Retained profits and other reserves	601.6	857.4
Total	3,123.2	3,155.9

DISTRIBUTION OF VALUE ADDED



CAPITAL MANAGEMENT

AmBank Group's capital management focuses on the maintenance of a strong capital base whilst supporting the Group's strategic objectives and risk appetite. This means the Group maintains a healthy capital position by building an efficient capital structure in order to optimise return on capital and to provide sustainable returns to shareholders.

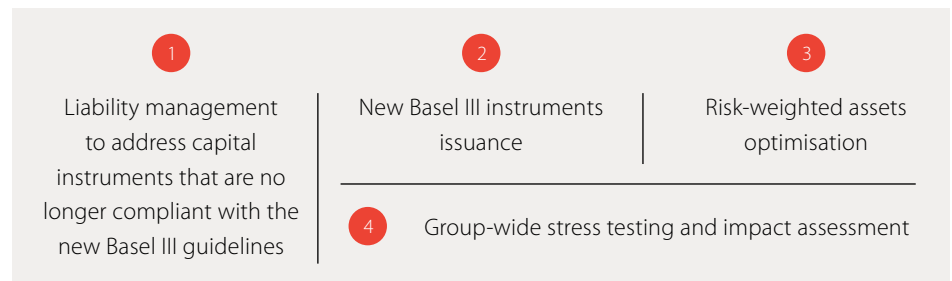
Effective capital management is essential to the sustainability of the Group and involves:

- 1 **Always meeting regulatory capital requirements**
- 2 **Supporting the Group's risk appetite, business growth and strategic objectives**
- 3 **Maintaining good credit ratings from local and international rating agencies**

The Group's regulated banking entities maintain a set of internal capital targets that provide an adequate buffer above the minimum regulatory requirements.

Key Initiatives

The Group manages its capital position proactively by continuously building capital towards full implementation of Basel III requirements, whilst optimising capital deployed. Tools that are employed to achieve this include:



During the financial year, AMMB Holdings Berhad issued RM675.0 million Basel III Tier 2 Subordinated Notes for investment in capital instruments of its banking subsidiaries.

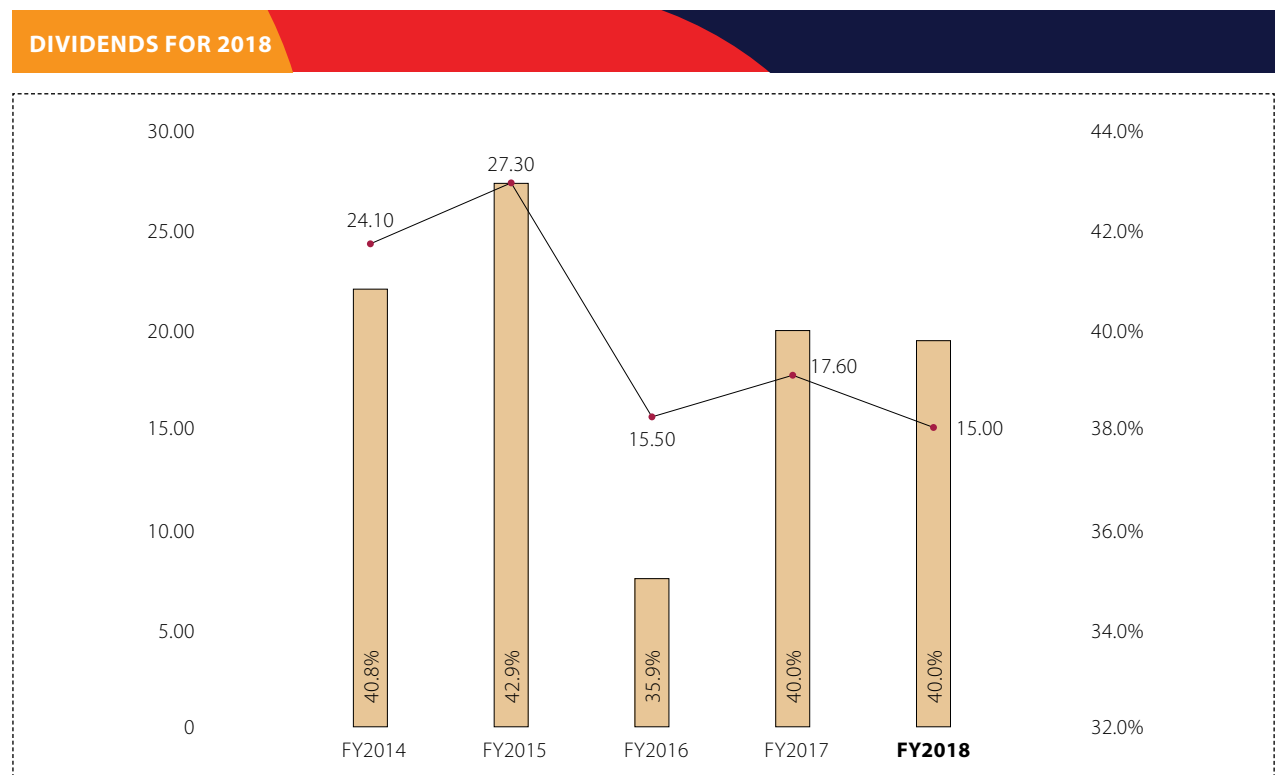
Proposed Dividends

For the financial year ended 31 March 2018, the Board of Directors proposed the payment of a final cash dividend payment of 10.0 sen per share, which together with the interim dividend paid of 5.0 sen per share amounts to total dividend of 15.0 sen per share. The total dividend payout ratio is 40.0% for FY18.

DIVIDENDS FOR 2018

The final dividend of 10.0 sen per ordinary share on 3,014,184,844 ordinary shares was approved by Bank Negara Malaysia on 24 May 2018.

Legend:
 Payout ratio
 Net dividend declared (sen)



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.

RATING AGENCY	RATING CLASSIFICATION	RATINGS
AmBank (M) Berhad		
Moody's Investors Service	Long-term Bank Deposits (Foreign) Rating	Baa1
	Short-term Bank Deposits (Foreign) Rating	P-2
	Outlook	Stable
S&P Global Ratings	Long-term Foreign Currency Rating	BBB+
	Short-term Foreign Currency Rating	A-2
	Outlook	Stable
RAM Rating Services Berhad	Long-term Financial Institution Rating	AA2
	Short-term Financial Institution Rating	P1
	Outlook	Stable
AmInvestment Bank Berhad		
RAM Rating Services Berhad	Long-term Financial Institution Rating	AA2
	Short-term Financial Institution Rating	P1
	Outlook	Stable
AmBank Islamic Berhad		
RAM Rating Services Berhad	Long-term Financial Institution Rating	AA2
	Short-term Financial Institution Rating	P1
	Outlook	Stable
The Company		
RAM Rating Services Berhad	Long-term Corporate Credit Rating	AA3
	Short-term Corporate Credit Rating	P1
	Outlook	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 is 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 stable funding profile vis-à-vis the composition of assets and off-balance sheet commitments in order to reduce likelihood of disruption to liquidity position.

The FTP framework promotes a Group-wide 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 are 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.

LOAN AND DEPOSIT BOOK FUNDING STRUCTURE FY2018

Loans are the largest component of the Group's assets and are generally funded by core customer deposits. Our core customer deposits increased by RM2.0 billion from RM94.0 billion in FY17 to RM95.9 billion in FY18, a 2.0% 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, increasing the contribution of deposits from retail and SME and optimising a stable funding mix.

FINANCIAL CALENDAR

31 July 2017

26th Annual General Meeting

24 August 2017

Announcement of unaudited consolidated results for the financial first quarter ended 30 June 2017

22 August 2017

Payment of final single tier dividend of 12.6 sen per ordinary share for the financial year ended 31 March 2017

28 November 2017

Announcement of unaudited consolidated results for the financial half year ended 30 September 2017

28 December 2017

Payment of interim single tier dividend of 5.0 sen per ordinary share for the financial year ended 31 March 2018

28 February 2018

Announcement of unaudited consolidated results for the financial third quarter ended 31 December 2017

31 May 2018

Announcement of audited consolidated results for the financial year ended 31 March 2018

29 June 2018

Notice of 27th Annual General Meeting

31 July 2018

27th Annual General Meeting

BUSINESS REVIEW

WHOLESALE BANKING

Raja Teh Maimunah Raja Abdul Aziz
Chief Executive Officer, AmInvestment Bank
Managing Director, Wholesale Banking

AmBank Group is a leading Malaysian financial services group with over 40 years of heritage in supporting Malaysians in their economic development and well-being



The Wholesale Banking division performed well in FY18 and recorded income of RM1,398.0 million. That growth was primarily brought about by higher fixed income trading and transactional banking activities. Group Treasury & Markets enjoyed a healthy growth in trading profitability and benefitted from improved market activity. Transaction banking delivered higher income thanks to increased trade finance volume, enhanced cash management and JomPAY solutions. Our Debt Capital Market business continued to rank in the top three for overall bond and sukuk issuance in Malaysia.

Priorities in FY19

The strategic priorities for Wholesale Banking in FY19 include improving profitability, building a stronger cash business franchise and targeting growth by leveraging on the bank network and implementing innovative financial solutions. Our focus remains on the mid-corporate segment, enhancing foreign exchange and transaction banking propositions across all customer segments, and developing digital-centric business models. Transaction banking will continue

to play a pivotal role in our CASA and deposit growth strategy via enhanced cash management platforms, payroll and JomPAY solutions.

What we do

We provide bespoke business solutions to partners and help our customers win and grow with advice about mergers and acquisitions, financial structuring and funding from corporate lending, debt capital markets or equity capital markets. We improve customer effectiveness and efficiency with cash management, trust and custody, trade solutions and cross-border transactions. We help our customers grow their own investments and enable them to gain from participating in the capital markets via our trading platform and with assistance from our asset management, stockbroking and research team. Our products are distributed across various customer segments including mid-sized and large Corporates, non-bank financial and financial institutions.

Our Wholesale Banking division includes Corporate Finance, Capital Markets Group, Group Treasury & Markets, Funds Management, Transaction Banking and Private Banking.

Corporate Finance

Corporate Finance (CF) provides an extensive range of corporate finance and advisory services comprising initial public offerings (IPOs), mergers and acquisitions (M&As), take-overs, restructures, issuance of equity and equity-linked instruments, valuations and independent advisory services.

CF services clients from various sectors including construction, infrastructure, financial institutions, plantation, property development and oil and gas. It facilitates seamless origination and execution of equity capital market transactions, bridging the connectivity between the client coverage teams and the product divisions.

The M&A market saw a marked increase in activity in FY18 compared to the previous year. Notable transactions included AmInvestment Bank's roles as: Principal Adviser for IOI Corporation's divestment of 70.0% in its specialty oils and fats subsidiary Loders Croaklaan to Bunge Ltd for RM4.0 billion; Joint Principal Adviser for Malaysian Building Society Berhad's (MBSB) RM645.0 million acquisition of Asian Finance Bank Berhad, which enabled MBSB to become a fully-fledged Islamic Bank; and Principal Adviser for Denko Industrial Corporation Berhad's (Denko) acquisition of Integrated Manufacturing Solutions Sdn Bhd (IMS) for RM1.19 billion.

Malaysian companies were also a target for foreign buyers during the year. AmInvestment Bank acted as Principal Adviser to Hong Kong-listed Hengan International Group Co Ltd, a manufacturer of personal hygiene products, in its RM180.0 million takeover of Wang-Zheng Berhad. In addition, home-grown coffee and café company Old Town Berhad was the subject of a RM1.47 billion acquisition by Dutch company Jacobs Douwe Egberts, where AmInvestment Bank was an Independent Adviser. Other advisory deals included Sunway REIT's RM340.0 million acquisition of Clio Property from Sunway Berhad, and the RM375.0 million takeover of Hovid Berhad by major shareholder David Ho and Singapore-based private equity firm TAEI Two Partners Ltd.

In terms of fundraising deals, we acted as Joint Placement Agent for the RM310.0 million placement of Denko shares to meet the public shareholding spread after its acquisition of IMS, and Joint Placement Agent for WCT Holdings Berhad's RM178.0 million private placement of new shares. We also acted as Joint Principal Adviser and Joint Managing Underwriter to MKH Berhad's RM86.0 million rights issue.

We are committed to delivering the highest standards of quality in our services via in-depth understanding of our clients' requirements, and our deep pool of knowledge and technical expertise. Moving forward, the Corporate Finance Division will continue to leverage on our advisory services to enhance value for all stakeholders. We also seek to continue utilising our underwriting abilities to provide total solutions to our clients.

Capital Markets Group

The Capital Markets Group is focused on providing a full suite of customised debt and capital financing solutions comprising corporate bond and sukuk issuances, loan and Islamic financing syndication, structured finance, capital and project advisory services, primary syndication and underwriting services, as well as corporate agency and administration services to our sovereign, corporate and institutional clients. We strive to be the advisor of choice to our clients through our end-to-end product offerings and value-adding services, assisting them in realising their business goals and supporting them in their long-term growth. Our Islamic Markets division provides Shariah advisory services for an extensive range of Shariah-compliant financial and investment solutions. Islamic Markets Shariah advisory covers sukuk, Islamic financing syndication, equity related offerings and Islamic structured finance with an emphasis on ensuring end-to-end Shariah compliance for all the Islamic services and products offered. With a strong team comprising professionals experienced in finance, accounting, tax, actuarial, legal, credit rating, Shariah, risk management and regulatory requirements, we offer our clients innovative and customised financing solutions that not only meet but exceed expectations.

AmlInvestment Bank continues to assert its leadership position as a dominant capital markets player despite challenging market conditions, maintaining our top 3 position on the Bloomberg Underwriter Rankings for both MYR-denominated total corporate bonds and sukuk in 2017. Our track record of successfully executing deals in volatile and challenging market environments is a testament to our unwavering commitment to providing services of the highest quality to our clients.

In 2017, Malaysian corporate bond/sukuk issuances stood at RM111.4 billion (the highest since 2013) driven by large infrastructure projects, bank capital issuances, and energy and power industry. The bulk of issuances were made up of Government-Guaranteed issuances totalling RM37.6 billion (comprising 33.8% of total issuances) followed by other corporate bond/sukuk issuances in the AAA-rated segment (20.9%), AA-rated issuances (25.8%), unrated issuances (16.5%) and A-rated issuances (2.9%). The Ringgit sukuk market registered a significant jump which saw sukuk issuances



reach RM86.1 billion, i.e., 40.5% higher than the previous year. Sukuk issuances dominated the overall bond/sukuk market, as represented by the percentage of sukuk to total bonds/sukuk issued at 77.3%. (Source: Bloomberg)

Amongst the notable Sukuk transactions in 2017 that were arranged by AmlInvestment Bank were the RM5.0 billion Sukuk Wakalah Programme by Tenaga Nasional Berhad, the RM2.0 billion Senior and Subordinated Sukuk Programme by Danajamin Nasional Berhad and the RM2.0 billion Sukuk Wakalah Programme by Projek Lintasan Sungai Besi-Ulu Klang Sdn Bhd.













Unrated bond/sukuk issuances continue to gain larger market share in the Malaysian corporate bond/sukuk market with total unrated issuances at RM18.4 billion in 2017, more than double the volume in 2016. Drawing on our vast experience and expertise in debt syndication, the Capital Markets Group is committed to assist our clients to capitalise on this opportunity and to develop private placement strategies with a diversified investor base.

In 2017, AmlInvestment Bank ranked 3rd on the Bloomberg Underwriter Rankings for MYR-denominated Loans Mandated Lead Arranger. Compared to the year before, the Malaysian loan syndication market volume in 2017 dropped to USD11.1 billion, approximately 8.3% reduction in volume (2016: USD12.2 billion; 2015: USD12.9 billion) (Source: Bloomberg Underwriter Rankings for Malaysia Loans Mandated Lead Arranger). Loan growth in the Malaysian banking sector is expected to be modest in 2018 on the back of a GDP growth of 5.5%. The loan syndication business complements the bond/sukuk market in meeting clients' large financing requirements, whether for

corporate exercises such as mergers and acquisitions, bridge financing or capital expenditure needs. AmlInvestment Bank continues to gain recognition in the loan syndication market with it recently winning the Best Loan Adviser at The Asset Triple A Country Awards 2017.

During the year in review, AmlInvestment Bank won a number of prestigious awards such as the Best Sukuk House of the Year by the Global Islamic Finance Awards 2017, the Best Loan Adviser at The Asset Triple A Country Awards 2017, the Project Finance Deal of the Year (Lebuhraya DUKE Fasa 3 Sdn Bhd) by The Asset Triple A Asia Infrastructure Awards 2017, and the Best Asset-Backed Securitisation Deal in SEA 2017 (Al Dhab Assets Bhd) by the Alpha SEA Deal and Solution Awards 2017. AmlInvestment Bank was also awarded the Project Finance Bank of the Year in Malaysia by The Asset Triple A Asia Infrastructure Awards 2017 (for three consecutive years) as well as the Best Islamic Project Finance House in Malaysia by The Asset Triple A Islamic Finance Awards 2017. Receiving these awards is a testimony to our capabilities in the project financing space.

Notable Transactions Completed in FYE2018

Power		Infrastructure	
 <p>Tenaga Nasional Berhad</p> <p>RM5.0 Billion Sukuk Programme</p> <p>Joint Principal Adviser/ Joint Lead Arranger</p>	 <p>Sarawak Energy Berhad</p> <p>RM1.0 Billion Sukuk Issuance</p> <p>Sole Lead Manager</p>	 <p>Projek Lintasan Sungai Besi-Ulu Klang Sdn Bhd</p> <p>RM2.0 Billion Sukuk Programme</p> <p>Sole Principal Adviser/ Joint Lead Arranger</p>	 <p>Prasarana Malaysia Berhad</p> <p>RM6.0 Billion Government Guaranteed Sukuk Programme</p> <p>Joint Lead Arranger / Joint Lead Manager</p>
Government Related Companies		Oil & Gas	
 <p>Putrajaya Bina Sdn Bhd</p> <p>RM1.58 Billion Sukuk Programme</p> <p>Joint Principal Adviser/ Joint Lead Arranger</p>	 <p>PR1MA Corp Malaysia</p> <p>RM5.0 Billion GG Sukuk Programme</p> <p>Joint Lead Arranger/ Joint Lead Manager</p>	 <p>Pengerang Terminals (Two) Sdn Bhd</p> <p>USD1.25 Billion Syndicated Term Loan Facility</p> <p>Mandated Lead Arranger</p>	 <p>Hengyuan Refining Company Berhad</p> <p>USD430 Million Syndicated Term Loan Facility</p> <p>Mandated Lead Arranger / Bookrunner</p>
Financial Institutions Group		Green Bond/Sukuk	
 <p>Danajamin Nasional Berhad</p> <p>RM2.0 Billion Sukuk Programme</p> <p>Joint Principal Adviser/ Joint Lead Arranger</p>	 <p>Affin Bank Berhad</p> <p>RM1.0 Billion Sub MTN Issuance</p> <p>Joint Lead Manager</p>	 <p>Sinar Kamiri Sdn Bhd</p> <p>RM245.0 Million Green SRI Sukuk Facility</p> <p>Principal Adviser/ Joint Lead Arranger/ Joint Lead Manager</p>	 <p>Segi Astana Sdn Bhd</p> <p>RM415.0 Million ASEAN Green MTN Facility</p> <p>Principal Adviser/ Lead Arranger/ Lead Manager</p>

Going forward, Capital Markets Group will continue to contribute to the business of the bank and maintain our role as a key player in the bond/sukuk and loan/Islamic financing markets. We will also explore and nurture new opportunities for growth and product innovation focusing on M&A financing, retail bonds/sukuk, Socially-Responsible Investment sukuk and Green bonds/sukuk.

Group Treasury & Markets

Our Group Treasury & Markets division covers all secondary market activities relating to treasury, including foreign exchange, rates, derivatives, commodities and fixed income offerings.

In FY17, the global economy grew 3.8%. Growth was synchronised across regions, with the emerging markets expanding at a rate of 4.8%, while the US recorded GDP growth of 2.3%. Commodity prices rebounded during the year while US equity indexes surged to record highs. The FED hiked interest rates three times in 2017 on the back of stronger inflation data as the employment rate continued to show resilience.

Locally, the Malaysian economy registered 5.9% growth and the MYR strengthened 14.0% against the US dollar, while the foreign ownership of Malaysian Government Securities increased from 38.0% to 45.0% as sentiment improved. The 25 basis points increase in the Overnight Policy Rate (OPR) by the central bank in January 2018 signified stronger growth in exports and domestic demand.

The focus of Group Treasury and Markets (GTM) (previously known as Group Treasury & Markets) includes managing the liquidity requirements for the Group, especially in relation to the diversification of our funding sources, while ensuring key liquidity indicators comply with regulatory standards.

GTM is committed to building the flow business across all asset classes, which includes FX and Equity Derivatives. Our role as Principal Dealer with BNM reflects our strength in the fixed income franchise and this complements the flow business. The strategy to improve the flow business franchise is led by our Sales Team, which manages and develops client relationships. The Sales Team, supported by a professional team of traders, provides multiple products across all assets classes to fulfil the needs of our clients.

Funds Management

The Funds Management Division is marketed under the AmlInvest brand and provides conventional and Shariah-compliant funds management services to institutional and retail investors. We also offer investment management services and fund distribution support services for distributors.



Institutional Mandates



Unit Trust Funds



Global and Local Awards



Performance Awards at the Lipper Awards

We closed the year managing assets worth RM36.0 billion. Our suite of offerings comprised 79 institutional mandates, 73 unit trust funds, two Exchange Traded Funds (ETF) and 10 Private Retirement Scheme (PRS) funds.

AmlInvest is one of the top five unit trust fund houses in the country and Malaysia's largest ETF Provider with market share of 74.0%. Over the course of the year, our PRS fund size grew by approximately 45.0%.

In FY18, we introduced eight new funds: one equity, three bond, one money market and three close-ended fixed-income funds.

Our efforts to build capabilities and expertise were widely recognised in FY18 and AmlInvest received 15 global and local awards.

AmDynamic Bond, a fixed income fund launched in 2003, was singled out in the Best Bond MYR – Malaysia Provident 10-year performance category, while AmBond won in the Bond Malaysian Ringgit – Malaysia three-year category at The Edge | Thomson Reuters Lipper Fund Awards 2018 (Lipper Awards). AmDynamic Bond has won 16 performance awards at the Lipper Awards in the past decade. At the Fundsupermart.com Recommended Unit Trusts Awards 2017/18, AmDynamic Bond, AmlIncome Plus and AmCommodities were honored.

For the second consecutive year, AmlInvest received top honours as Malaysia's ETF Manager of the Year from Asia Asset Management (Hong Kong) and Malaysia's Best ETF Provider from The Asset (Hong Kong). InsuranceAsia News (Hong Kong) named us Malaysia's Insurance Fund House of the Year and Global Finance (New York) awarded us Best Pension Manager for Malaysia. Within the Shariah-compliant space, we were recognised for a third time as Malaysia's Best Islamic Asset Management House of the Year by The Asset and Malaysia's Institutional House of the Year by Asia Asset Management. World Finance (London) has acknowledged us as Malaysia's Best Investment Management Company of the Year for the past six years.

Looking ahead, we remain focused on building our expertise and capabilities to help investors grow their investments in a changing world. Through these efforts, we also hope to have a higher profile, grow our business and extend our reach to retail as well as institutional investors and distribution partners.

Transaction Banking

Transaction Banking had an excellent year, with income increasing by 15.3% year-on-year. Our e-AmBiz transaction value rose by 8.0% while the JomPAY collection value surged 35.0%.

In response to technological advancement AmBank Group Transaction Banking is moving towards developing more digital solutions to cater for businesses.

As part of our ongoing commitment to promoting digital solutions, we are proud to have been awarded the Outstanding Contributions Bank to JomPAY for the past two years. The award was presented by Payments Network Malaysia (PayNet) during the Malaysia e-Payments Excellence Award event in April 2018.

The Transaction Banking team is looking to expand AmBank Group's range of digital offerings for business by exploring contactless payment solutions such as Cashless KIOSK, e-Wallet and QR Payment.

Our e-AmBiz cash management platform upgrade is expected to be completed by the first quarter of 2019. This platform will not only enable us to keep abreast with the digital payment landscape, but it also has exceptional security features to ensure internet banking access is always safe and secure for businesses.

Our Trade Finance portal is being upgraded to include more value-added features to serve the digital needs of import and export businesses. The upgrade is expected to be completed by December 2018.

Private Banking

AmPrivate Banking is a division of AmlInvestment Bank Bhd that primarily services high net worth Malaysian clients with unique investment banking propositions. These propositions are expressed via investment advisory, security dealing and fund management services, and executed using capital market, investment and banking products and services. We complement the AmBank Group's expertise and resources with customised solutions to meet our clients' investment needs. Products and services originated within the AmBank Group are channeled across to private banking clients, who may also choose from a suite of other investment providers under AmPrivate Banking's open platform. Our private bankers serve clients located

throughout Malaysia, offering them access to domestic and foreign exposures in equities, bonds, currencies and alternatives. Complementing our private bankers' advisory services are in-house fund managers that offer discretionary portfolio management.

In line with the Group's strategic initiatives, GTM will continue to strive to provide innovative solutions to meet the needs of our diverse customer base and cater for dynamic market conditions. GTM seeks to enhance collaboration by leveraging on the Group's distribution channels to further improve our services, especially to the commercial and mid-market segments, and comprehensive product suite from both a conventional and Islamic front, with the objective of cementing the strength of the AmBank Group brand and franchise.

Notable awards

AmBank Group is one of Malaysia's leading bond/Sukuk houses, as evidenced by the numerous accolades we received throughout the year.

 <ul style="list-style-type: none"> • Project Finance House of the Year, Malaysia (Third Consecutive Year) • Project Finance Deal of the Year, Malaysia <ul style="list-style-type: none"> - Lebuhraya DUKE Fasa 3 Sdn Bhd's RM3.6 Billion Sukuk Wakalah AIBB's Role: Financial Adviser, Principal Adviser, Lead Arranger, Joint Lead Manager, Facility Agent, Security Agent • Transport Deal of the Year <ul style="list-style-type: none"> - Lebuhraya DUKE Fasa 3 Sdn Bhd's RM3.6 Billion Sukuk Wakalah Role: Financial Adviser, Principal Adviser, Lead Arranger, Joint Lead Manager, Facility Agent, Security Agent 	 <ul style="list-style-type: none"> • Best Bond MYR – Malaysia Provident, 10 Years – AmDynamic Bond
 <ul style="list-style-type: none"> • Best Islamic Project Finance House, Malaysia • Best Project Finance Deal <ul style="list-style-type: none"> - Lebuhraya DUKE Fasa 3 Sdn Bhd's RM3.64 Billion Sukuk Wakalah AIBB's Role: Financial Adviser, Principal Adviser, Lead Arranger, Joint Lead Manager, Facility Agent, Security Agent • Best Debut Sukuk <ul style="list-style-type: none"> - Lebuhraya DUKE Fasa 3 Sdn Bhd's RM3.64 Billion Sukuk Wakalah AIBB's Role: Financial Adviser, Principal Adviser, Lead Arranger, Joint Lead Manager, Facility Agent, Security Agent • Best Bank Capital Sukuk (Highly Commended) <ul style="list-style-type: none"> - Mumtaz Rakyat Sukuk Berhad's RM300 Million Basel III Compliant Tier 2 Subordinated Murabahah Sukuk Issuance AIBB's Role: Joint Lead Manager • Best Securitisation Sukuk <ul style="list-style-type: none"> - Al Dzhahab Asset Berhad's RM900 Million Sukuk Murabahah Assets-Backed Securitisation Programme AIBB's Role: Joint Principal Adviser, Joint Lead Arranger and Joint Lead Manager • Best Government-Guaranteed Sukuk <ul style="list-style-type: none"> - Danainfra Nasional Berhad's RM4.5 Billion Sukuk Issuance AIBB's Role: Joint Lead Manager and Joint Bookrunner 	 <ul style="list-style-type: none"> • Best Investment Management Company, Malaysia (6 Consecutive Years)
 <ul style="list-style-type: none"> • Best Sukuk House of the Year 	 <ul style="list-style-type: none"> • Islamic Institutional House of the Year, Malaysia
 <ul style="list-style-type: none"> • Issue Value – Second Runner Up 	 <ul style="list-style-type: none"> • ETF Manager of the Year, Malaysia (2 Consecutive Years)
 <ul style="list-style-type: none"> • Best Loan Adviser • Best Bank Capital Bond Affin Bank Berhad's RM1 Billion Basel III Compliant Tier 2 Capital Issuance AIBB's Role: Joint Lead Manager 	 <ul style="list-style-type: none"> • Best Islamic Asset Management House of the Year, Malaysia (3 Consecutive Years)
 <ul style="list-style-type: none"> • Best Assets-Backed Securitisation Deal in SEA 2017 Al Dzhahab Asset Berhad's RM900 Million Sukuk Murabahah Assets-Backed Securitisation Programme AIBB's Role: Joint Principal Adviser, Joint Lead Arranger and Joint Lead Manager • Best Musharakah Deal in Southeast Asia 2017 Sarawak Energy Berhad's RM1 Billion Sukuk Musharakah Issuance AIBB's Role: Sole Lead Manager 	 <ul style="list-style-type: none"> • Best ETF Provider, Malaysia (2 Consecutive Years)
 <ul style="list-style-type: none"> • Commodity Murabahah Deal of the Year Danajamin Nasional Berhad's RM500 Million Sukuk Issuance AIBB's Role: Joint Principal Adviser, Joint Lead Arranger, Joint Lead Manager 	 <ul style="list-style-type: none"> • Best Pension Manager
 <ul style="list-style-type: none"> • Best Malaysia Bond Fund 	 <ul style="list-style-type: none"> • Top Five Investment Houses in Asian Local Currency Bonds for 2017 (Malaysia), Ranked 4 (2 Consecutive Years)
	 <ul style="list-style-type: none"> • AmCommodities Equity [Sector Equity – Global Resources] (5 Consecutive Years) FundsUPERMART.com Recommended • AmIncome Plus [Fixed Income – Malaysia (Short Duration)] (4 Consecutive Years) FundsUPERMART.com • AmDynamic Bond [Fixed Income – Malaysia (Short Duration)] (2 Consecutive Years) FundsUPERMART.com
	 <ul style="list-style-type: none"> • Best FX Bank for Corporates & Financial Institutions

**RETAIL
 BANKING**

Jade Lee Gaik Suan
 Managing Director, AmBank (M) Berhad

**NO. 2
 DISTRIBUTOR**
 for ASNBV sales

**NO. 3 PRIORITY BANKING
 CUSTOMERS**
 among local banks, up from No. 8 in FY17

1	2	3
Fastest growing Card issuer	MasterCard	UnionPay
Growth of 8.9% year-on-year vs industry growth rate of 4.4%	Most innovative consumer marketing campaign	Highest POS transaction growth and top Quickpass acquirer



across the branch network with our Banking Excellence Service Talent initiative. Consolidation of key outstation offices to AmBank HQ provided greater efficiency and control.

A Data Science unit was established with the aim of improving customer insights and improving conversion rates by fostering close collaboration with Telesales. For more information about this new unit and the ways it is helping us achieve our strategic objectives, see page 57.

**OTHER INITIATIVES
 SUCCESSFULLY
 IMPLEMENTED IN FY18
 INCLUDED:**

- 1**
- Rollout of a new collection system, which brought greater productivity and efficiency to our collection processes.
- 2**
- Establishment of a new Retail Banking Fraud Management unit.
- 3**
- Deployment of an auto dialler for our Telesales Team and a service Customer Relationship Management (CRM) system for the Contact Centre.
- 4**
- Leaner and more efficient organisation structure via de-layering and MSS exercise.

FY18 Highlights

FY18 was a foundation-building year that enabled Retail Banking to play a critical role in AmBank's sustainable growth.

At the start of the year, we outlined our key strategic aims and plotted a course that would help us achieve our goals. We were particularly keen to grow the number of Priority Banking customers for the entrenched wealth business, strengthen our hold on the Cards business, help our SMEs grow and flourish and boost Fee-Based Income among affluent and mass affluent customers.

To that end, we focused on activating our sales channel, primarily our branches and newly revamped mobile sales force. We were able to establish a seamless customer experience via process simplification, one-stop resolution for customer service, and standardisation of processes and services

FY19 Priorities

FY19 is shaping up to be a great year in Retail Banking and we have a range of plans to help propel AmBank towards its Top 4 goal. We will:

- > Ensure efficient deployment of capital to high yielding product.
- > Intensify collaboration between internal parties (Branches, Small-Medium Enterprise (SME) Relationship Manager (RM), Mobile Direct Sales) and external stakeholders by forming partnerships for sustainable growth.
- > Ensure that focus remains on facilitating digital sales to reflect changes in customer preferences.
- > Deepen customer relationships and product holdings by using data science.
- > Boosts the power of our Branches by deploying new Branch DNA, which will increase sales and improve service efficiency.
- > Position AmBank as a holistic, one-stop wealth centre that offers 'cradle to grave' products and investments, along with retirement and protection products.

What We Do

Retail Banking provides everyday banking to individual customers. Our comprehensive suite of financial solutions includes deposits, loans and financing, credit cards, wealth management and priority banking.

FY18 saw us successfully introduce a range of mobile and digital technologies. Customer demand for convenient, online, on-the-go products has risen, and we responded with products designed to fit our customers' lives. We now have Mobile Application Terminals for opening Current and Savings Accounts offsite, Mobile Application Terminals for 30-minute Auto Finance loan applications (see page 64) and a new Mobile Banking app that offers services in three languages and simplifies sales.

We also:

In terms of our business performance, we experienced fantastic year-on-year growth in Wealth Management (86.0%), SME Loans (100.0%) and card balances (24.0%).

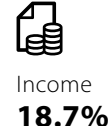
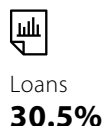
Launched a Merchant Portal, which allows for 6x daily settlement	Recorded year-on-year growth of 175% in new cards
Customer Service Index improved from 68.0% (2013) to 73.0% (2017)	Grew AmBank Signature Priority Banking customers from 43,351 (FY17) to 71,625 (FY18)

Looking ahead to FY19, we have identified a small number of market risks and developed mitigating strategies. We will continue to diversify our revenue stream, particularly focusing on high-yielding revenue products and fee-based income, to counter Interest Margin Compression. Simplified processes, innovative new products and greater understanding of our customers' needs will fend off Irrational Competition. We will continue our drive to become an Employer of Choice (page 73) through continuous learning and development, staff empowerment, job enrichment, talent development and staff retention programmes to attract the very best talent to our organisation.

BUSINESS BANKING

Christopher Yap Huey Wen
Managing Director, AmBank Group

IN FY18, WE SAW ACROSS THE BOARD INCREASES IN



We hosted the AmBank BizRACE, five AmBank BizCONFERENCES and a series of AmBank CEO Chat Sessions to glowing reviews

FY18 Highlights

We hit the ground running in our first year with the adoption of strategic initiatives that centred around programme lending for SMEs, setting-up our network of Enterprise and Commercial Business Centers, building a strong pool of talents by upskilling our Relationship Managers and recruiting the right people for the job as well as driving productivity and ramping-up production.

AmBank BizCLUB events enabled us to connect with and support the growth of businesses nationwide. We hosted the AmBank BizRACE, five AmBank BizCONFERENCES and a series of AmBank CEO Chat Sessions to glowing reviews (read more about these events on page 68).

Internally, we forged close links with other AmBank Group divisions and collaborated on diverse projects such as:

- 1 Promoting Islamic Banking Relationships
- 2 AmBank Keyman and General Insurance Campaign
- 3 Business Platinum Mastercard Promotion
- 4 Group Compliance
- 5 Branding

Priorities in FY19

EFFICIENCY:

- > **Automation of Credit Processes (ACP):** increase business efficiencies within credit application processes and expedite turnaround time (Wave 1 estimated rollout Oct 2018).
- > **AmAccess Lite:** providing access to all essential banking and business functions on a single platform with great user experience (estimated rollout February 2019).

PRODUCTIVITY:

- > Increase productivity of new and existing Relationship Managers.
- > Highlight KPIs with more emphasis on Current Accounts and Foreign Exchange.
- > Push for higher utilisation rate by 5.0%.

NET PROMOTER SCORE:

- > A Group-wide initiative.
- > **Targeted 150 surveys covering:**
 - o Customer Journey Map
 - o Verbatim Analysis
 - o Competitor Analysis
- > **Timeline:** Ground work for the survey started in March 2018. Reporting and Scoring will be completed by June 2018.

CUSTOMER ON-BOARDING:

- > Simplify and streamline account opening.
- > Establish a common digital platform to minimise form filling.
- > Standard product bundling (relevant product partners are informed upfront, rather than at the tail-end).

COST MANAGEMENT:

- Maximise the use of existing Enterprise Business Centres.
- Actively manage expenses such as travelling, printing, etc.

Financially we endeavour to maintain steady contribution from Klang Valley while growing our foothold in regional locations across Malaysia. Costs will be managed by maximising our existing Enterprise Centres and improving the productivity of Relationship Managers. We will also increase our focus on high yield products.

Operating expenses reflected our investments in

18 **27**
Commercial **Enterprise**
Business **Business**
Centres **Centres**
located nationwide



What We Do

AmBank Group's Business Banking division was launched in April 2017 to focus on Small and Medium-Sized Enterprises (SMEs). This is a key growth area for AmBank Group and is aligned with the government's strategic initiative to encourage entrepreneurs.

While we experienced considerable success in FY18, we are also looking to improve further and have developed action plans and outlined support we needed to make these changes.

In order to attract high quality talent in a competitive market, we introduced a staff referral scheme and created clear requirements to ensure we recruit suitable talent. In the future, we will have a dedicated programme to employ graduates that meet AmBank Group's needs.

At inception, we enhanced existing workflow systems and also crafted new ones to cater for an increase in volume and productivity. We have since launched a project known as the Automation of Credit Processes (ACP) which will be the backbone of all systems from the on-boarding of customers to disbursement.

To ensure that we remain competitive and differentiated, we will continuously work on improving our processes and policies. One of the initiatives that we are focusing on is streamlining and standardising Business Current Account opening procedures across all branches.

The Business Banking division encompasses of two segments:



ISLAMIC BANKING

Eqhwan Mokhzanee Muhammad
Chief Executive Officer, AmBank Islamic Berhad



Shareholders' Funds of over
RM3.3 billion



Total Assets of
RM37.0 billion

The restructuring of AmBank Islamic's balance sheet over the last couple of years has resulted in a marked improvement in our underlying business as manifested through revenue growth, depositor and asset concentration profile, net funded margin, contribution of fee-based income and customer base



FY18 Highlights

Historically, AmBank Islamic was significantly reliant on auto financing, wholesale business and large term deposits. Over the past couple of years, AmBank Islamic underwent a restructuring exercise of its balance sheet by selectively growing the auto financing and mortgage portfolios, and focusing on profitable growth in the non-retail banking segment. AmBank Islamic has also introduced a number of new products (e.g. Invoice Financing-i and Foreign Currency Current Account-i) to diversify its earnings drivers. This resulted in a marked improvement in AmBank Islamic's underlying business as manifested through revenue growth, depositor and asset concentration profile, net funded margin, contribution of fee-based income and customer base. We have also widened our scope of business beyond credit intermediation by playing an investment intermediation role via the introduction of the Murabahah Term Investment Account-i (MTIA-i).

FY19 Priorities

The Malaysian banking sector and economy recorded commendable performance in 2017. Whilst the momentum is expected to continue, there remain uncertainties and challenges arising from increasing competition, internal and external developments, and shifting trends in customer behaviours.

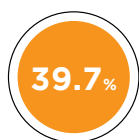
AmBank Islamic is now poised to further improve its financial performance by harnessing Islamic banking opportunities to serve niche market segments. Target areas will include Islamic wealth management, which entails the distribution of Islamic unit trusts and bancatakaful products such as Takaful Murni (i.e. protection for hajj and umrah), and Term Financing-i for investment in Amanah Saham Bumiputera (ASB) and ASB2. These initiatives will be underpinned by strategies to procure low cost deposits via cash management solutions, payroll and utilisation of online channels.

To address the issue of margin compression, we will place emphasis on small and medium enterprises (SMEs). Leveraging strategic partnerships will position AmBank Islamic as a preferred bank for this segment. The SME segment provides opportunities to cross-sell products such as keyman takaful and deposits. We will also continue to focus on trade and mid-sized corporate organisations to increase foreign exchange revenue and deposits, and boost fee income.

Our role as an investment intermediary would be expanded by promoting the MTIA-i to a wider range of customers. Value-based intermediation (VBI) strategies are in place to catalyse our journey towards a purpose-based organisation, whilst being mindful of financial returns to our shareholder.

Managing asset quality via prudent credit underwriting standards and proactive collection strategies will also be a key focus.

Standalone SME portfolio growing by



In total, the Bank submitted applications totaling

more than RM100 million to SME Corporation under the SSFS2

What We Do

As the primary Islamic banking arm of AmBank Group, AmBank Islamic offers a comprehensive range of Shariah-compliant retail and non-retail banking products and services, including treasury and trade solutions.

In FY18, the introduction of the MTIA-i marked our foray as an investment intermediary. While credit intermediation will remain our key earnings generator and source of funding, the MTIA-i provided an option for our customers to earn higher returns by investing their funds in Shariah-compliant assets. The MTIA-i also served as an additional funding and liquidity tool for AmBank Islamic.

Our newly established Islamic Business Banking department facilitated a seamless interface with the Group's new Business Banking division to drive penetration into the SME segment. This resulted in our standalone SME portfolio growing by 39.7% in FY18. The Bank continued to focus on gaining SME market share by participating in *inter alia* the Shariah-Compliant SME Financing Scheme 2.0 (SSFS2). The SSFS2 was initiated by the Government of Malaysia to provide a 2.0% profit expense rebate to eligible Malaysian SMEs. AmBank Islamic fully utilised the initial allocation and was subsequently given additional allocations. The Bank submitted applications totaling more than RM100.0 million to SME Corporation.



During the financial year, we actively promoted products and services to help higher learning institutions improve their collection capabilities. Leveraging our cash management solutions, we were mandated as the primary banker for the operating accounts of a number of higher learning institutions. We also secured mandates to collect student fees via JomPAY.

On the consumer banking front, our ASB Term Financing-i portfolio has grown to almost RM1.0 billion. Offering auto financing and mortgages to profitable segments, coupled with the distribution of Islamic unit trusts and bancatakaful products, had diversified and further improved our earnings. Complemented by the procurement of low cost and retail deposits, this improved our net funded margin and stable deposit base.

In line with our VBI journey, we concluded the following:

- > Waqaf collection solution via JomPAY for universities and religious bodies. The public universities that partnered with us included Universiti Teknologi Malaysia and International Islamic University Malaysia (IIUM). Among the religious bodies that embarked on partnerships with us was Tabung Waqaf Rakyat Johor. The additional collection channel provides added convenience, accessibility and flexibility to the public and corporate sector to make their Waqaf contributions to these institutions.
- > The AmBank Islamic – IIUM Credit Card Programme was launched in October 2017. Under this programme, cardholders can convert their AmBonus Points into cash contributions towards the IIUM Endowment Fund. The proceeds will be used by the IIUM Endowment Fund to provide financial support for needy students.

As at 31 March 2018,

—

AmBank Islamic's ASB Term Financing-i portfolio stood at almost

RM1.0 billion



Products and Services

Islamic Banking products launched in FY18 included:

- 1 Foreign Currency Current Account-i (Wadiah)
- 2 Invoice Financing-i – a trade financing facility to finance goods and services, arising from trade transactions
- 3 True Savers Account-i and True Transact Account-i
- 4 CASA-i (Tawarruq)

A distribution agreement between AmBank Islamic and Syarikat Takaful Malaysia Bhd (STMB) was executed, signifying the appointment of AmBank Islamic as a distributor of STMB's takaful products such as commercial fire takaful, motor takaful, personal accident and house owner/residential fire takaful. In February 2018, keyman takaful products were on-boarded as additional products that could be bundled with our financing products to SMEs.

Board Composition

During the financial year, the Bank appointed four new Board members:

Dato' Sri Abdul Hamidy Abdul Hafiz

Puan Farina Farikhullah Khan

Hajjah Rosmah Ismail

Encik Azlan Baqee Abdullah

Dato' Sri Abdul Hamidy Abdul Hafiz was also appointed as the Chairman following the retirement of Tan Sri Azman Hashim. Mr. Wasim Saifi, an Independent Non-Executive Director of the Bank, retired from the Board at the conclusion of his term.



Shariah Governance

AmBank Islamic has established the Shariah governance structure in accordance with the Shariah Governance Framework (SGF) issued by Bank Negara Malaysia. This include the Shariah Committee, and four key Shariah functions: 1) Shariah Research and Advisory (including Shariah Legal); 2) Shariah Risk Management; 3) Shariah Review, which act as a second line of defence; and 4) Shariah Audit, which is part of the Group Internal Audit Department and acts as the third line of defence.

For the financial year ended 31 March 2018, there was one Shariah non-compliant (SNC) incident recorded by the Bank with a consequential SNC income totalling almost RM4,000.

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for more
information



Senior Management Oversight

Oversight of the Bank's business and compliance was conducted via AmBank Islamic's Heads of Department Forum, Financial Performance Forum and Independent Control Forum. The Heads of Department Forum discussed topics including strategy, human resource, industry development, product, and other business and organisation matters, while the Financial Performance Forum focused on the financial and business aspects of AmBank Islamic. The Independent Control Forum focused on Shariah, risk management, compliance, internal audit, liquidity, regulatory and other control matters.

Brand Presence

We continued to focus on strengthening our brand presence and promoting greater public awareness and knowledge of Islamic banking through participation in various events including the:

- 14th Kuala Lumpur Islamic Finance Forum (KLIFP) 2017
- 3rd Annual Symposium on Islamic Finance
- HALFEST ASEAN 2017
- Karnival Kewangan Sabah by Bank Negara Malaysia 2017
- Karnival Kewangan Sarawak by Bank Negara Malaysia 2017
- Karnival Kewangan Kedah by Bank Negara Malaysia 2018

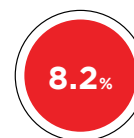
Our brand also received a boost when AmBank Islamic was featured in the Halal Malaysia TV programme, which focused on the Islamic banking industry in Malaysia.

Corporate Social Responsibility

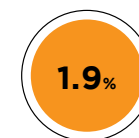
AmBank Islamic maintained its commitment to serve the community with a variety of corporate social responsibility (CSR) initiatives. The Bank fulfilled its responsibility through business zakat distribution of RM1.8 million. RM468,000 was paid to state zakat collection centres. The balance of RM1.3 million was distributed to eligible recipients ranging from associations to charity homes throughout Malaysia, including Yayasan Pelajaran Mara (YPM). The distribution to YPM was for the ongoing Student Adoption Programme, which was into its seventh year of a 10-year programme.

Financial Performance

AmBank Islamic recorded total revenue and profit before provisions of RM785.9 million and RM363.5 million respectively, which were correspondingly 10.0% and 22.0% higher than the previous financial year. The Bank's RM239.1 million profit after taxation and zakat (PATZ) was 6.5% lower than in FY17, with the decrease in PATZ attributable to a higher allowance for impairment in financing, compared to the net write back in the previous financial year.



Growth of
**Current & Saving Accounts
(CASA)**



**Financing
Growth**

The Bank recorded a 1.9% financing growth and a slight reduction in deposits of 1.3%. This resulted from AmBank Islamic's strategy to restructure the balance sheet by growing auto financing in a selective manner and focusing on growing more profitable assets such as financing for investment in ASB, credit cards, SMEs and transaction banking. The slight drop in deposits was a reflection of the conscious strategy to improve cost of funds while not compromising the need to have adequate liquidity, by growing low cost deposits and consciously foregoing expensive and chunky term deposits. This was evident from the growth of current and savings accounts (CASA), and retail deposits by 8.2% and 15.7% respectively.

To fund business growth and provide an adequate buffer in light of the more challenging and complex economic environment, AMMB Holdings Berhad subscribed to ordinary shares amounting to RM200.0 million in the financial year. Coupled with the growth in profitability, the Bank maintained a strong capital position, with total capital ratio and common equity tier 1 capital ratio as at 31 March 2018 of 16.6% and 11.6% respectively.

Value-based Intermediation (VBI)

We aim to integrate VBI characteristics into our practices, conduct and offerings and we are confident that value-based considerations will boost earnings in the long term while not compromising our financial targets.

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for more
information

Capacity Building

We will continue to promote capacity building in order to develop the right skill set, an optimal level of resources and well-planned succession strategies. To ensure the sustainability of our business and operations, we updated our training plan, which involves systematic and targeted training for board members, Shariah Committee members, management and staff who are involved in the Islamic banking business. Systematic Islamic banking training is key to ensuring consistent and relevant delivery of AmBank Islamic's products and services.

GENERAL INSURANCE

Derek Llewellyn Roberts

Chief Executive Officer, AmGeneral Insurance Berhad



AmGeneral Insurance is the first insurer since Liberalisation to introduce an innovative offering that provides full accidental coverage

FY18 Highlights

AmGeneral Insurance (AmGeneral) reported Profit After Tax (PAT) of RM255.5 million in FY18 (FY17: RM190.7 million). The strong performance was a result of better than expected claims experience and increased investment income.

Throughout FY18, AmGeneral held the number two position in Motor Insurance with a 14.6% gross market share as of December 2017. AmGeneral is the third-largest insurer in Malaysia by Gross Written Premium (GWP) with an 8.6% market share.

As we started FY18, AmGeneral Insurance was named the Best Supportive Insurer 2016 by Motordata Research Consortium (MRC) Malaysia. Kurnia Insurans was awarded Best Brand Building and Awareness Campaign by PMAA Dragons of Asia and Malaysia for its social media campaign, My Dream Home, which increased awareness and engagement among our Kurnia Facebook customers. The campaign was a huge success with over 50,000 video views on the social media platform.

Priorities in FY19

AmGeneral aims to take action to become leaner and more focused and foster the ability to take advantage of opportunities as they arise.

We expect to return to growth in both the motor and non-motor segments through:

- 1 Utilising Pricing Capabilities;
- 2 Introducing new and enhanced value-based products;
- 3 Re-energising existing distribution arrangements; and
- 4 Creating new distribution channels and opportunities.

We will focus on creating efficiencies across the business in the area of IT automation, which will lead to improved experiences and cost savings across the business.

The digital agenda will remain a core focus in how we interact with our customers, directly or through distributors, and also using the capability to better support our distributors to allow them to drive their businesses.

Our FY19 Key Strategic Goals are:

- 1 Profitable Motor Growth
- 2 Grow Selected Non-Motor Products in Core Channels
- 3 Meet the Changing Needs of Customers
- 4 Drive an Efficient and Effective Operating Model

What We Do

AmGeneral Insurance is one of the largest motor and general insurance companies in Malaysia, with over four million policy holders. It is backed by a strong partnership between AmBank Group and IAG Trading and operates under two well-known and trusted brands in the Malaysian market, AmAssurance and Kurnia. We generate business through a comprehensive range of general insurance solutions distributed through a network of 32 branches, 7,000 agents and dealers, and through AmBank's branches nationwide.

FY18 marked the final year of our Three-Year Strategic Framework. It also signified a year of continued change and strategic reassessment of AmGeneral's core businesses and distribution channels.

In July 2017, the general insurance industry moved further into phased Liberalisation with the removal of tariff rates for Motor Comprehensive and Motor Third Party Fire and Theft policies. In response, AmGeneral introduced its motor Liberalised pricing and product monitoring process to track movements in the market and its adaptability to changes, and analyse strategies, competitive tactics and product innovations. This ensured that AmGeneral continued to lead and gain a competitive edge in the general insurance market.

One of AmGeneral's key milestones as an innovative market leader, was the launch of Perfect Rider 24hr in April 2017. Perfect Rider 24hr is an affordable and unique policy that provides more value to customers. During the launch event, Tan Sri Azman Hashim, Chairman of AmBank Group, Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer, AmBank Group, and Derek flagged off The Perfect Rider Extreme Mobile, which traversed the country for one month making stops at various Agent premises throughout Malaysia to engage with agents and customers.

Moving further into our Liberalisation journey, AmGeneral launched Auto365 Comprehensive Premier. AmGeneral is the first insurer since Liberalisation to introduce an innovative offering that provides full accidental coverage including a few add-ons. Auto365 is a suite of products with marked differentiations, which enables AmGeneral Insurance to meet the challenges of de-tariffication and deliver a vastly superior product. After just six months in the market, Auto365 Comprehensive Premier contributed 20.0% of the RM1.0 Billion in Motor Sales for AmGeneral.

On 7 November 2017, AmGeneral made fast-tracked interim payments of up to RM500,000 on 60 property and motor insurance claims to the Penang flood victims. Payments were made within 48 hours instead of the usual seven working days. This highly responsive initiative provided claimants with financial comfort and reassurance in the shortest possible time during this challenging period.

On 13 December 2017, AmGeneral Insurance launched yet another innovative product, All Risks 365, which focuses on the property and business sectors. All Risks 365 provides customers with a broader range of optional covers available for selection with new features and benefits on top of the current tariff coverage. Also the first in the market, All Risks 365 provides Full Accidental Destruction or Accidental Damage as automatic standard cover for Building and Stock in Trade. With this new product, AmGeneral is set to emerge as a strong player in the non-motor business.

On the digital front, AmGeneral continued to simplify online processes and features with the aim of improving customer experience and efficiency. Several new initiatives were introduced as part of our core digital offerings. They included omni-channel capabilities that allow customers to save a quote online and make payments at branches or via our call centre. Customers can also purchase motor insurance, road tax, personal accident and many more products in a single online transaction and check their motor claims status anytime, anywhere with just a click of a button on the Kurnia website.

There were developments in other digital-assisted channels such as the Call Centre Agent Portal System - a platform used for in-bound phone sales - which resulted in reduced Average Handling Time and auto registration of customers for future self-service.

AmGeneral also piloted the first phase of Branch Express Renewal, which allows customers to use a hand-held tablet for assisted self-service renewal, reduces waiting times and tests the potential for full self-service kiosks.

A Kurnia Facebook Chatbot was launched to provide interactive FAQs regarding de-tariffication and basic general enquiry responses. AmGeneral's efforts to enhance digital functionalities across all platforms and customer touch points empowers intermediaries to participate in the digital age while building AmGeneral's direct capabilities.

**LIFE
INSURANCE**

Ramzi Albert Toubassy
Chief Executive Officer, AmMetLife Insurance Berhad

WINNER HR Asia Best Companies to Work
for in Asia 2017

Achieved 36.0% growth
in Annual Premium Equivalent

60.0% growth
in Value of New Business in CY2017



AmMetLife organised and participated in various events to elevate the importance of insurance protection and the benefits of staying healthy

AmMetLife organised and participated in various events to elevate the importance of insurance protection and the benefits of staying healthy. We were thrilled that one of our events, the AmMetLife Electric Run, attracted more than 15,000 participants from all walks of life. We also supported the BWF Super Sports Series for the third consecutive year by hosting a Health Day to educate school children about the benefits of staying healthy and to impart life values such as respect, teamwork and communication.



Other significant achievements in FY18 included:

- 1 Bancassurance and Employee Benefits distribution channels were scaled up.
- 2 The launch of a Fast Track Claim Process to help policy owners in flood-affected areas in Pulau Pinang and Kedah.
- 3 Participation in Karnival Kewangan 2017 in Kuala Lumpur, Sabah, Sarawak and Kedah, which raised awareness of the importance of insurance and protection among the local communities.

FY18 Highlights

The implementation of our Core Policy Administration System in April 2017 was a major milestone for AmMetLife and it strengthened our core business model and operations. Our customer online portal was launched in December 2017 to provide 24/7 online access to policy information for our policy owners at their convenience.

AmMetLife enhanced product pipelines with the launch of an innovative Investment-Linked product with Cancer Benefits targeting the mass affluent segment of the Malaysian population via agency distribution, and two term assurance products – Decreasing Term Assurance and Level Term Assurance for Bancassurance.

FY19 PRIORITIES

In the coming year we will continue to focus on multi-channel distribution through Agency, Bancassurance and Employee Benefits. We have plans to further enhance our product offerings to cater to the changing needs of customers and we will use digitalisation and data analytics to improve customer experience. The hybrid distribution model will enable licensed sales intermediaries to market both AmMetLife and AmMetLife Takaful products based on customers' needs.

What We Do

AmMetLife is a joint venture between AmBank Group and MetLife International Holdings LLC. Our products are distributed through the AmBank Group's network of over 170 AmBank and 15 AmMetLife branch offices nationwide. We also have a team of authorised Life Insurance Agents across Malaysia. The strategic partnership combines the international expertise and financial strength of MetLife with the local strength and reach of AmBank Group to create customer-centric, modern life assurance solutions.

The implementation of BNM's Agency Balanced Score Card in January 2018 increased professionalism and neatly aligned with AmMetLife's business framework to increase the number of highly productive active agents.

We continue to focus on product innovation based on customer needs to extend our life insurance outreach across Malaysia, with the objective of reducing the protection gap.

AmMetLife will leverage the MetLife LumenLab Innovation Hub in Singapore, MetLife Global Technology and Operations and the Centre of Excellence for Advance Data Analytics in Malaysia to identify opportunities to transform customer experience through various touchpoints.

**FAMILY
TAKAFUL****Noor Azam Bin Mohd Yusof**

Chief Executive Officer, AmMetLife Takaful Berhad

WINNER of Innovation Award for iMeriah
at the Takaful Star Nite 2018**Increase in net earned premium of**
RM77.0 MILLION**FY18 Highlights**

AmMetLife Takaful recorded an increase in net earned premium of 62.3% year-on-year to RM77.0 million, primarily from the contributions of credit-related products. The company underwent a major transformation of back-end systems and embarked on the development of digital end-to-end solutions to support business growth, i.e. the Online Direct Customer Purchase Portal and Agency and Bancatakaful POS.

The Online Direct Customer Purchase Portal enables customers to purchase online and get instant coverage. This revolutionary approach is the first of its kind in the Takaful industry.

In December 2017, Mydin Hypermarket agreed to collaborate with the company to provide Takaful coverage to more than 400,000 Meriah card members nationwide. This scheme is branded "i-Meriah".

Other FY18 highlights included:

- 1 AmMetLife Takaful's selection as one of the LPPSA
- 2 Payment Card Industry Data Security (PCIDSS) compliant certified

In Dec 2017, Mydin Hypermarket agreed to collaborate with the company to provide Takaful coverage to more than 400,000 Meriah card members nationwide

FY19 Priorities*Distribution strategy*

AmMetLife Takaful will continue leveraging and strengthening the Bancatakaful relationship with AmBank and AmBank Islamic to promote Takaful products and improve the conversion rate for credit-related products.

AmMetLife Takaful embarked on a Hybrid Distribution model with AmMetLife Insurance involving the main channels i.e. Agency, Bancatakaful and Group Employee Benefit to accelerate business growth.

In line with BNM's direction, we will launch a new product named i-Am Protect, which covers basic Death benefits and is targeted at the mass market segment. The company is also exploring alternative channel opportunities with a third-party bank and the government sector to further expand Takaful coverage and branding exposure.

Product Strategy

In FY19, we will focus on generating high value and profitable new business through enhancing existing products and riders. We plan to introduce Muslim-centric products to tap into the under insured Muslim population.

What We Do

Business Financial Performance

- MRTT Exceed Budget
- Overwhelming ASB PFRTT Productions

Key Market Risks

Changes in regulatory environment under the Life Insurance and Takaful Framework



OUR APPROACH TO SUSTAINABILITY

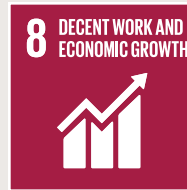
SUSTAINABILITY

At AmBank Group, we are embedding the principles of sustainability and Value-based Intermediation (VBI) into all aspects of our operations. Along with acting in an environmentally sustainable way, we consider the social and economic impacts of our activities and ensure that they are also sustainable.

We adopted a materiality assessment approach to our Sustainability Statement, which is guided by the Sustainability Reporting Guide and Toolkits issued by Bursa Malaysia. We also based our approach on internationally recognised sustainability frameworks and industry-specific references such as the SDG Industry Matrix for Financial Services, the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) and the Dow Jones Sustainability Index (DJSI).

VBI is rooted in Shariah, which guides our underlying values, moral compass and priorities.

The United Nations (UN) Sustainable Development Goals



In line with the United Nations Sustainable Development Goals that came into effect in January 2016, AmBank Group is striving to create a sustainable future for its employees, customers, and shareholders as well contributing to a sustainable future for Malaysians.

The Sustainable Development Goals aim to bring countries together to end all forms of poverty, fight inequalities and tackle climate change. Of the 17 goals, four are directly related to the ability of the Group to support improved economic wellbeing, which increases the ability of families and the government to improve social outcomes.

We are pleased to present our second annual report on our sustainability performance. This report covers the financial year 1 April 2017 to 31 March 2018, unless otherwise specified. Last year's Sustainability Statement was included in the FY2017 Annual Report.



We are committed to being a responsible financial services group.



We recognise the need to maintain an engaging and inclusive workplace that lets people achieve their aspirations.



We contribute to a more sustainable future by considering carefully our business decisions, the environmental impacts of our activities and how we interact with our wider communities.

Responsible Banking

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During the year, we also engaged with Minority Shareholders Watch Group (MSWG) on our Environmental, Economic and Social (EES) performance and FTSE Russell on their FTSE4Good assessment on the Group.

We are actively involved in the development of the Industry's VBI scorecard which will help the bank to self-assess, monitor and communicate our progress.

SUSTAINABILITY STATEMENT SCOPE

The Sustainability Statement covers AmBank Group's operations pertaining to its three main subsidiaries: AmBank (M) Berhad, AmBank Islamic Berhad and AmInvestment Bank Berhad, hereinafter referred to as AmBank or the Group for the purposes of the Sustainability Statement, for the financial year ended 31 March 2018 (FY18). The three subsidiaries account for more than 97% of the Group's revenue and most of the EES impacts.

SUSTAINABILITY GOVERNANCE

AmBank Group's Board of Directors hold ultimate accountability for the integration of sustainability in the Group's operations, including monitoring and implementing sustainability and VBI-related strategies. A Sustainability Working Group (SWG) operates at management level to reinforce our existing governance ecosystem. The Board works alongside the SWG to provide oversight of AmBank Group's Corporate Sustainability Strategy and ensure that sustainability and VBI considerations are integrated into our decision-making.

The SWG reports to the Group Chief Executive Officer (GCEO) and is responsible for developing the Group's Sustainability Statement in line with the Amendments

to the Listing Requirements of Bursa Malaysia. The Statement is also guided by the Strategy Document on Value-based Intermediation: Strengthening the Roles and Impact of Islamic Finance issued by Bank Negara Malaysia.

To ensure a broad representation of AmBank matters, the members of SWG are drawn from the Office of the Group Chief Executive Officer, Group Finance, Group Administration, Group Human Resource, Group Compliance, Group IS and Operations, Group Corporate Communications and Marketing, Group Risk Management, Group Retail Banking, Group Business Banking, Group Wholesale Banking and Islamic Banking.

The Board's Risk Management Committee provides further oversight by reviewing the Sustainability Statement prior to submission to the Board for approval. The Audit and Examination Committee and the Governance Committee also provide support in driving sustainability initiatives at Board level.

- 1 **Board of Directors**
- 2 **Risk Management Committee**
- 3 **Group Chief Executive Officer**
- 4 **Sustainability Working Group (SWG)**

STAKEHOLDER ENGAGEMENT

In FY18, we used a variety of channels to engage with our stakeholders to gauge their feedback and address their expectations.

The SWG identified our key stakeholders – those with the highest level of influence and dependence on AmBank Group – as customers, investors and shareholders, employees, government and regulators, community and the media. Our methods of engaging with our stakeholders are detailed in the following table.



CUSTOMERS

- Online Platforms (e.g. corporate websites, social media, smartphone applications and mobile messaging)
- Customer Satisfaction Surveys (e.g. SMS, phone call and tablet)
- Mystery Shopping Programmes



INVESTORS AND SHAREHOLDERS

- Annual General Meetings
- Analyst Briefings
- Investor Presentations and Meetings
- Financial Statements
- Press Releases
- Conferences and Roadshows
- Investor Relations website and mailbox



GOVERNMENT AND REGULATORS

- E.g. Credit Guarantee Corporation Malaysia Berhad (CGC), Bank Negara, Security Commission and Bursa Malaysia
- One-on-One Meetings



EMPLOYEES

- Employee Surveys
- Employee Induction Training
- Employee Engagement Expo
- Townhall Meetings
- Ambank Group's Internal Publications (e.g. Scoop!, Berita Ambank Group)
- "Connected" Intranet Portal
- Learning and Development Programmes
- Corporate Volunteering Programmes
- Employee Performance Appraisals
- Direct Employee and Electronic Feedback (e.g. Speakup!, Talk to DSMT)
- Senior Management Visits to Touchpoints (e.g. Branches)
- Online Platforms (E.g. Social Media and Smartphone Applications, Online Training)
- "Ehr" Pool Email Channels
- "Within" Pool Email Channels



COMMUNITY

- Online Platforms (e.g. Social Media and Smartphone Applications)
- Corporate Volunteering Programmes (e.g. Community Events, Knowledge-Sharing Initiatives and Partnerships with Non-Governmental Organisations)
- Zakat Contributions
- FINCO



MEDIA

- Press Conferences and Events
- Media Releases
- Media Interviews

MATERIALITY ASSESSMENT

Materiality assessment is a strategic business tool that enables us to identify, review and prioritise our current material environmental, economic and social (EES) risks and opportunities, and any emerging risks that may affect our business and our stakeholders.

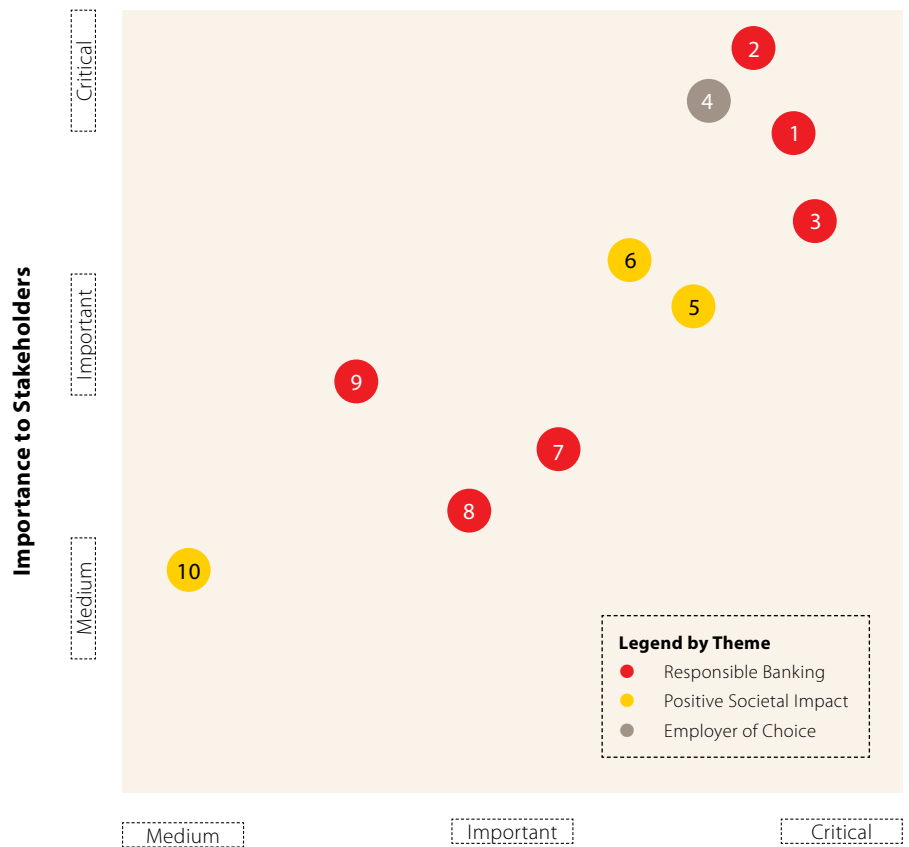
During FY17, we consulted internal stakeholders to identify AmBank Group's most significant EES risks and opportunities. We then identified ten material sustainability matters and grouped them into three themes: Responsible Banking, Employer of Choice and Positive Societal Impact.

The SWG and the Board reviewed the material sustainability matters in FY18 and assessed them as still relevant based on the Group's three Sustainability themes of Responsible Banking, Employer of Choice and Positive Societal Impact. It was decided that particular focus would be given to:

- 1 Customer Satisfaction
- 2 Ethics, Governance and Compliance
- 3 Data Security, IT Infra and Digital Transformation
- 4 Conducive and Inclusive Workplace & Human Capital Development
- 5 Community Investment & Development
- 6 Environmentally and Socially Responsible Investment
- 7 Financial Inclusion and Responsible Lending

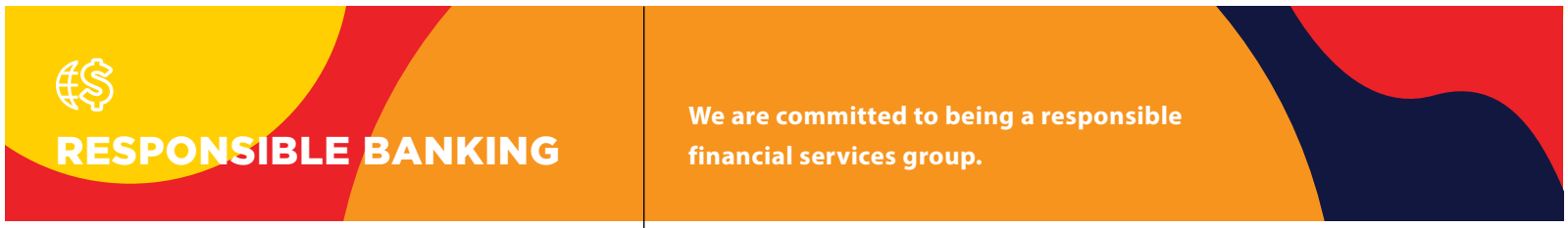
MATERIAL SUSTAINABILITY MATTERS

Materiality Matrix of AMMB Holdings Berhad



Importance to AMMB Holdings Berhad

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Customer Satisfaction 2. Ethics, Governance and Compliance 3. Data Security, IT Infrastructure and Digital Transformation 4. Conducive and Inclusive Workplace & Human Capital Development 5. Community Investment and Development | <ol style="list-style-type: none"> 6. Environmentally and Socially Responsible Investment 7. Financial Inclusion and Responsible Lending 8. Responsible Sourcing and Procurement 9. Responsible Marketing, Product and Service Design 10. Energy, Water and Waste Management |
|---|---|



CUSTOMER SATISFACTION

In an environment of technological advancement, disruption and competition, we recognise that keeping our customers satisfied is crucial to our ability to continue offering innovative banking services, building our reputation and fulfilling our goal of becoming one of the Top 4 banks in Malaysia.

In FY18 we focused on enhancing the experience of our customers by simplifying and streamlining their interactions with us. We did this primarily by utilising the latest technology to create new ways for our customers to conduct their daily business.

Some of the ways we improved customer service in FY18 included:

Relaunch of the W.A.H. Programme

W.A.H. is AmBank's Service DNA. It stands for:

- Warm and Caring
- Approachable and Attentive
- Helpful and Able

As part of the Retail Bank's Service Culture Framework, we implemented module W.A.H. 2.0 in August 2017. It focused on the delivery of frontline service and introduced the 3-step Service Model G.S.T. – Greet, Serve and Thank – to enable us to deliver excellent service with Malaysian authenticity.



Step Service Model G.S.T.

**GREET
SERVE
THANK**



Customer Satisfaction Surveys

Direct customer satisfaction feedback forms an indispensable information loop that drives our service strategy and continuous improvements. We now conduct post-service surveys via SMS to measure the level of customer satisfaction with their overall experience with our contact centre and our branches. The results of the surveys are a call to action and indicate whether any immediate service recovery is required. Plans are in place for all of our branches to be equipped with tablets to obtain immediate feedback from their customers upon completion of their transactions.

In FY18, we have implemented several measures to help us gauge customer satisfaction.



We created platforms for customers to rate their satisfaction with our two key servicing channels – the Contact Centre and Branches.

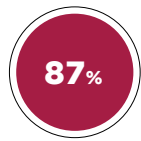
- The results from our SMS Survey regarding the Contact Centre (implemented in April 2017), showed that 88% of customers were satisfied.
- Our SMS Survey about Branches (implemented in May 2017) revealed that 94% of customers were satisfied with the service they received.
- Branch Survey Tablets to accept customer feedback Over The Counter (OTC) was rolled out to all branches in January 2018. This has returned a result of 99.1% satisfaction level.

A Service Request System (SRS) was established to route and track service requests from the frontline to the back office. The number of Service Requests completed within the set service level improved from 92.0% to 99.0% (first half vs second half of FY18).

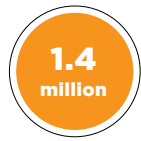
Self-Service Machines (SSM) dispute empowerment process was implemented in the Contact Centre in April 2017. This allowed us to address 17.0% of all disputes at the first point of contact.

Mystery Shopping Programme

To avoid internal bias when evaluating our standard of service, an external organisation independently observed and measured the consistency of the customer experience at our branches and the level of compliance to our service standards. Our overall score improved from a baseline of 82.2% to 87.0% by year end.



Overall score improved from a baseline



Hours Project Apex Productivity Gains

In six visits throughout the year, each branch was evaluated based on soft skills, process efficiency, compliance, sales and account opening experience, as well as branch aesthetics.

Building Excellent Services Talent (BEST)

Cultivating consistent service standards requires a consistent approach to development and training. In recognition of this, we are setting up a Branch Training Centre to mould each and every member of our Branch service staff to reach what we refer to as the Gold Standard – the Gold Standard in leadership skills, the Gold Standard in managerial skills, the Gold Standard in customer experience and the Gold Standard in knowledge and compliance.



Each Branch Was Evaluated Based On Soft Skills, process efficiency, compliance, sales and account opening experience, and branch aesthetics



Project APEX (AmBank Process Excellence)

Project APEX was launched in 2016 with the aim of making Retail Banking's front and back office processes easier and more efficient for customers and employees. To date, Project APEX has realised productivity gains in excess of 1.4 Million hours, primarily through the use of innovative technology.

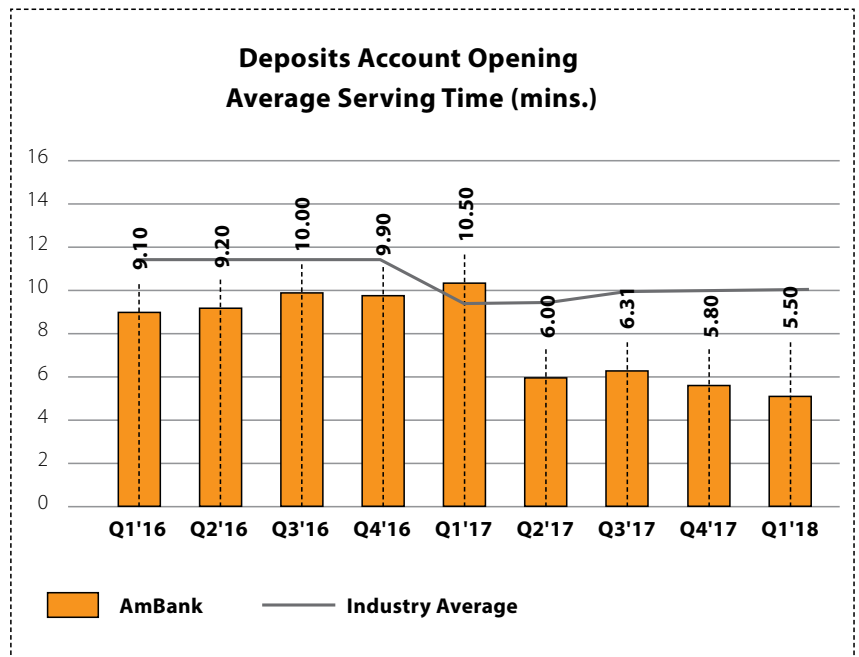
Project APEX focuses on three core areas:

1. Branch

Branch:	Before APEX	Impact
CASA Account Opening	Average 35 minutes	<ul style="list-style-type: none"> Straight Through Process Paperless PIN creation via PIN pad
	After APEX	
	Average 6 minutes	

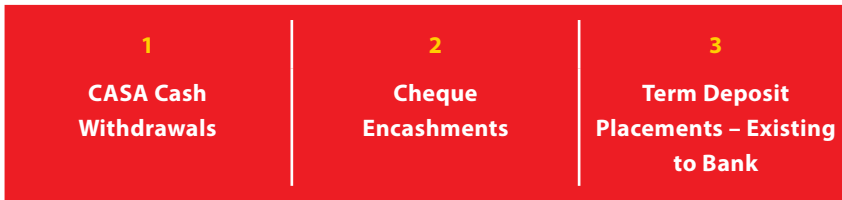
The amount of time taken to open a CASA account for MyKad customers improved to an average of six minutes as a result of:

- Opening of accounts using an e-Form on a tablet, instead of paper.
- Removing the need to manually scan and upload signatures. Customers can sign directly onto the tablet and it is sent to our Signature Digital System (SDS).
- PIN creation and activation using PIN Pad instead of PIN Mailer.
- Storing of customers' biometrics thumbprint in AmBank Core Banking System (AmBanCS).



Branch:	Before APEX	Impact
Simplified Teller Transactions	Average 6-27 minutes	<ul style="list-style-type: none"> Biometrics status captured in system Time for sales and service
	After APEX	
	Average 3 minutes	

Tellers are able to conduct three types of OTC transactions for customers with MyKad:



Processes were improved by:

- Employing the 'four eyes' principle, which involves customers using the tablet to review and confirm their information, thereby removing the need for multiple checking processes in branches and at Head Office.
- Storing of customers' biometrics thumbprint status in AmBanCS.
- Customers are able to confirm their transactions simply by providing biometrics thumbprint verification.

Focused on quick wins to improve processes by:

- Migrating Over The Counter (OTC) transactions to SSM.
- Reducing the number of daily branch reports.
- Call deflection whereby customers enquiries are handled by the Contact Centre instead of branches.
- Cheque decentralisation for 12 branches.

Quick wins:

1. Average transactions – OTC dropped to 20.0% and SSM increased to 80.0%.
2. We printed 50.0% fewer daily branch reports.



2. Auto Finance

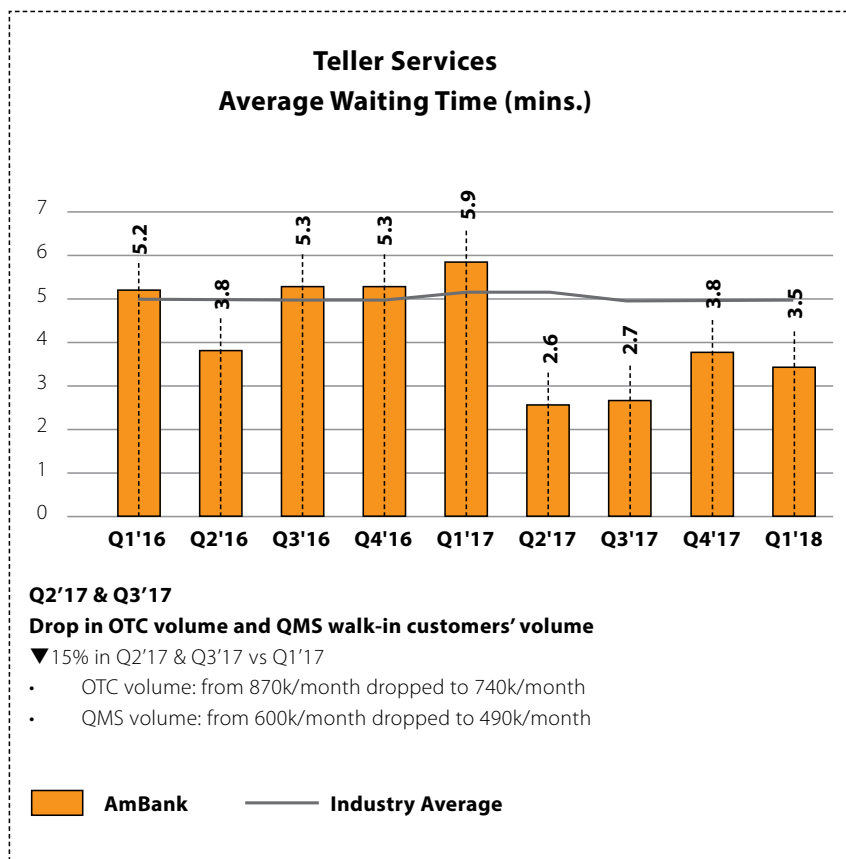
Instant Auto Finance approval via Mobile Application Terminal (MAT).

Auto Finance: MAT	Before APEX	Impact
	1 week approval	<ul style="list-style-type: none"> • Mobile MAT for sales staff • First in the market
	After APEX 40% decision < 30 minutes	

AmBank was the first Malaysian bank to launch Auto Finance Instant Approval via Mobile Application Terminal (MAT) to the auto industry market in November 2017. MAT provides a fast, simple, paperless and secure way for sales staff and participating dealers to create loan applications, capture document images and obtain loan approvals within 30 minutes.

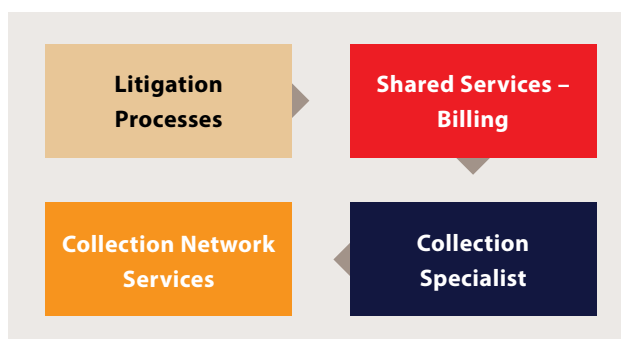
The key features of MAT include:

- Embedded biometrics reader for thumbprint verification.
- Ability to access EPF website for EPF i-Akaun information.
- Embedded calculator to gauge the estimated monthly installment.
- Built-in camera to capture required documents upon submission.
- Ability to automatically populate information and generate e-Forms with digital signatures.
- Optical Character Recognition (OCR) to capture Driving Licenses, Vehicle Ownership Certificates, Registration Cards, Business Cards, and Salary Slips and automatically populates the information into specific fields.



3. Process Improvement

Process Improvement:	Before APEX	Impact
Retail Collection	3-15 days	<ul style="list-style-type: none"> • Improved collection effectiveness
	After APEX	
	15 minutes - 1 day	



In FY18, the focus was on improving Retail Collections Department's processes.

During the year, we made Annual Productivity Gains of approximately 900,000 minutes by:

- Minimising manual processes and paperwork.
- Using automated risk management.
- Increasing collection rates and lowering provisions.

AmBank Merchant Portal

Unveiled in FY18, our new, feature-packed Merchant Portal is designed to make banking faster and more convenient. Services include:

- Same day settlement - noon and 5.00p.m. settlements in addition to a 10.30p.m. end-of-day settlement with proceeds credited within 24 hours. Eventually, AmBank will have six windows of same day settlement for merchants to choose from. This will enable better cash flow management for our merchants.
- Fast access to merchant services - we streamlined our onboarding process and now offer same day turnaround time.
- Sales summaries - the merchant portal allows users to view tailored sales summaries and transaction breakdowns in real time via desktop, tablet or smartphone. E.g. Card Transaction on Demand Report (by period, outlets, terminal ID), Merchant Discount Rate information, eStatements and Tax Invoices.
- 24/7 support - via email or phone.

Enhancing Customer Experience

Retail Banking

Our services are designed with a holistic customer journey in mind. Hence, we are simplifying and digitising our services for the convenience of our customers. This also improves the efficiency of our processes and helps customer service staff focus on serving our customers better.

In FY18, we:

- Unveiled an all-new AmOnline, which supports a growing range of services in three languages, with a companion mobile app to cater for our customers' banking needs on the go.
- Upgraded our Contact Centre's telephony and CRM systems to improve self-service capabilities and turnaround time and introduced Transaction Authorisation Code (TAC) verification via mobile phone for customer convenience and peace of mind.
- Implemented a new training initiative, AmBank@BEST, to ensure that customers receive consistent service and customer experience across all of our branches.
- Centralised and automated many of the backroom functions at branches, which means customer service staff can spend more time with our customers.
- Introduced a new workflow system to route customers' requests more efficiently and provide quicker turnaround time.
- Simplified our account opening process for more streamlined onboarding.

We continue to focus our efforts on improving our services and our customers' experience at every step of their journey with us.

Transaction Banking

We serve a wide range of customers, including large corporate organisations, government bodies and small and medium-sized businesses, and they have diverse needs. Our aim is to understand the nature of each and every business, so we can provide valuable, tailor-made solutions to their needs.

Cyber security is crucial for online banking transactions and in FY18, we enhanced online security by upgrading our security token. This helps our customers in conducting their transactions safely and securely.

We realise the importance of face time, even after a job has been done, and we host events that allow us to meet regularly with customers and add value to our relationship with them. In FY18, the events included regional economic outlook seminars.

Islamic Banking

Ongoing Islamic Banking training and awareness programmes across all levels of the organisation are key to enabling us to provide quality service to our customers.

AmBank Islamic has developed and implemented a systematic and targeted Islamic training programme for Board members, Shariah Committee members and staff who are involved in Islamic banking business. The programme includes the appointment of 174 Islamic Banking Champions nationwide to undergo an Islamic Train-the-Trainer programme. These champions subsequently cascade the Islamic training and awareness to all branch staff.

For more information about Islamic Banking see page 44.

Data Science

AmBank Group's Data Science Team considers the full spectrum of Campaign Analytics and MIS, Business Analytics and Advanced Analytics. The Team prepares basic data for MIS, extracts data, identifies risks and opportunities and undertakes modelling, clustering and segmentation.

Data science is used to solve day-to-day business challenges and identify opportunities. It helps us predict customer responses, create 'look-alikes', improve the customer journey, identify fraud, and ascertain collections predictability.

We believe that by making the right offer at the right time to the right customer, customer experience will be enhanced and the bank's profitability maximised.

Awards

In FY18, we achieved the following awards, which recognise our commitment to providing excellent service and value to our customers as well as other key stakeholders:

- **Islamic Finance News Awards 2017**
 - Commodity Murabahah Deal of the Year (Danajamin's RM500.0 Million Tier 2 Sukuk Murabahah)

- **11th Annual Alpha SEA Deal and Solution Awards 2017**
 - Best Assets-Backed Securitisation Deal in Southeast Asia (AI Dzahab Assets Berhad's Sukuk Murabahah Assets-Backed Securitisation Programme of RM900.0 Million as one of the Joint Principal Advisers, Joint Lead Arrangers and Joint Lead Managers)
 - Best Musharakah Deal in Southeast Asia (Sarawak Energy Berhad's RM1.0 Billion Sukuk Musharakah issuance as the Sole Lead Manager)
 - Best Mid-Cap Equity Deal in Southeast Asia (Serba Dinamik Holdings' RM671.7 Million (US\$151.3 Million) IPO as one of the Joint Underwriters)

- **Global Banking and Finance Review**
Best Investor Relations Banking Group Malaysia 2017

- **The Asset Triple A Country Awards 2017**
 - Best Loan Adviser
 - Best IPO (Serba Dinamik Holdings Berhad's RM671.7 Million IPO - AmInvestment Bank acted as a Joint Underwriter)
 - Best Bank Capital Bond (Affin Bank Berhad's RM1.0 Billion Basel III-compliant tier 2 capital - AmInvestment Bank acted as a Joint Lead Manager and Joint Bookrunner)

- **National Annual Corporate Reports Awards (NACRA) 2017**
Certificate of Merit

- **Malaysian Institute of Human Resource Management Awards 2017**
Excellence Award - Bronze Category

- **Best Under Billion Awards 2017**
Best in Transparency (Group B - Market capitalisation RM500.0 Million - RM950.0 Million)

- **Best Companies to Work for in Asia**
HR Asia Best Companies to Work for in Asia 2017 (Malaysia Edition)

- **CMO Asia Smart Card and e-Payment Awards 2017**
 - Best Co-Branded Credit Card
 - Best Travel Reward Credit Card (Travel Points Credit Card without Annual Fee)

- **The Asset Triple A Private Banking, Wealth Management, Investment and ETF Awards 2017**
Best ETF Provider, Malaysia (second consecutive year)

- **Alpha Southeast Asia's 7th Best Corporate-Institutional Investor Awards 2017**
 - Most Organised Investor Relations
 - Strongest Adherence to Corporate Governance
 - Most Consistent Dividend Policy
 - Most Improved Investor Relations

- **11th Annual Alpha Southeast Asia Best Financial Institution Awards**
Best FX Bank for Corporates and Financial Institutions (sixth consecutive year)

- **7th Global Islamic Finance Awards 2017**

Best Sukuk House

- **Visa Awards 2017**

- Highest Card Growth (Visa Consumer Credit)
- Highest Payment Volume Growth (Visa Consumer Credit)
- Highest Payment Volume Growth (Visa Signature)

- **World's Best Pension Managers Awards 2017**

Malaysia's Best Pension Manager

- **World Finance Investment Management Awards 2017**

Malaysia's Best Investment Management Company

- **The Asset Triple A Islamic Finance Awards 2017**

- Best Islamic Project Finance House, Malaysia
- Best Government-Guaranteed Sukuk
- Best Bank Capital Sukuk-Highly Commended
- Best Securitisation Sukuk
- Best Project Finance Deal and Best Debut Sukuk
- Best Islamic Asset Management House of the Year, Malaysia

- **MSWG - ASEAN Corporate Governance Recognition 2017**

- Excellence Award for CG Disclosure
- Merit Award for Best AGM

- **The Asset Triple A Asia Infrastructure Awards 2017**

- Project Finance House of the Year (3rd consecutive year)
- Project Finance Deal of the Year – Lebuhraya DUKE Fasa 3 Sdn Bhd RM3.64 Billion Wakala Bi Al-istithmar Sukuk
- Transport Deal of the Year – Lebuhraya DUKE Fasa 3 Sdn Bhd RM3.64 Billion Wakala Bi Al-istithmar Sukuk

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

- Outstanding Contribution to JomPAY
- Top MyDebit Acquirer (First Place)
- Outstanding Contribution to MyDebit

- **14th Annual RAM League Awards 2017**

- Lead Manager Award 2016 by Number of Issues (Joint 1st Place)
- Lead Manager Award (Sukuk) 2016 by Number of Issues (Joint 2nd Place)
- Lead Manager Award 2016 by Programme Value (3rd Place)
- Lead Manager Award (Sukuk) 2016 by Programme Value (3rd Place)
- Lead Manager Award X 2016 by Programme Value (3rd Place)

- **Morningstar Malaysia Fund Awards 2017**

Best Malaysia Bond Fund, AmDynamic Bond (Fund)



ETHICS, GOVERNANCE AND COMPLIANCE

The way we conduct business is vital to our long-term sustainability. We want to take every opportunity to minimise our EES impacts and this means, adapting to challenges and changes, responding to social issues and valuing our employees. Ethical conduct and good governance are crucial to building and maintaining trust and confidence as well as delivering transparent and responsible banking services.

AmBank Group’s Board is fully committed to ensuring that the Group maintains the highest standards in corporate governance and is aware of the importance of continually developing and implementing best in class corporate governance practices while delivering sustainable performance in line with our corporate objectives.

Policies and Frameworks

Our ethics, governance and compliance policies and frameworks are regularly reviewed to ensure they reflect any changes in legislative requirements and safeguard against illegal and unethical practices such as abuse of power, conflict of interest, bribery, corruption, insider trading and money laundering.

Some of our key policies include:

Code of Conduct (including Code of Ethics)	Whistleblower Protection Policy	Anti-Money Laundering and Counter Financing of Terrorism Framework
Trading in AmBank Shares Policy	Group Compliance Framework	Occupational Safety and Health Policy Statement
Record Management Policy	Expense Management Policy	No Gift Policy
Sourcing Policy	Shariah Governance Framework and Shariah-Related Policies	Customer Relationship Review and Exit Guidelines
Know Your Customer (KYC), Customer Identification and Due Diligence Policy	Politically Exposed Person (PEP) Policy	
Chinese Walls Policy	Markets Conduct Policy	

Code of Conduct

The Code of Conduct, launched in March 2018, represents AmBank Group’s 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 community, government and business partners as well as general workplace behaviour. The Code of Ethics is now a subset of the Code of Conduct.

The Code of Conduct was established by AmBank Group’s Board of Directors. The Board takes a leadership role in shaping and driving the governance of, and compliance with, policies and practices via the Group Management Committee, Group Risk, Group Legal, Group Compliance, Group Internal Audit, Group Information Services, Group Finance and Group Human Resource.

The Code of Conduct was developed according to a value-based approach which consists of the following five key areas:

1. Message from our Chairman and Group CEO

Messaging from the top of our organisation emphasises our commitment to building a strong ethical culture that protects staff, clients and AmBank Group by providing a common understanding of acceptable behaviours.

2. Ethical Standards

AmBank Group employees are expected to always maintain integrity and ethical standards by complying with the Code of Conduct, internal policies and related regulations. All staff must demonstrate commitment to the highest ethical and professional standards and be personally accountable for upholding the Code of Conduct. These include holding each other accountable, and an obligation to immediately report unacceptable conduct or unethical behaviour such as conflict of interest, abuse of power, bribery, corruption, insider trading and money laundering, via the designated channels.

3. Company and People

AmBank Group expects its leaders and staff to act responsibly, promote open communication and treat everyone respectfully. All staff must safeguard information entrusted to them, avoid any potential conflicts of interest and handle their personal finances in a prudent manner.

When dealing with customers and regulators, all staff of AmBank Group must be clear, professional and exercise sound judgement in all communications.

In recognition of staff as its most valuable asset, AmBank Group is committed to providing a safe and secure workplace that is free from negative and inappropriate behaviours.

When dealing with suppliers, AmBank Group will apply good governance, set clear expectations and strictly adhere to the No Gift Policy to avoid conflicts of interest.

4. Marketplace

AmBank Group is committed to adhering to laws, rules and regulations that safeguard against money laundering/terrorist financing, and bribery and corruption as well as promoting fair competition in the marketplace.

5. Commitment to Sustainability

AmBank Group endeavours to create a sustainable future for staff, customers, shareholders and the general community through responsible banking, by being an employer of choice and by creating positive social impact through its business activities.

Treating Customer Fairly

Our new Code of Conduct emphasises treating our customers fairly and with respect. To ensure that this is always the case, all employees must abide by the following guidelines:

- Demonstrate professionalism, transparency and integrity in all our dealings with customers in order to provide accurate information to advise them properly, without directly or indirectly misleading or deceiving them by actions or omissions.
- Provide full disclosure in any transaction with customers of all rates, terms and conditions concerning products and services they purchase.

- Know our customer and obtain all mandatory customer information required by regulations and relevant Group policies. This is an important step to prevent identity theft, financial fraud, money laundering and terrorist financing.
- Conduct due diligence in finding out customers' personal financial situations, such as their needs, knowledge of investments, investment objectives and their tolerance to risk. In addition, inform them of the products and services that are best suited to their needs based on their personal financial situations.
- Protect the confidentiality of AmBank Group's customers' information (past, present and prospective) by complying with relevant laws and regulations (e.g. PDPA Act 2010) that restricts using, disclosing, keeping, and allowing access to confidential customer information.
- Handle customer complaints received via our various feedback channels in a friendly, fast, fair and effective way. Abide by the relevant guidelines for handling customer complaints and leverage customer feedback to enhance our products and services.

WE CREATE A SUSTAINABLE FUTURE FOR OUR STAFF, CUSTOMERS, SHAREHOLDERS AND THE GENERAL COMMUNITY THROUGH RESPONSIBLE BANKING, BY BEING AN EMPLOYER OF CHOICE AND CREATING A POSITIVE SOCIAL IMPACT.



Whistleblower Protection Policy (WPP)

AmBank Group encourages openness, integrity and accountability. Our Whistleblower Protection Policy (WPP) provides an avenue for employees, suppliers, business partners and customers to voice grievances and raise concerns about malpractice (e.g. dishonesty, fraud, corruption, bribery or illegal practices, abuse of power, conflict of interest) involving the Group without fear of repercussions.

A key feature of the WPP is the appointment of Ombudspersons to ensure protection for the whistleblower and take appropriate actions. The Speak Up Feedback Forum and Whistleblower are the two primary internal channels for reporting misconduct/ethical concerns to the Ombudspersons.

Log on to ambankgroup.com/eng/Pages/WhistleblowerProtectionPolicy.aspx

Anti-Money Laundering (AML) and Counter Financing of Terrorism (CFT) Framework

Our AML/CFT Framework provides guidance and direction for detecting and deterring money laundering and terrorism financing activities.

In FY18, 21 enhancement projects were implemented. These spanned governance, process, compliance culture and technology. Key projects included:

- Implementation of transaction monitoring processes to identify and respond to potential money laundering or terrorism financing events.
- Development of an investigation approach to detect red flags, unusual transaction patterns and questionable customer activities.
- Mandatory comprehensive training on AML/CFT topics.

In FY18, six AML-related training programmes were conducted. AmBank Group staff participated in the programmes either in a classroom situation or via eLearning.

Trading in AmBank Shares Policy

Our Trading in AmBank Shares Policy sets out the responsibilities and trading procedures for Directors and designated employees of the Group when trading in the Company's shares.

Directors and designated employees of the Group who have access to price-sensitive information relating to the Company's shares must not trade in the Company's shares until such time the information is publicly available.

Directors and designated employees of the Group who do not have access to price-sensitive information can deal in the Company's shares provided that the procedures set out in the Listing Requirements of Bursa Malaysia are complied with. Notices on the closed period for trading in the Company's shares are sent to the Directors, Principal Officers and designated employees of the Group on a quarterly basis by the Group Company Secretary.



Group Compliance Framework

Our Group Compliance Framework sets out the roles and responsibilities of the Board, Senior Management, Business Units, Group Shared Services, Group Compliance and Group Internal Audit. They oversee the management of compliance risk with the aim of promoting the safety and security of the Group by minimising financial, reputational and operational risks arising from legal and regulatory non-compliance.

The Senior Management Team is responsible for communicating the Group Compliance Framework to all AmBank Group employees and ensuring that appropriate remedial or disciplinary actions are taken in cases of non-compliance.

Group Compliance is responsible for providing oversight on the dissemination of regulations and ensuring the implementation of regulatory requirements in a timely manner. The effectiveness of implementation is assessed through risk-based review and testing where the focus is on higher risk areas of potential non-compliance.

Group Compliance issues Guidance Notes to supplement the Group Compliance Framework. They include the:

<p>Group Risk Appetite Framework for Senior Management Controls on Regulatory Compliance Guidance Note</p>	<p>Management of New Regulations Guidance Note</p>
<p>Compliance Monitoring and Reporting Guide</p>	<p>Compliance Assessment Methodology Guide</p>



In FY18, six AML-related training programmes were conducted.

Group Risk Appetite Framework (GRAF)

AmBank Group has embedded a Group Risk Appetite Framework (GRAF) for Board controls on regulatory compliance. The objectives of the GRAF are to:

- Manage regulatory compliance risk by setting a positive compliance culture and ensuring that the letter and spirit of regulatory requirements, applicable laws, rules and standards in the respective jurisdictions are complied with.
- Manage Shariah risk by ensuring operations, business, affairs and activities are in compliance with the rulings of Bank Negara Malaysia's Shariah Advisory Council (SAC) and AmBank Islamic's Shariah Committee.

The Board will be informed about reports pertaining to regulatory compliance, as there will be zero tolerance of non-compliance and breaches of regulatory and statutory requirements.

Monitoring, testing, reviews and assessments are carried out by the Compliance Monitoring and Testing team (under Group Compliance) to provide assurance that compliance risks are assessed and managed effectively and efficiently.

As a second line of defence, the Compliance Monitoring and Testing team conducts:

- Adherence reviews and testing across all lines of business;
- Thematic reviews of key regulations;
- Targeted deep dives;
- New regulations validation;
- Independent validation of key submissions to regulators.



Guidance and Training

Group Compliance is responsible for ensuring adequate training and awareness about key regulations is provided to all staff. Group-wide policies are regularly reviewed to ensure that adequate internal training and awareness programmes are in place to support relevant key regulatory requirements governing AmBank Group's activities. Guidance is provided on the implementation of internal controls to manage compliance risk. Compliance training and awareness programmes are provided to staff via:

- Annual and periodic e-Learning.
- Email communication with links to relevant policies and guidance (Reminders@Within).
- Classroom training (including Train the Trainer) on specific compliance-related topics such as Know Your Customer, AML/CFT, Whistle-blower Protection Policy, No-Gift Policy and Foreign Exchange Administration Rules.

From April 2017 to March 2018, there were 24,561 participants from various employee categories who attended compliance programmes and a total of 25 training programmes were conducted.

Shariah Compliance

AmBank Islamic complies with the rulings of Bank Negara Malaysia's Shariah Advisory Council and we have a Shariah Control Function Structure based on Bank Negara Malaysia's Shariah Governance Framework (SGF).

25

Total of
**Training
Programmes**

We aligned the focus of our **Shariah Review** and **Shariah audit** to areas that have Shariah Risk

The Shariah Control Function Structure comprises:



The policies that govern the conduct of our business in ensuring Shariah compliance include:

- Shariah Governance Policy
- Shariah Policy on Eligibility Criteria of Underlying Assets for Islamic Financing
- Shariah Policy on Purification of Shariah Non-Compliant Income
- Shariah Policy on Financing for Business with Mixed Business Activities
- Business Zakat Policy

We aligned the focus of our Shariah Review and Shariah audit to areas that have Shariah risk. Subsequently, we enhanced controls to mitigate against potential SNC incidents, including improvements to documentation and process flows, as well as manuals and guidelines.

AmBank Group will continuously review the effectiveness of internal Shariah-related controls and processes to ensure that our Islamic Banking business complies with Shariah requirements.



No Gift Policy

AmBank Group established a No Gift Policy in September 2017 with principal objectives to:

Safeguard AmBank Group's reputation by countering conflicts of interest, and bribery and corruption, and ensure practices within the Bank are conducted in an ethical and professional manner.

Provide guidance to employees to keep within acceptable practices.

Create employees who self-regulate and are able to distinguish acceptable practices from those that are questionable and to be avoided.

Avoid any perception that the Bank encourages or condones exchanges of favours for personal gain.

All AmBank Group employees must abide by the policy and ensure that there is no offering, soliciting or receiving of any gifts in any form, to or from current or potential customers, vendors, agents and business partners, either directly or indirectly, which may influence the employee's judgement in a decision-making process or put the employee in a position of conflict.

Heads of Departments are required to maintain a Gift Registry that must be made available for inspection or audit as required.

Know Your Customer (KYC), Customer Identification and Due Diligence Policy

The objective of the KYC policy is to conduct proper customer identification and risk assessments by using reliable information and documentation. KYC allows for a standardised approach to understanding the customer during onboarding and ongoing due diligence reviews. The policy outlines controls and procedures to ensure that the Group only deals with customers whose background information has been adequately verified and approved.

Politically Exposed Persons (PEP) Policy

The PEP policy aims to identify and manage potential risks associated with onboarding and maintaining PEPs, Politically Exposed Corporations (PECs) and Relatives and Close Associates (RCAs). PEPs, PECs and RCAs are subject to Enhanced Customer Due Diligence, which involves robust assessment of, amongst other things, reputational risk issues and risk mitigation, and is conducted prior to establishment of a relationship.

Customer Relationship Review and Exit Guidelines

These guide AmBank Group's business units to review and determine whether a customer relationship should be exited, or if closer monitoring is required, as a result of potential money laundering or terrorist financing risks, based on internal or external trigger events or red flags.



We launched the **FIRST RELEASE OF OUR INTERNET AND MOBILE BANKING PLATFORM, AmOnline**, which delivers convenient and empowered banking to all our retail customers

Growing our business sustainably requires agility in delivering IT and Operations. In line with our Top 4 Strategy, we are focusing our efforts on enhancing the Group's performance via digitalisation and improvement of our existing IT infrastructure.

DATA SECURITY, IT INFRASTRUCTURE AND DIGITAL TRANSFORMATION

Cyber Security

While the global move to digitisation has presented us with many opportunities to provide innovative banking solutions, cyber security risk is increasing. To mitigate the risk, we embarked on a three-year Cyber Security Maturity Improvement Programme to strengthen our cyber security posture and our ability to protect and manage sensitive data.

Along with conducting employee cyber security awareness education in FY18 and implementing a programme to educate our customers about cyber security and how they can protect their data, we have implemented initiatives across domains such as Cyber Incident Response & Crisis Management, Leadership & Governance, Human Factors, 3rd Party Security Risk, Data Loss Prevention, Threat & Vulnerability Management, Physical Security, and Network Protection.

Digital Transformation

In FY18, AmBank Group implemented several initiatives to respond to consumer needs for more efficient online banking.

New Digital Banking Platform

In April 2018, we officially launched the first release of our Internet and mobile banking platform, AmOnline, which delivers convenient and empowered banking to all our retail customers.

Our new platform is designed on three key principles:



Our Objectives:

- Appeal to consumers across all segments;
- Differentiate from existing online banking experiences; and
- Break through clutter by providing an easy-to-navigate user experience with well organised and tailored personal finance insights.

The initial launch improved customer service and convenience by delivering online banking services including fund transfers and bill payments. There was a significant increase in activation and usage of our digital banking platform and we will continue to add improved features, as set out in our 24-month implementation roadmap for mobile banking.



Mobile Application Terminal (MAT)

We launched Auto Finance instant approval with MAT on 27 November 2017. This is the first mobile application for Auto Finance instant approval in Malaysia.

A total of 396 units of MAT have been distributed to auto dealers and sales advisors since the launch.

As at March 2018, 7,569 submissions have been done through MAT (7% of the total submissions). Currently, the team is promoting the usage of MAT to increase activation.

Amy

In the consumer banking industry, digital innovations have evolved as self-service alternatives to tellers. Consumers expect online banking to help them check balances and perform transactions. Amy is a chatbot-like experience within the AmOnline mobile banking app which will be launched in FY19. It will initially be positioned as a Customer Service bot, designed to offer proactive assistance to the customer and serve as an alternative to our Contact Centre.

Amy was unveiled in April 2018 along with AmOnline. She will be fully operational by late 2018. Our vision for Amy is for her to meet three customer requirements:

Ask Amy	Amy at your Service	Amy your Financial BFF
Amy responds to questions that require no processing by our back-end systems. Examples: Where is the nearest ATM/Branch? What is the current Mortgage Loan interest rate? What are AmBank's Fixed Deposit rates? Answers to these questions are available on the Bank's website, but Amy will offer an easier, faster and more intuitive way to get to the answers directly.	Amy addresses issues that need to be checked against the specific customer's product holdings and transactions. Examples: My account was debited although no cash was dispensed at the ATM; I want to activate my credit card; I lost my wallet and need to block my cards. These are the reasons why customers typically call the Contact Centre.	Amy assumes the role of a Relationship Manager (RM) or a trusted financial advisor. Examples: I want to learn about investing my money; I urgently need funds.

Virtual Accounts

AmBank Group business customers are now able to open virtual accounts instantaneously and set up sweeping facilities automatically. This provides a collection and reconciliation tool that integrates with customers' collection solutions. Coming soon is the ability to incorporate real-time sweeping and multi-level linking.

Electronic Invoice Presentation and Payment (EIPP)

We recently upgraded our existing platform to further support settlement or payment, which helps organisations looking to consolidate both collection and payment systems.

JomPay with Smart Reference

Implemented in FY18, this is a solution that offers validation of payment amounts and validity periods.

QR Payment Partnership

This partnership will serve to expand the cashless ecosystem in Malaysia and enable local businesses to tap into the cardless mobile electronic wallet lifestyle.

Empowering our Workforce through Digital

As much as we have started to chart our foundation and steer our course towards a more digital banking centric bank, we are also laying the building blocks in empowering our people to work more conveniently and more efficiently.

We have piloted employee mobile onboarding application to new joiners in February 2018. We are looking into enabling more capabilities to allow our staff to access employee needs through mobile such as e-leaves, e-claims etc.

We introduced agile concept into our workforce – by launching the first agile workshop across the Group and for the management team. We built agile curriculum in order to create awareness, as well as educate and equip our people on the need for this.

Contactless Terminal and RFID for Toll Collection

This is an ongoing POC with a toll operator for contactless terminal and RFID payment using cards. This initiative is also to be offered to other toll and parking operators.



Launched
**First Agile
Workshop**



Ecosystem Expansion and Partnership

At AmBank Group, we see the importance of strategic alliances and partnerships across our industry as the competition intensifies in the market and threats from non-banking solidify. Our digital strategy is enveloped by an ecosystem play. We have been in discussions with several parties across retailers, oil and gas, telco, start-ups and Internet giants to explore partnership opportunities to create market space and diversify our revenue streams.

Infrastructure

Five core IT processes have helped us to deliver service transformation to support and enable AmBank Group's business growth. They are: 1) Daily Service Review (DSR), 2) Management Escalation and Notification, 3) Major Incident Management (MIM), 4) Root Cause Analysis (RCA) and 5) Change Management. These core processes are so strongly practised that they have become embedded into AmBank Group's DNA.

Building on these disciplines in our efforts to deliver IT service improvements, we established an Operation Command Centre (OCC) which monitors and escalates any anomalies in IT Services. Additionally, Service Level Management Improvements have

boosted service levels not only across IT systems, but also in relation to internal IT services. The outcomes of the five core IT processes led to successful achievement of our major IT milestones – high system availability and up time.

The Group maintained its ISO 27001:2013 certification and recorded zero non-conformities in the last certification audit.

FINANCIAL INCLUSION AND RESPONSIBLE LENDING

Financial institutions have the power to boost the growth of enterprises, societies and economies and while we are committed to making our banking solutions accessible to a wider range of customers, we must do so responsibly. Responsible lending is a major pillar of AmBank Group's sustainability strategy and it safeguards the interests of the Bank and the customer. We offer loans and financing that are appropriate to our customers' needs and financial capacity.

In line with value-based banking, AmBank Group is driven to generate positive and sustainable impact on the economy, community and environment, consistent with the shareholders' sustainable returns and long-term interest. We believe that the principles of fairness and social responsibility, which are intrinsically linked to being Shariah compliant, support the demand for value-based banking that resonates with the increasing awareness of social issues in our communities.

The global increase in demand for investments and lending that are mindful of environment, social and governance (ESG) considerations presents an enormous opportunity for the Group to work towards a sustainable future.

Underwriting Strategy

AmBank Group, through AmBank Islamic, is currently leading a medium-term initiative to review the Group's existing underwriting strategy. To begin with, we need to ascertain the Group's exposures that are most susceptible to ESG risks, prioritising certain sectors and generating a baseline overview of the ESG portfolio risk profile in a systematic manner. Thereafter, we will develop the requisite risk principles and appetite, and governance framework, culminating in the revised underwriting strategy and criteria.

The long-term benefits of this initiative include the provision of banking solutions that promote a sustainable ecosystem via reduced negative externalities, lifting socio-economic standards, financial stability, and innovation to create new market opportunities and efficient use of resources.

Value-Based Intermediation

AmBank Group has been invited to participate in Bank Negara Malaysia's Value-based Intermediation (VBI) initiative, which aims to deliver the outcomes of Shariah through practices, conduct and offerings that generate positive and sustainable impacts to the economy, community and environment, consistent with shareholders' sustainable returns and long-term interests.

Key deliverables under this BNM initiative include:

- a) Value-based Intermediation Strategy paper, which was released in July 2017 and finalised in March 2018.
- b) Industry VBI scorecard, which will allow banks to self-assess, monitor and communicate their progress to VBI.
- c) Industry VBI Implementation guide.
- d) Industry Environmental, Social Impact Assessment Framework.

For the immediate future, AmBank Group will focus on two VBI-based pillars as we seek new customers and market share and boost our bottom line. The first pillar is financial inclusion and responsible financing and the second is environmentally and socially responsible investment. We will roll out new products and aim for targeted segments under both these pillars.

Supporting VBI-Oriented Customers

In the meantime, the Group has started to align itself with value-based banking via greater interaction, collaboration and offerings with VBI-oriented customers such as International Islamic University Malaysia.

Small and Medium-Sized Enterprises (SMEs)

AmBank Group's vision for SMEs involves taking a measured approach to providing the necessary tools to help them move forward. This focus is congruent with the government's strategic intent to encourage the growth of SMEs. The key enablers for this sustainability matter are:

Distribution Channels

All of our 174 branches are 'SME ready' with 100 clustered Relationship Managers under SME Banking. In addition, we have also increased the coverage of our new Business Banking to broaden access to loans and financing via our 27 Enterprise Banking Business Centres and 18 Commercial Banking Business Centres.

Products and Schemes

We have a range of initiatives that are designed to help us responsibly support our customers. They include programmes related to Business Banking Lending, Enterprise Lending, Business Wealth and Shariah SME Financing.

Business Banking Lending Programmes

The launch of the Business Banking Lending Programmes enables us to offer banking products based on pre-determined criteria to significantly reduce turnaround time and be more responsive to customers' needs. The programme offerings range from simple financing requirements for business premises and equipment purchases, to more complex structures that may combine capital expenditure and working capital requirements. Since the inception of its Lending Programs, Business Banking has seen RM2.0 billion in total loans approved.

Retail Banking Initiatives

A variety of SME activities were held at our branches, including SME Deposit Day such as Payroll, Current Account (CA), Fixed Deposit (FD), Bank Guarantee Over the Counter (BGOTC) and Foreign Exchange (FX).

For FY17, SME Banking has grown our gross loan from RM800.0 million in FY17 to RM1.8 billion in FY18. In FY18, SME Banking branch total deposit grew by RM1.8 billion.

Launch of the AmBank Islamic-IIUM Credit Card and IEF JomPAY

AmBank Islamic Berhad (AmBank Islamic) and the International Islamic University of Malaysia (IIUM) officially launched the AmBank Islamic-IIUM Credit Card at the IIUM campus in Gombak Kuala Lumpur on 5 October 2017. Under this programme, AmBank Islamic cardholders can convert their AmBonus Points into cash contributions towards the IIUM Endowment Fund (IEF).

AmBank Islamic and IIUM teamed with JomPAY to make it easier for the public and the corporate sector to make contributions to the IEF. JomPAY electronic payment enables payments via internet banking, mobile banking and ATMs.

IEF provides financial support for IIUM students who are academically excellent but having financial difficulties. In 2016, IEF disbursed RM10.5 million in the form of scholarships and financial assistance to 4,323 recipients.



SME Disbursement under PG Scheme

FY17:
RM233.8 Million

FY18:
RM565.7 Million

** inclusive of Retail and Business Banking*

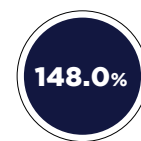
Was PG Scheme a success? Why?

- Up to RM2.5 Million Financing Limit
- No collateral required
- Simplified processing due to programme lending
- Up to seven years' financing tenure
- No lock-in period
- Shorter Turnaround Time
- Competitive interest/profit rate



Our first asset-backed Credit Guarantee Corporation (CGC) guaranteed scheme in the market offers a high margin for SMEs' asset and working capital loan needs.

High Margin of up to



for Asset and Working Capital Loans

We also have a flexible working capital loan to help SMEs better manage their daily financial needs.

Up to



Loan Limit

Up to



Loan Tenure

Portfolio Guarantee (PG) Scheme

The scheme saw an increase of 142.0% in SME loans disbursed, which amounted to RM565.7 million in FY18. Under the PG Scheme, SMEs were offered up to RM2.5 million financing limit and up to seven years of financing tenure. As part of the Scheme's proposition, customers are not charged guarantee fees. The scheme also has a more simplified process, which resulted in shorter turnaround times.

Business Wealth

A dedicated team of Relationship Managers specialising in Business Wealth Management work with customers to understand the needs of their businesses and determine appropriate solutions. The Business Wealth team has a deposit balance closing of RM4.19 million for FY18.

Bancassurance

Business Banking offers solutions that help customers prepare for unforeseen events via our Bancassurance products. To ensure that customers have access to a more comprehensive choice of solutions, we launched three new products: Reducing Term Assurance (RTA), Level Term Assurance (LTA) and Return of Premium (ROP). The Business Banking Bancassurance Unit has since reported closing 399 number of cases with a total premium amount of RM17.0 million.

Shariah SME Financing Scheme

For Islamic financing facilities, eligible SMEs have the opportunity to receive a two per cent profit expense rebate from SME Corporation under the Shariah SME Financing Scheme, under which the government has given an allocation of RM1.0 billion to the industry. AmBank Islamic's 2017 allocation of RM101.0 million was fully utilised.

Financing Packages

SMEs are currently the driving force of the Malaysian economy and AmBank Group helps SMEs manage cash flow, payables and receivables.

In addition to the Business Banking Lending Program, AmBank Group also offers the first asset-backed Credit Guarantee Corporation (CGC) guaranteed scheme in the market which has a high margin of up to 148.0% for SMEs' asset and working capital loan needs. The scheme also provides a high working capital limit of up to RM3.0 million and has simplified processing.

Other financing packages include contract financing facilities that are tailored for a specific project or contract. The financing package varies in accordance to the type of contract, such as construction, and supply or services.

AmBank Group also provides financing to fund import and export transactions, particularly for businesses in the auto parts and food related industries.

Education and Networking

In addition to the provision of loans and financing for SMEs, we also focus on the key individuals behind the SMEs.

The AmBank BizCLUB is a business community platform that aims to provide knowledge, networking opportunities and media exposure to SMEs in Malaysia. The intention of the programme centres around helping SMEs scale to the next level, find ways to access international markets and reduce failure rates.

Three main initiatives were launched under the AmBank BizCLUB: the BizCONFERENCE, which is held annually in nationwide locations where well-known entrepreneurs are invited as speakers; the AmBank BizRACE, a business competition for SMEs

with leadership development and media exposure as prizes, and CEO Chat Sessions, which are exclusive small-scale sharing sessions in the form of interviews and Q&A sessions with successful business owners.

The AmBank BizRACE programme, which received about 1,000 entrants, was launched in September 2017. 15 top businesses were selected to go through an Executive Development Programme from March to April 2018. The development Programme was tailored to expose business owners to topics in culture, leadership, process excellence and innovation. The 15 businesses involved recently shared the value of these sessions. Most said that it was a good opportunity to take a step back from their day to day operations to look into growing their business by implementing information from the sessions. Participants also shared that the AmBank BizRACE gave them a good platform to network and bounce ideas off each other during the extensive workshops.

We received the following feedback and testimonials from the participants:

- The support provided as we progress further into the competition will be important to propel the company forward. With the coaching and lessons

given, these actually allow me to understand my people and my business better. - Tony Lim, MD from Akyu Malaysia

- The competition is a way for us to see where we stand amongst other SMEs. It is also an opportunity for us to grow together with the other leaders here. The exposure and training have been very valuable. We are thankful that we have gotten this far, because there are many experienced and well-established companies in the race. - Ong Su Ping, Chief Storyteller from BuildEasy
- By participating in the BizRACE, we are able to gauge the level of our competitiveness, as far as business growth is concerned. I believe the programme will unleash our potential to grow to another level. - Peru Balan Ding, CEO from Persafe Engineering
- I think this is the only competition that is not offering 100% monetary rewards. I've already had a lot of ideas on what to fix in my company. I can't wait to go back to the office. - Azri Zahier, CEO and Founder of The Boom Beverage
- We wanted to get a third-party validation of how far our company can go in terms of scalability and growth. We have received feedback regarding our growth plans and business model and it's been helpful. It tells us that our idea is feasible. - Keong Chun Chieh, Founder of IGL Coatings

The AmBank BizCLUB's FY18 calendar of events included:

AmBank BizCONFERENCE

Five conferences were held to provide tips and life lessons in growing and scaling businesses. The BizCONFERENCEs featured highly successful CEOs and business owners who shared their experiences and how they overcame many challenges along the way.

AmBank BizRACE

This is a competition for businesses with over RM2.0 million worth of media exposure and leadership development activities. The highlights of the competition included an entrepreneurship development programme in a prestigious global university, a field trip to a well-known organisation abroad and business coaching opportunities.

AmBank CEO Chat Sessions

A series of chat sessions were held, featuring exclusive talks and networking sessions with renowned CEOs, captains of industry and thought leaders in Malaysia.



Environmental, Social and Governance (ESG) Integration into Lending Decision Making

We acknowledge that the growing awareness of environmental and social issues heightens the need for financial institutions to have a greater grasp of the nature of its customers' businesses. Through integration into existing policies governing lending, we have incorporated environmental issues assessment as part of our overall credit decision-making process for, among others, selected economic sectors or projects that fall within the ambit of regulatory frameworks. We have supported and will continue our involvement with sustainable sectors such as renewable energy and green technology financing.

We recognise that both environmental and social issues are areas that require engagement with various stakeholders as part of our broad decision-making framework. The assimilation of environmental and social issues assessment into our lending practices will be ongoing to constantly enhance our engagement with customers and encourage them to consider these issues.

RESPONSIBLE SOURCING AND PROCUREMENT

By responsibly sourcing the materials we require to operate, we can minimise our environmental impacts and positively influence the environmental, social and ethical performance of our suppliers. We have a responsibility to consider sustainability principles in all of our activities, not just within AmBank Group but also along our supply chain and when interacting with other organisations.

Supply Chain Sustainability

We promote responsible and inclusive procurement practices and apply standards of integrity and best practice in managing the social and ethical impacts of our supply chain.

Selected contractors are guided by the AmBank Group's Operations OSH Contractor Compliance Guidelines which dictate the mandatory requirements, including OSH induction and safety rules and procedures, for all new contractors.

Group Strategic Sourcing Function

The AmBank Group's Strategic Sourcing function was established in 2012 to provide governance and control, seek opportunities to consolidate volume for greater bargaining power and deliver sustainable savings. It is headed by the Group Strategic Sourcing Management Committee, which consults on all AmBank Group's outsourcing activities.

We carry out processes such as vendor evaluation and selection, and risk impact assessments before outsourcing. The risk impact assessment criteria for classification of outsourcing outline our minimum requirements for suppliers in relation to customer satisfaction and reputation, ethical business practices and regulatory compliance.

AmBank Group conducts annual audits and visits the offices, factories and warehouses of outsourcing suppliers to assess aspects of their business practices in order to meet Bank Negara Malaysia's outsourcing requirements.

Sourcing Policy

The principles of responsible sourcing and procurement practices are outlined in AmBank Group's Sourcing Policy. The objectives of our Sourcing Policy are to:

- Set appropriate governance and accountability delegation for sourcing implementation.
- Determine appropriate and comprehensive processes, including documentation requirements, to manage outsourcing arrangements.
- Outline employee roles and responsibilities.
- Ensure the existence of a process to adequately gauge the impact of, and prepare continuity planning for, externalities arising from outsourcing activities.



Our Sourcing Policy strictly adheres to Bank Negara Malaysia (BNM) Guidelines and the Security Commission Malaysia (SC) Licensing Handbook. We undertake due diligence to ensure suppliers satisfy, and prove adherence to, relevant laws, regulatory requirements and policies, including:

- BNM Guidelines on Outsourcing of Banking Operations and Islamic Banking Operations.
- BNM Guidelines on Outsourcing for Insurers.
- BNM Guidelines on Management of IT Environment.
- SC Licensing Handbook on Outsourcing Arrangements by Capital Markets Services License Holders.

Aligned with our Sourcing Policy, we promote responsible and inclusive procurement practices and apply standards of integrity and good practice in managing social and ethical impacts through our supply chain. In 2017, we updated the Policy with the aim of improving outsourcing management, administration of contracts and roles and responsibilities of personnel.

We conduct periodic reviews and update our contract templates in line with relevant laws and regulatory requirements, including the:

- Cyber Security Clause for IT and outsourcing vendors.
- Secrecy provisions under the Financial Services Acts 2013 and the Islamic Financial Services Act 2013.
- New Companies Act 2016.

e-Procurement Portal

Increased efficiency, cost savings and improved transparency are amongst the many benefits of e-Procurement. AmBank Group's Request for Information (RFI), Request for Quotation (RFQ), Request for Proposal (RFP) and Bidding processes are conducted online. We issue purchase orders online, and suppliers are able to upload their invoices directly to our system. We also use an e-Contracting module to better manage our contracts.

Sustainable Supply

Part of our Annual Report is printed on ICON White, an environmentally friendly paper that is certified chlorine free and is completely recyclable and biodegradable. This paper is made from pulp that is harvested from sustainable forests. In 2017, we fully converted the printed copy of our Annual Report in Bahasa Malaysia into electronic copy.

Social Procurement

We adopted social procurement ideals by purchasing from social enterprises, namely The Silent Teddies Bakery and The Picha Project. The former is a bakery runs by the deaf and mute and the latter is a catering services company that empowers refugees to earn a living by distributing home cooked meals by them. We also regularly procure meals for Board and Management meetings from The Picha Project.

In the past, we have also supported single mothers from the Persatuan Ibu-ibu Tunggal Wilayah Batu Pahat by procuring local treats from them in conjunction with Malaysia Day celebrations.

Procurement from Local Suppliers

We believe in adding value to the communities in which we operate. Where possible, we source our materials and services from local suppliers, as this provides employment and helps spur economic growth in Malaysia. It also lowers our operating costs and minimises our carbon footprint. Over 95.0% of our active suppliers by number are local.

EES Compliance on Services Involving Human Labour

Our service provider for cleaning services is guided by the AmBank Group's Operations Occupational Safety and Health (OSH) Contractor Compliance Guidelines. According to the guidelines, it is mandatory for all new contractors to undergo OSH induction and to comply with guidelines about the following:



Looking Ahead

AmBank Group aims to be a sustainability advocator to our employees, suppliers and third party contractors.

In the coming year, we are planning to roll out a Vendor Sustainability Questionnaire. Our intent with this questionnaire is to facilitate vendor self-assessment to demonstrate the steps taken to manage sustainability.

We will assess our key suppliers with respect to environment, social and governance. Through the assessment process, we will be able to highlight risks and opportunities to ensure that our suppliers continue to be sustainable business partners of AmBank Group.

RESPONSIBLE MARKETING, PRODUCT AND SERVICE DESIGN

Responsible marketing as well as product and service design are intrinsic to the way we do business. Acting responsibly promotes customer trust and confidence in AmBank Group's products and services, enhances our reputation and prevents adverse financial consequences.

Product and Service Governance

We place great emphasis on the design and communication of product information and always aim to provide clear and concise messaging to customers and employees.

AmBank Group has a rigorous framework for branding and advertising. It is designed to support our promotional efforts in brand and product awareness, including corporate branding and product campaigns.

Our marketing programmes and communications are guided by a Campaign Marketing Review Checklist and we comply with external guidelines including the:

- Bank Negara Malaysia Guidelines on Product Transparency and Disclosure; and
- AmBank Group's Shariah Guidelines on Marketing and Promotional Materials.

A governance process guides the development of our products and services to ensure compliance with regulatory guidelines, ethical conduct and our brand values. We adopt an integrated approach that considers the EES impacts of our products and services.

Social Media and Website

Social Media

AmBank Group is active on Facebook, Instagram, Twitter and LinkedIn. We publish a range of communications about promotions, new products and services, news and announcements, corporate social responsibility activities and crisis communications.

All communications are based on our Social Media Guidelines, which ensure the products and services information conveyed to customers via social media is clear, compliant, concise and avoid potential reputational risks or damage to the organisation. A Social Media checklist ensures that appropriate processes are followed prior to publishing any content on our social media channels.

A Social Media Framework guides our social media brand voice and establishes a reply mechanism for our Contact Centre's web team to use when responding to customers on social media. To ensure excellent service, we work closely with our Contact Centre's web team to ensure that all customer complaints are responded to

within four hours. The maximum tolerable time is 12 hours. This area has been identified as a Key Risk in our organisation.

As we advertise heavily on digital platforms it is important for us to have strong guidelines in place. Aside from Facebook, Instagram, Twitter and LinkedIn, we engage with customers and employees via:

- Video and photo sharing websites (e.g. Flickr, YouTube, Instagram).
- Blogs, including corporate blogs, personal blogs or blogs hosted by external media outlets (e.g. Blogspot, Wordpress, comments sections of blog sites).
- Wikis and online collaborations (e.g. Wikipedia, Dropbox, Google Docs).
- Forums, discussion boards and groups (e.g. Lowyat.NET, Cari.com.my).
- Geo-spatial tagging (e.g. Foursquare).
- Chat messaging applications (e.g. Whatsapp, Line, WeChat, Short Messaging Services).
- Other emerging electronic and/or digital communication applications.

FY18 Social Media Highlights

In FY18, we saw a boost in engagement across all of our social media channels. The number of our Facebook friends rose by almost 20,000 and our new LinkedIn connections exceeded 11,000. Details are presented in the table below.

Social Media Channel	Target		Actual	
	FY18	FY17	FY18	FY17
Facebook	150,000	138,000	148,396	128,524
Instagram	2,500	2,000	3,163	2,007
Twitter	300	100	453	189
LinkedIn	18,150	7,750	28,045	16,500



DATE	TYPE OF EVENT	REMARKS
Social Media and Video Updates		
April 2017	Various postings about the AmAssurance on Tour truck, which was on a nationwide tour of our branches.	
May 2017	The Launch of AmBank Transformers Spend or Deposit campaign. A Mercedes-Benz A45 AMG was up for grabs.	
June 2017	AmBank Card's #JoyFortuneLove prize-giving. We gave away two Audi TTs and interviewed the winners.	
July 2017	Featured awareness posts on Personal Loans.	
August 2017	Launched the TRUE Banking proposition.	
September 2017	Featured Cards - 10% Cash Back with Minimum Spend of RM50 at Caltex Stations campaign. Launched the first AmBank BizCONFERENCE in Penang. AmBank BizCLUB is a programme initiated by Business Banking in an aim to provide help and guidance to SMEs in Malaysia. Under this programme, we also launched AmBank BizRACE, a race designed for SMEs to participate, pitch and win great prizes which will help grow and scale their business. eFD 6-month promotion @ 4.00%	Using boost strategy, we saw over 4.5k likes, 29 shares. The posts garnered 55 likes, 20 shares. Using boost strategy at a very low cost (RM5,000), the post saw more than 10k likes, 97 shares. Campaign was a success too.
October 2017	Launched AmGeneral Insurance's Auto365 Comprehensive Premier.	The posts, including a teaser and a short video, received over 700 views, 58 likes and 18 shares.
November 2017	A game-changer, the Mobile Application Terminal (MAT), was launched. Through this platform, customers can obtain auto finance approval within 30 minutes. We gave away a Mercedes-Benz A45 AMG and other prizes to the lucky winners of the "AmBank Transformers Spend or Deposit" campaign! We produced a video, promoting the AmBank BizRACE, part of Business Banking's AmBank BizCLUB programme.	On FB, we saw 19 likes, 1 share. Two testimonial videos saw a combined series of video saw over 1k views, 2 shares. The video saw 1.3k views, 5 shares. The video garnered 2.2k views, 20 shares, 47 likes.
December 2017	Launched the Win a Porsche with AmBank Cards campaign.	Facebook buys led to 585 likes, 22 shares for this post.
January 2018	Launched the Win a Mini with AmOnline campaign.	
February 2018	The launch of the Win a Porsche with AmBank Cards campaign saw us filming Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer test driving the Porsche Macan.	Facebook video - 1.6k views, 9 shares, 62 likes. Twitter - 1 retweet, 2 likes, 20 views. Instagram - 688 views.
Group Corporate Communications & Marketing (Initiatives, Projects, Events)		
April 2017	Covered Raja Teh Maimunah's talk on Capital Raising in Islamic Finance at the Islamic Finance News Forum Asia 2017.	
May 2017	Covered the launch of our new AmBank branch at Nu Sentral.	Facebook video - 800+ views, 88 likes, 6 shares. Instagram - 400+ views, 70 likes.
June 2017	Hosted "Majlis Berbuka Puasa Kumpulan AmBank Bersama Media".	Facebook - 63 likes, 1 share. Instagram - 84 likes.
July 2017	AmInvestment Bank wins seven awards at The Triple A Asset Awards 2017.	
August 2017	We shared a post updating our followers on the outcome of the proposed merger between AmBank and RHB.	
September 2017	Shared Dato' Sulaiman Mohd Tahir, Group Chief Executive Officer's interview on SMEs with Leaderonomics.	
November 2017	Karnival Kewangan in Kuching, Sarawak.	Facebook - 277 likes, 20 shares, 600 views.
December 2017	We covered the prestigious 12 th AmBank Group-SportExcel International Junior Golf Championship at Glenmarie.	Facebook - 331 likes, 16 shares.
January 2018	Karnival Kewangan in Alor Setar, Kedah, where we were the most active bank in terms of social media awareness.	Facebook - 160 likes, 6 shares and a War Cry video received approximately 600 views. Instagram - 342 likes.

Official AmBank Twitter Content and Customer Management
Handled more than 150 customer cases. All tweets mirrored content on our other social media channels.



AmBank Group Brand Governance guides AmBank Group branding, communications and marketing services to ensure a consistent brand message across the Group. The Brand Governance ensures that employees understand and adhere to the brand practices behind any communications, both internally and externally.

Website

Activity on our website (<https://www.ambankgroup.com>) is guided by a Corporate Website Management Framework which provides users with a clear review and approval process for information to be published. The Group Corporate Communications and Marketing team ensures that all content adheres to branding and is compliant with the Framework. Every month, [ambankgroup.com](https://www.ambankgroup.com) records an average of 207,000 visits and 410,000 page views.

Branding

AmBank Group Brand Governance guides AmBank Group branding, communications and marketing services to ensure a consistent brand message across the Group. The Brand Governance ensures that employees understand and adhere to the brand practices behind any communications, both internally and externally. It protects our brand image, ensures compliance and reduces reputational risk. The Brand Governance ensures that all marketing and communications deliverables are synergistic, relevant, accurate, clear, decent, honest and socially responsible.

An AmBank Group Brand Council champions and polices the Brand Governance. It consists of representatives from multiple functional areas and business units with a stake in the brand and drives robust brand decisions that connect the Group.

The Brand Council Manifesto helps to expedite the Group's decision-making approach and sends a clear message that ultimately the members of the AmBank Group Brand Council are the main guardians and owners of the brand.

ambankgroup.com
Records
an average of



AmBank brand is considered a **'popular bank offering car and home financing'** and a **'bank that serves the needs of SMEs/businesses'**



In 2017, AmBank Group conducted a brand health survey across five other banks with the following results:

- AmBank Group's Total Brand Awareness index improved significantly in Q1 2017 (March 2017) – a marked improvement from 78.0% in Q3 2015 (September 2015) to 85.0% in Q1 2017.
- The top three contributors to the increase in Total Brand Awareness were word-of-mouth from friends/families (49.0%), newspaper advertisements (46.0%) and online presence (45.0%). Online, the AmBank brand was most sighted on Facebook (69.0%), followed by Google Search (56.0%) and banner advertisements (53.0%).
- Brand Consideration showed significant uplift in Q1 2017 – improving from 21.0% in Q3 2015 to 35.0% in Q1 2017.
- Based on market perception, the AmBank brand is considered a 'popular bank offering car and home financing', and a 'bank that serves the needs of SMEs/businesses'.
- In terms of banks that are seen to be active in organising events, AmBank was ranked third behind Maybank and CIMB Bank. The majority of people who were aware of AmBank Group-organised events viewed them as charity/community-centric events, with specific mentions of AmBank Group having made donations to orphans and flood victims.
- The overall feel-good factor towards the brand was very high at 93.0%.



EMPLOYER OF CHOICE

We recognise the need to maintain an engaging and inclusive workplace that lets people achieve their aspirations.

The global banking environment is undergoing profound changes. Shifts in the expectations of our clients, stakeholders and employees, the emergence of new technologies, and changing regulatory frameworks are transforming our business lines and the skills required to provide banking services. At AmBank Group, we anticipate the skills that will be needed to deliver our services in the future and enable our employees to enhance their employability through training and the identification of career paths.

Our focus:

- Creating a supportive and inclusive workplace
- Professional development



CONDUCTIVE AND INCLUSIVE WORKPLACE

Through the decades, AmBank Group's corporate culture has evolved into a deep, relationship-centric model, focused on quality service offerings. To reinforce our corporate culture every day, we make employees our priority through listening and dialogue, as well as by embracing diversity and fostering an exceptional work environment.

Inclusive and Diverse Workforce

We support a workforce that reflects the diversity of the communities in which we live and operate, and we welcome diversity of gender, culture, family and relationship status, sexual orientation, socio-economic background, physical ability, age and religion. Workforce diversity is taken into consideration across our entire organisation, including when we are recruiting new staff and promoting current employees.

AmBank Group recognises the importance of diversity and we understand that it is an integral part of our business. A diverse workforce means a diversity of ideas and a more stimulating work environment. By creating and maintaining a diverse workforce, we have the potential to boost productivity and achieve a competitive advantage in the marketplace.

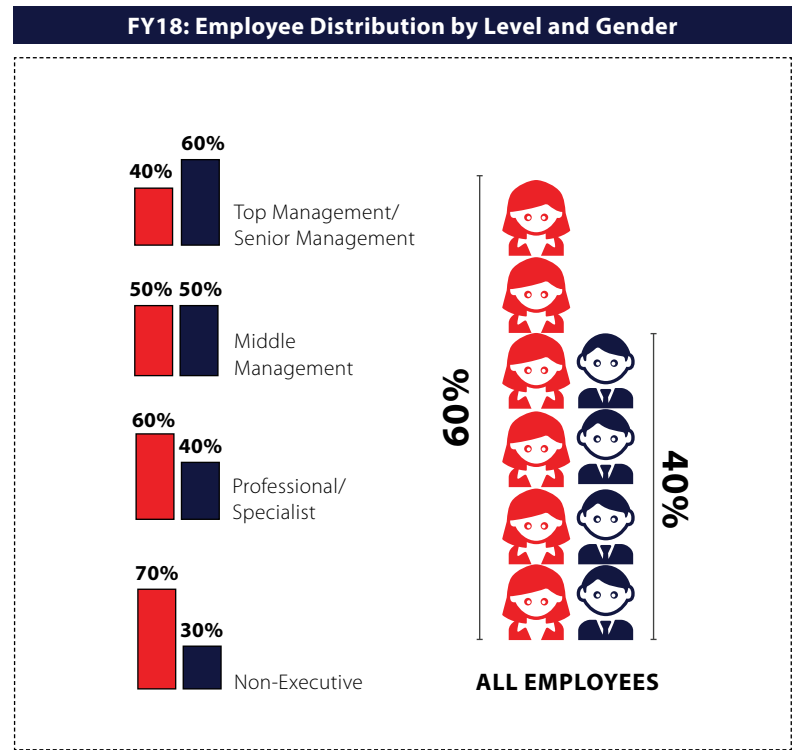
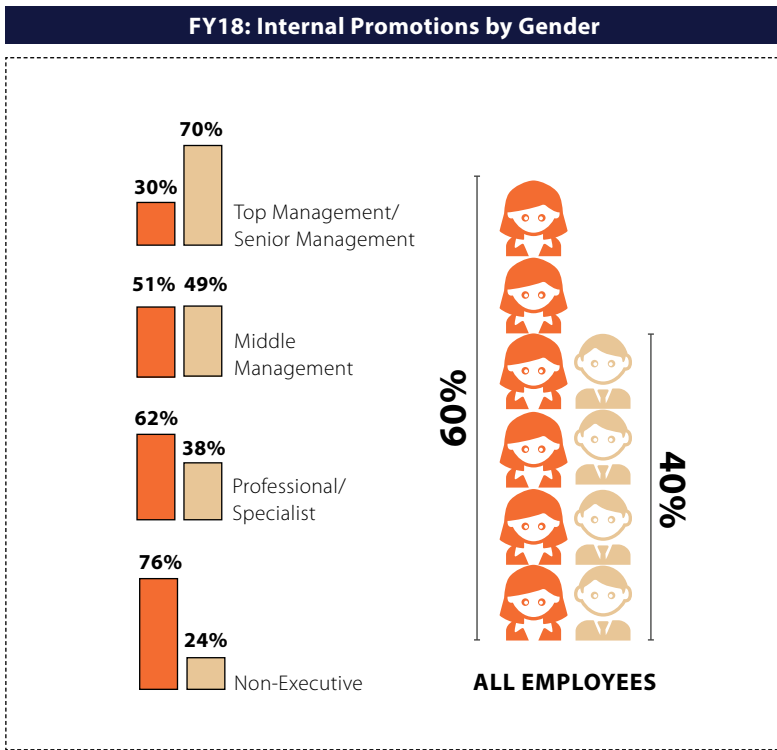
We have a shared responsibility to foster an environment that promotes diversity. This is achieved through:

- Discussing and accepting diversity and highlighting the benefits of a diverse and inclusive workplace.
- Identifying and addressing any unconscious bias in recruitment, retention and promotion that may be preventing any particular group of people from joining or staying at the company.
- Valuing individual abilities, such as language skills and international experience that may help to broaden our market knowledge and business connections.
- Being aware of different cultural practices and special needs of employees and making workplace adjustments where appropriate.

Gender Equality

In terms of gender balance, two of our seven Board of Directors are women and the majority of our employees are women.

We are committed to maintaining a balanced gender composition in executive and managerial positions and are making systematic efforts to attract best-suited individuals for appointment and succession planning to achieve a well-represented management team that inculcates new ideas and innovation.



International Women's Day

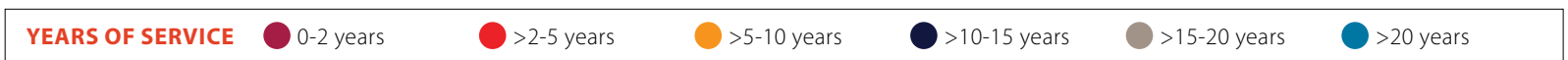
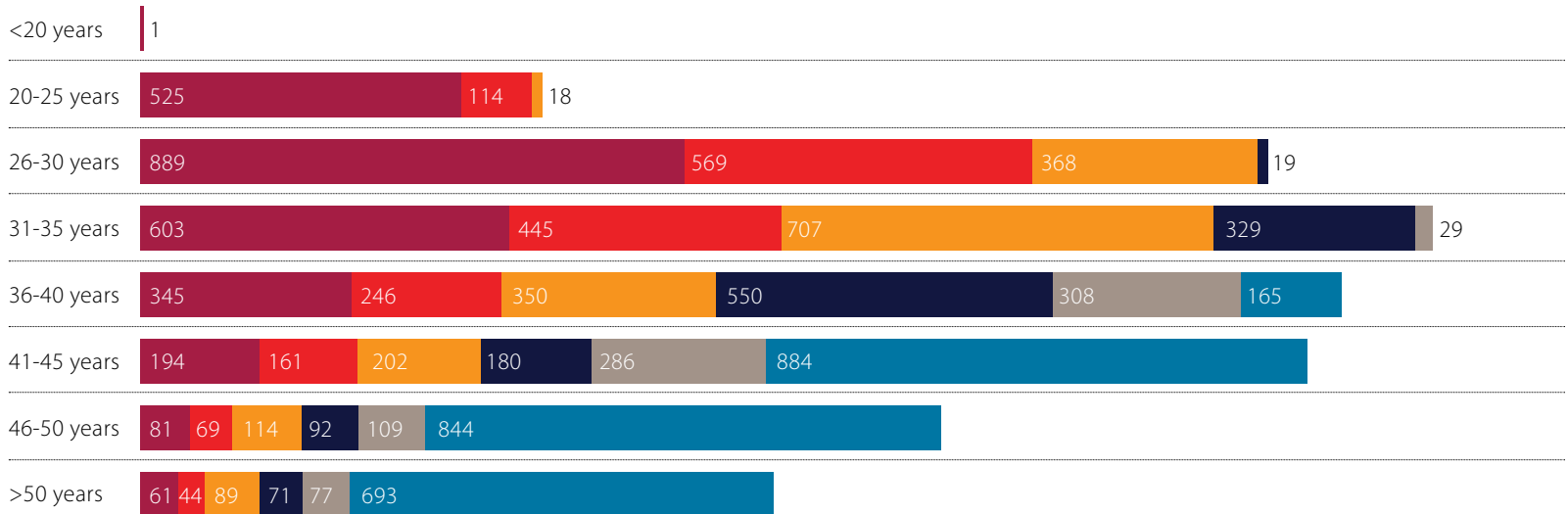
This year we celebrated the International Women's Day on 8 March 2017. The international theme - Be Bold for Change – marked a call to celebrate diversity and our commitment to upholding our values. Each one of us can be a leader within our own spheres of influence by taking bold pragmatic action to encourage continued camaraderie and diversity in the group. It was a memorable moment for us as it was the first of such celebrations in AmBank Group.

This is in addition to supporting new mothers with the extension of our paid maternity leave to 90 days in 2017.

Age Distribution and Seniority*

AmBank Group has a relatively balanced staff distribution by age and seniority, and 18.6 years is the average length of tenure. All of our employees are valuable to us and they bring a range of perspectives and skills to the organisation. AmBank Group provides customised personal and professional development programmes and opportunities for individual employee development.

AGE GROUP



* inclusive of AmMetlife Insurance Berhad and AmMetlife Takaful Berhad



Vulnerable Employment Groups

When we recruit internal and external employees, the best-suited candidate is selected based on qualifications, knowledge, work and life experience. Successful candidates are people with the right set of competencies to succeed, the right attitude and behaviour, and willingness to achieve our business goals. Guided by these criteria and our diversity and inclusion mindset, we have 11 disabled persons who are visually impaired under the employment of our Group.

Aligned and Engaged Employees

At AmBank Group, we are guided by a single, values-aligned culture. The right culture with strong alignment is a major driver of performance and can make an organisation stand out in a crowded market. AmBank Group's aspirational culture is articulated through our purpose, vision, values and brand. Our values are integrated into our performance management system and our employees are rewarded for living our values, not just for their achievements.

Senior Management Offsite Review

AmBank Group's Senior Management Team met for an offsite review of the 1HFY2018 and 2HFY2018 plans in October 2017 and January 2018. Led by the GCEO, the team reviewed the Group's financial results and progress on the transformation plans based on the Group's Top 4 Strategy. The team also revisited learning points on key performance indicators that drove increased performance arising from collaborative business units' efforts.

Following the Senior Management Team Offsite Reviews, AmBank Group's annual mid-year and year-end performance cycles commenced. All supervisors conducted one-on-one reviews and performance conversations with their team members, facilitated by Human Resources.

41 performance-related communications by the Chairman and Group Chief Executive Officer were published in FY18 to reinforce AmBank Group's open and transparent culture and alignment.



October 2017

113
participants

—
Strategy Discussion and Sharing for 1HFY18.

—
Checkpoint on performance and plans for the year.



February 2018

134
participants

—
Strategy Discussion and Performance Checkpoint for FY18 Closing.

—
Included 10 participants from BATMAN/LEAP programmes.

—
Sharing and discussion about plans for FY19.

Internal Communications and Feedback Channels

At the core of our culture is open and transparent communication and easy access to senior management. In FY18, the quarterly human resources newsletter Scoop! kept employees up to date with activities and initiatives across the Group, as well as leadership and people management insights. Our employees also engaged directly with the Group Chief Executive Officer via a dedicated email, 'Talk to DSMT', which was hosted on the newly launched site 'From the Desk of Dato' Sulaiman'. This site is based on AmBank Group's intranet, Connected, through which we disseminate and archive information, conduct our pulse surveys and support human resources through employee and manager self-service functionality.

Employees' views are encouraged and always appreciated. Our internal feedback channel SpeakUp!, continued to attract suggestions for better workplace and business practices with 133 employees contributing in FY18. 43.0% of the write-ins related to workplace improvements and 57.0% were product and service improvement ideas.

Employees came face-to-face with the Chairman and Group Chief Executive Officer (GCEO) at employee engagement sessions that involved town halls, lunches and senior management town halls.

Employee Engagement

Employee engagement is a lead indicator of organisational performance. One of the ways we formally listen to our employees is through Employee Pulse Surveys and the Employee Engagement Survey.

In FY18, we participated in the Aon Hewitt Best Employers Survey to benchmark our performance against a range of companies from various industries, including the best in class in Malaysia. We are confident that the results will support our drive to be an employer of choice in terms of employee attraction and retention.

The Aon Hewitt survey measured us on the following four key pillars:

- Senior Leadership
- Supervision
- Performance Management
- Rewards and Recognition

Senior Leadership visibility and engagement with employees was facilitated at events such as Group Chief Executive Officer lunches and townhalls. Additionally, C-Suites organised their own town halls and staff engagement sessions, which helped encourage two-way communication with employees across the organisation.

Supervision was enhanced with purposeful conversations and more partnerships with the Business Unit HR (BUHR). BUHR was actively involved in encouraging dialogue about, and awareness of, HR processes and policies and applying them to real-world challenges, either in team settings or on a one-to-one basis.

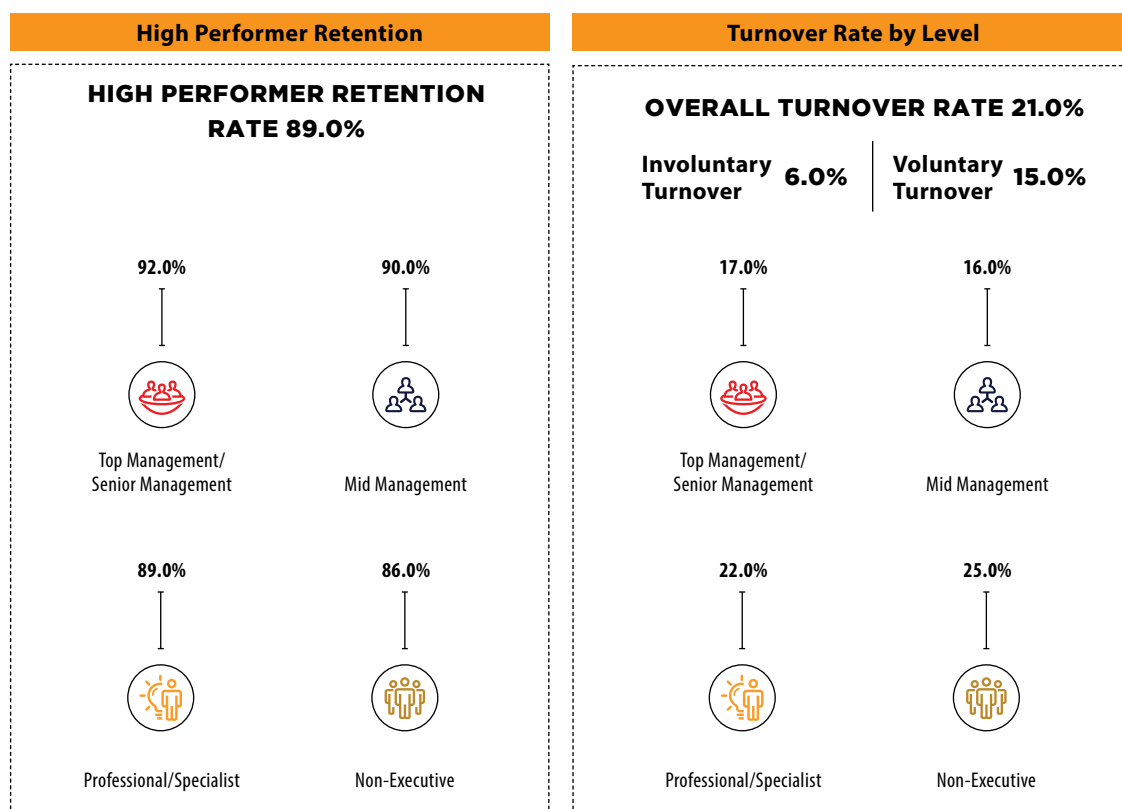
We base our performance management and rewards programmes on global practices that are adopted by many local and international companies. Amongst the programmes we run annually are job evaluations and salary benchmarking. It is important to ensure that our jobs and offerings are benchmarked and over the past year, we have implemented a competitive rate of pay, which helped attract more niche hires into the Group.

Traditionally, we have recognised staff on the basis of merit via annual salary reviews, but over the past year, we have made a concerted effort to recognise staff at Business level. In FY18, several awards were funded and issued by Business and these included Sales Achievement Awards and the SEE Campaign Award (Simple, Energise, Economical). Using our internal methods of communication – the Connected portal and Within (our all-staff email) – we enriched the awareness and visibility to our employees and this was very well received.

Although this was our first participation in the Aon Hewitt Best Employers Survey, and there were changes in the questions and response scales, we believe that our results will be a good indicator of what we must prioritise on our journey to achieving our Top 4 Strategy.

Employee Retention

AmBank Group closely monitors employee turnover and pays attention to high performer retention. This means developing and implementing plans designed to attract and retain the right employees.



Conducive, Safe and Healthy Workplace

Our approach to workplace safety is based on the principle that prevention is better than cure, so we do our best to maintain a safe and healthy working environment. Our Occupational Safety and Health (OSH) management system and employee benefits initiatives aim to improve employees' work/life balance and promote physical and psychological wellbeing.

Occupational Safety and Health (OSH) Management System

Safe and healthy employees are productive employees who have more rewarding lives, both inside and outside the office. AmBank Group places great emphasis on employee Occupational Safety and Health (OSH) and endeavours to ensure the safety, health and welfare of all our employees.

All members of our OSH committees have been equipped with the knowledge to identify risks and implement controls to minimise OSH incidents. Measurable objectives and targets are set through strategic and operational safety and health plans across all divisions. We conduct OSH inspection audits, which involve yearly inspections of all AmBank Group buildings across Malaysia.

Lost Time Injury Frequency Rate

Occupational Safety and Health Indicator	FY18	FY17	FY16	FY15
Accident with Fatality	0	0	0	0
Accident with Lost Workdays	21	18	17	8
Total Workdays	1279	807.5	461	101
Accident without Lost Workdays	0	0	0	0
Total Number of Accidents	21	18	17	8
Fatality Rate	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	0.74	0.64	0.59	0.27
Lost Time Injury Incident Rate (LTIIR)	1.84	1.6	1.48	0.68
Number of Safety and Health Training Programmes	4	5	4	3
Number of Employees Trained in Safety and Health	210	409	418	162

Safety and Health Training

In FY18, AmBank Group invested approximately RM75,000 in safety and health-related training programmes. The number of employees who undertook training increased from 409 in FY17 to 418 in FY18.

Programme

Basic Fire Fighting and Emergency Response



Attendees	137
Remarks	6 Sessions

Contractor Safety Management



Attendees	29
Remarks	1 Session

Safety and Health Committee Roles and Responsibilities



Attendees	17
Remarks	1 Session (for new OSH Committee Members)

Incident Investigation



Attendees	25
Remarks	1 Session

Future Training

In FY19, we will focus on the following new OSH projects and training activities:

OSH Seminar

Date	3 July 2018
Remarks	In-House at Bangunan AmBank Group (BAG)

Health and Wellness Campaign (BAG)

Date	16 April -11 May 2018
Remarks	One Month's Activities

ISO 45001:2018 Certification

Date	April – August 2018
Remarks	Certification Process takes five to six months

FY2018/19 – ISO 45001:2018 Certification has started in April 2018. It is targeted to be completed in July 2018 and we expect to be certified in August 2018 by the certification body, National Occupational Safety & Health (NIOSH).

ISO 45001:2018 helps an organisation to achieve the intended outcomes of its OH&S management system. Consistent with the organisation's OH&S policy, the intended outcomes of an OH&S management system include:

- continual improvement of OH&S performance;
- fulfillment of legal requirements and other requirements; and
- achievement of OH&S objectives.

FY19 planned training:

Basic Fire Fighting and Emergency Response

Date	July – December 2018
Attendees	150
Remarks	6 Sessions scheduled for Regional (To be initiated in July 2018)

PTW Training for Contractors

Date	1-2 August 2018
Attendees	25
Remarks	1 Session

Safety and Health Committee Roles and Responsibility

Date	11-12 July 2018
Attendees	25
Remarks	1 Session (for new OSH Committee Members)

ISO 45001:2018 Certification

Date	21 June 2018
Attendees	25
Remarks	1 Session

Wellness Programmes

AmBank Group provides comprehensive healthcare cover and invests in our employee's health in 2017.

This is in addition to the establishment and upkeep of gym facilities in our main office buildings, provisions of club memberships and over 40 initiatives by AmBank Group's Sports Club in 2017. To drive further value via employee active involvement, AmBank Group initiated three new wellness programmes with reputable healthcare partners in 2017:

- AmBank Group Fat Loss Programme;
- Executive Screening Campaign; and
- AmBank Group Flexible Benefits Programme where employee benefits were traded for gym membership and alternative treatments including Ayurveda treatment.

In FY19, the first phase of the Health and Wellness Campaign was conducted from April until May 2018 at Bangunan AmBank Group (BAG) where more than 2,500 employees participated.

Kelab AmBank Group

Kelab AmBank Group (KAG) is the Group's sports and recreation club for all staff. It provides a wide range of sports and social activities as well as competitive challenge events where KAG plays an important role in providing a balanced and healthy working environment.

Below is a list of some of the activities carried out by KAG in FY18:

Programme		
Hiking at Bukit Gasing, Petaling Jaya 15 April 2017	KAG Candat Sotong, Kuala Terengganu 5-7 May 2017	Hiking at Bukit Broga, Semenyih 20 May 2017
Majlis Berbuka Puasa Amal Kumpulan AmBank Bersama Tan Sri Azman Hashim 17 June 2017	Majlis Hari Raya Kumpulan AmBank Wilayah Utara 6 July 2017	KAG Blood Donation Drive in Klang Valley 10-18 July 2017
Majlis Hari Raya Kumpulan AmBank Bersama Wilayah Selatan 18 July 2017	Official Launch of KAG Clubhouse at Menara AmBank 9 August 2017	AmBagus 2017 20 August 2017
KAG Mountain Bike Challenge 10 September 2017	KAG Bowling Tournament 14-15 October 2017	Zumba Twice per week



Human Capital Development

AmBank Group's focus on talent, leadership, performance and capability creates a workplace that is centred on the development of new products and services, the exploration of new business segments and the transformation of our organisation.

Talent Attraction

Our increased presence and visibility on social media platforms has led to positive outcomes for our employer brand, particularly in providing easier access to careers and employment insights for potential employees.

With 27,868 LinkedIn followers, utilisation of three online recruitment platforms and participation in seven external career fairs locally and abroad, 22.0% of employees have been successfully recruited by our Talent Acquisition team.

Partnerships with Sunway University, Universiti Teknologi MARA (UITM), International Islamic University Malaysia (IIUM), HELP University, TalentCorp, INTI University, UniRazak, Institute of Chartered Accountants in England and Wales (ICAEW), University Malaya and five on-campus career counselling sessions further cemented AmBank Group's commitment to building a pipeline of talent and capability amongst Malaysian graduates.

The ongoing employer branding and AmBank Group's employee value proposition culminated with AmBank Group receiving the Malaysia Best Employer Brand Awards 2017, Malaysian Institute of Human Resource Management (MIHRM) Team Excellence Awards – Bronze, and recognition of the AmBank Group Graduate (AmGraduate) Programme by Human Resources Online.

Capability Development

In FY18, we made learning easier and more accessible for our employees. 141,841 training hours were provided across the Group.

Group	AmBank (M) Bhd	AmBank Islamic Bhd	AmInvestment Bank Bhd	AMMB Holdings Bhd	AmFunds Management Bhd	AmIslamic Funds Management Sdn Bhd	AmARA REIT Managers Sdn Bhd	AmCard Services Bhd	AmGeneral Insurance Bhd	AmMetLife Insurance Bhd	AmMetLife Takaful Bhd	Total
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No. of Participants April 2017 to March 2018 by Company

Director	3	4	2	-	-	-	-	-	-	-	-	9
MB	-	-	1	8	-	-	-	-	1	-	-	10
G1	13	1	5	-	1	-	3	-	1	-	-	24
G2	307	8	68	3	22	2	5	-	13	-	-	428
G3	1,604	45	153	-	60	12	10	-	127	1	-	2,012
G4	3,252	26	232	-	85	10	7	-	427	6	-	4,045
G5	6,500	44	200	-	143	6	8	-	454	-	-	7,355
Non-Executive	11	-	2	-	-	-	-	-	47	36	1	97
Others	1,524	1	74	-	11	1	2	1	154	4	-	1,772
	13,214	129	737	11	322	31	35	1	1,224	47	1	15,752

Total Training Hours April 2017 to March 2018 by Company

Director	24	32	16	-	-	-	-	-	-	-	-	72
MB	-	-	8	76	-	-	-	-	8	-	-	92
G1	144	8	56	-	8	-	24	-	4	-	-	244
G2	3,228	76	760	56	216	32	40	-	108	-	-	4,516
G3	16,215	642	1,412	-	624	164	96	-	1,272	8	-	20,433
G4	29,782	312	2,086	-	908	104	76	-	4,462	24	-	37,754
G5	54,839	464	1,756	-	1,536	56	72	-	4,784	-	-	63,507
Non-Executive	44	-	8	-	-	-	-	-	173	144	4	373
Others	12,617	8	640	-	145	4	24	4	1,352	56	-	14,850
	116,893	1,542	6,742	132	3,437	360	332	4	12,163	232	4	141,841

FY18 highlights included:

- Our new induction programme was enhanced to provide clarity around expectations and provide new employees with the support they need. 1,498 new employees attended with 98.0% satisfactory course rating.
- An Employee Mobile App was introduced in February 2018 to enhance the new employee onboarding experience.
- 208 new graduates sat for AICB's Introduction to Ethics in Banking training.
- We continued to build capabilities to allow us to deliver better customer experience with a dedicated capability development team and mock-up centres for pilot initiatives. 14 employees were equipped with the necessary tools to apply and excel.
- We expanded our technical competency development academies to align capability development with our transformation strategy, in addition to encouraging employees to pursue professional certifications to further enhance their competency and professional development. This year, 137 employees successfully completed various Asian Institute of Chartered Bankers professional certifications including the Professional Banker and Executive Banker certifications.
- To date, we have recruited 41 AmGraduates in our 18-month customised classroom and on-the-job attachment programme with the Asian Business School. The Group also supported the FSTEP initiative, which allowed us to accelerate the development and knowledge accumulation of young employees to expand their financial services acumen.
- We updated and increased the participation of our 12-18-month Management Development programmes to 474 to date, aimed at developing and building a sustainable bench strength of effective people and business managers across all levels of the organisation.

	Leadership	Compliance	Certification	Licensing	Technical	Soft Skills	Total
No. of Participants April 2017 to March 2018*							
Senior Management	4	12	5	-	253	197	471
Middle Management	200	153	86	9	3,194	2,415	6,057
Executive	70	320	137	43	4,385	2,400	7,355
Non-Executive	-	9	-	-	88	-	97
Others	-	64	1	1	1,289	417	1,772
Total	274	558	229	53	9,209	5,429	15,752

Total training costs in FY18 (RM Million)*

Senior Management	1,028	2	19	1	829	403	2,282
Middle Management	1,409	69	262	15	4,325	1,463	7,543
Executive	261	85	220	59	2,621	1,331	4,577
Non-Executive	-	12	-	-	-	-	12
Others	-	41	6	1	323	312	683
Total	2,698	209	507	76	8,098	3,509	15,097

* Inclusive of AmMetLife Insurance Berhad and AmMetLife Takaful Berhad

AmGraduates Programme

In FY18, we brought 41 graduates from local and international universities to participate in an 18-month customised classroom and on-the-job attachment programme with the Asian Business School. This programme allows us to accelerate the development and knowledge of our employees to expand their financial services acumen before they take up their job-of-choice or placement at the end of the programme.

Leadership and Succession Planning

We support and encourage employees to perform at their best and reach their full potential. Through a range of targeted programmes and practices, we aim to differentiate AmBank Group as having the best talent in the financial services industry and to accelerate the development of our most talented individuals through world-class learning.

To that end, we refreshed our Leadership offering at the junior, mid and senior-management levels with the inclusion of best-in-class learning approaches from reputable training partners, business schools and management institutes with regional and global presence and proven track records.

Our potential leaders participated in 444 hours of classroom and immersion learning, applied learning and coaching/mentoring sessions in FY18. Expectations of our leaders and potential leaders were communicated as follows:

Build the right culture with an inclusive mindset.

Drive high engagement with our employees so they can outperform for our customers.

Leadership Development (LEAP, ELP, BATMAN)

No. of Training Hours	444
No. of Employee Undergo Programme	112
No. of Workshops/Learning Activities Completed	40
Average Cost Per Participant: RM40,000 Based on Total Programme Value	

MCP and Successor

Total Mission Critical Position (MCP)	13
Total Successor	77
MCP: Successor Ratio	1 MCP: 5.9 Successor

Through a systematic and consistent approach guided by our internal Talent and Succession Management Policy, we identified and monitored key positions with critical individuals and succession plans. As of 31 March 2018, 77.0% of key positions have identified successors.

Sustainability and also VBI has been incorporated as projects under the Leadership Development programmes to help propagate the messaging to the entire Group.

Pay Equity and Rewarding for Performance

AmBank Group is committed to providing equal pay for work of equal value. We regularly review internal pay equity and:

- conduct regular pay and employee benefits reviews across similar roles and the organisation as a whole;
- set variable rewards targets for performance contribution and alignment;
- make sure annual remuneration recommendations across all roles are performance driven with individuals living up to the AmBank Group's values; and
- examine performance outcomes across the Group each year to eliminate bias.

Average Monthly Basic Salary for Female vs Male Employees

Company Name	2013		2014		2015		2016		2017	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Average of Basic Salary									
AmBank (M) Berhad	5,562	4,209	6,002	4,631	6,163	4,763	6,224	5,040	6,567	5,338
AmGeneral Insurance Berhad	4,767	3,760	5,077	4,003	5,454	4,345	6,093	4,589	6,380	4,832
AmInvestment Bank Berhad	8,636	6,345	9,971	7,426	9,793	8,098	9,698	8,320	9,721	8,741
AmBank Islamic Berhad	8,931	5,832	8,608	6,526	11,419	6,781	11,988	7,032	13,234	7,304

Employee Remuneration by Gender and Level in FY18

Employee Level	Total Cash		Total Variables		Total Compensation	
	Female	Male	Female	Male	Female	Male
All Employees	52%	48%	55%	45%	55%	45%
Top Management/Senior Management	35%	65%	40%	60%	40%	60%
Middle Management	45%	55%	50%	50%	50%	50%
Professional/Specialist	60%	40%	60%	40%	60%	40%
Non-Executive	70%	30%	70%	30%	70%	30%

The Right to Freedom of Association

We are in compliance with local laws including the Trade Union Act 1959 and have granted recognition to the following In-house and National Unions to represent various AmBank Group employees within the scope of their representation as approved by the Registrar of Trade Unions:

Kesatuan Pekerja-Perkerja AmBank (M) Berhad [KEPPA] – an In-House union that represents all non-executives [clerical and non-clerical] in Peninsular Malaysia.

Sarawak Bank Employees' Union – a national union that represents all non-executives [clerical and non-clerical] in Sarawak.

Sabah Bank Employees' Union - a national union that represents all non-executives [clerical and non-clerical] in Sabah.

Association of Bank Officers, Peninsular Malaysia [ABOM] – a national union that represents all executives in Grade E and EX2 in Peninsular Malaysia.

Kesatuan Eksekutif AmBank (M) Berhad – an In-House union that represents all executives grade EX1, SE2 and SE1.

Collective Bargaining Agreement


We currently have three collective agreements covering AmBank Group's non-executives (clerical and non-clerical). It covers KEPPA, Sabah Bank Employees' Union and Sarawak Bank Employees' Union. In the case of ABOM, it is the first Collective Agreement and the case was heard at the Industrial Court on the 23rd and 28th of May 2018. In the case of the In-House Executive Union that represents EX1, SE2 and SE1, they are yet to submit any Collective Agreement proposal to management. We will only begin the negotiation upon receiving their proposal. In FY18, 12.3% of total employees are covered by collective bargaining agreements.

Compliance with Local Law on Working Hours and Overtime

We are in full compliance with the requirements of the Employment Act 1955. Thus, no one is allowed to work excessive hours. Overtime work is only carried out as and when required based on operational needs. In general, we have adequate staff to carry out the work and the need for overtime does not frequently arise. Notwithstanding the aforesaid, the existing Collective Agreements provide provision/protection for staff working overtime.

Compliance with Minimum Wage

The basic salaries of all AmBank Group's employees were already set above the minimum wage requirement prior to country-wide implementation. The minimum starting salary is periodically reviewed by management and through Collective Agreement negotiations. In fact, the non-executives in the bank are currently paid Cost-Of-Living Adjustment (COLA) in addition to their basic salaries and the terms are stipulated in their respective Collective agreements.



POSITIVE SOCIETAL IMPACT

We contribute to a more sustainable future by considering carefully our business decisions, the environmental impacts of our activities and how we interact with our wider communities.



ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE INVESTMENT

The global demand for socially responsible and ethical investments presents opportunities, particularly for Islamic Finance, to generate positive and sustainable impacts for the economy, community and environment in addition to financial returns to stakeholders.

There are enormous future opportunities for sustainable investments as the Malaysian government emphasises developments and projects for the benefit of communities, the environment and the country's economy.

Moving forward, Socially Responsible Investments (SRI) or Green Bonds/Sukuk will become area of focus, especially for the Capital Markets Group within AmInvestment Bank. Our attention to this new asset class aligns with the rising trend of green financing and social impact financing that has been growing globally.

The Securities Commission of Malaysia (SC) launched the SRI framework in 2014 to finance sustainable and responsible investment initiatives.

In November 2017, the ASEAN Capital Markets Forum (ACMF) introduced the ASEAN Green Bond Standards (ASEAN GBS) to drive sustainable investments in ASEAN countries and support the growth of sustainable financing. The ASEAN GBS is also aligned with the Green Bond Principle (GBP) which was introduced earlier by the International Capital Market Association (ICMA) in January 2014. In line with the initiatives of the SC, we are committed to innovating and supporting our clients who are embarking on green or sustainable projects.

FY18 Highlights:

Segi Astana Sdn Bhd

- AmlInvestment Bank was appointed as the Principal Adviser, Lead Arranger and Lead Manager for a RM415.0 million ASEAN Green MTN issuance.
- The ASEAN Green MTN proceeds were used for, amongst other things, refinancing the outstanding RM400.0 million medium-term notes, which were used to finance the construction and development of the gateway@klia2 Integrated Complex.
- The Integrated Complex is a green-certified building that was certified as Leadership in Energy and Environmental Design (LEED) Silver.

Key benefits from this transaction:

- The ASEAN Green MTN by Segi Astana is aligned to the transparency and disclosure requirements of the ASEAN GBS, in particular financing for green-certified buildings.

Sinar Kamiri Sdn Bhd, Green SRI Sukuk Wakalah

- AmlInvestment Bank was appointed Sole Principal Adviser, Joint Lead Arranger, Joint Lead Manager and Shariah Adviser for RM245.0 million Green SRI Sukuk Wakalah (Green SRI Sukuk Wakalah).
- First Green SRI Sukuk for the Bank.
- First Green SRI Sukuk for a listed company (Mudajaya Corp).
- First Green SRI Sukuk rated by RAM Consultancy.
- The Sukuk proceeds will be used to finance the development of a solar photovoltaic (PV) energy-generating facility of 49MWac in Sungai Siput Perak.

Key benefits from this transaction:

- Minimal environmental impact with the site located at an aged oil palm estate where approximately 80.0% of trees are aged 20 years and above.
- Reducing carbon emissions with proposed increase in renewable energy.
- Aims to improve the quality of life of the neighbouring society.
- Promoting product innovation.

In FY18, we contributed to the development of the real economy via debt and sukuk issuances to fund infrastructure, project finance, education and construction sectors, and government-linked companies.

 <p>Projek Lintasan Besi-Ulu Klang Sdn Bhd</p>	<p>Infrastructure & Project Financing</p> <p>RM2.0 Billion Sukuk Wakalah Programme</p> <p>PLSUKE hold a concession to design, construct, operate and maintain the Sungai Besi-Ulu Klang Expressway for a period of 55 years which will be partly funded by the Sukuk Wakalah Programme.</p>
 <p>Perbadanan Tabung Pendidikan Tinggi Nasional</p>	<p>Education</p> <p>RM8.0 Billion Sukuk Murabahah Programme</p> <p>PTPTN was established under the Nasional Higher Education Fund Act 1997 to manage funds for tertiary education purposes, collect payments of financing and to provided and manage education saving scheme.</p>
 <p>Perbadanan PR1MA Malaysia</p>	<p>Affordable Housing</p> <p>RM2.5 Billion Syndicated RC-i Facility; RM5.0 Billion Sukuk Murabahah Programme</p> <p>PR1MA was established under the Perumahan Rakyat 1Malaysia Act 2012 ("PR1MA Act 2012") to plan, develop, construct and maintain high-quality, affordable housing for middle-income households in key urban areas.</p>
 <p>Lembaga Pembiayaan Perumahan Sektor Awam</p>	<p>Government Housing</p> <p>RM25.0 Billion Sukuk Murabahah Programme</p> <p>LPPSA is the new statutory body established and is under the purview of Ministry of Finance to undertake the provision of housing financing to civil servants which was previously conducted by Bahagian Pinjaman Perumahan.</p>

Community Investment and Development

AmBank Group believes in giving back to the communities in which it operates. We do this through a number of programmes that benefit various sections of the community.

All Corporate Social Responsibility (CSR) programmes fall under our AmKasih Programme. The AmKasih Programme focuses on reaching out to the community and it serves as an umbrella for all AmBank Group's CSR efforts to help the community.

Celebrating diversity and unity

For multicultural diversity and national unity, AmBank Group has never failed to celebrate festive events all year round. We decorate our main buildings during festive seasons such as Hari Raya Aidilfitri, Deepavali, Chinese New Year and Christmas. For staff, we conducted internal competitions during national celebrations to harness national unity among AmBankers through competitions like #MYdaywithAmBank during Malaysia Day, #RayaBersamaAmBank during Hari Raya Aidilfitri and #DeepavaliWithAmBank during Deepavali.

FINCO

Some 107 Malaysian financial institutions and industry associations established the Financial Industry Collective Outreach (FINCO), which is the industry's vehicle to carry out community outreach initiatives nationwide. The Chairman of FINCO is AmBank Group Chairman Tan Sri Azman Hashim.

FINCO is aimed at providing underprivileged children and youth with the educational tools to achieve their life goals and build better futures. The initiative is conducted through a series of programmes that positively impact lives and raise educational standards.

On 4 November 2017, FINCO sponsored the third and final Reading Hunt programme – Reading Hunt 3 – at SK Rampayan, Menggatal, Sabah. This was a pilot project initiated by Soroptimist International Kota Kinabalu (SIKK) with the cooperation of the Sabah State Education Department and Sabah State Library to raise the pupil's level of English proficiency.



Participated in an English activity run by Sabah State Library

Modules will be developed to expand the programme to



in seven districts of Sabah in 2018

43 standard four students participated in the pilot project, while 19 students participated in an English activity run by Sabah State Library. Volunteers from AmBank Group, Prudential, Maybank and Soroptimist International Kota Kinabalu assisted the teachers in running the activities. FINCO will be developing modules to expand the programme to 14 schools in seven districts of Sabah in 2018. The expansion plan has been developed with the advice of Sabah State Education Department.

Food Aid Programme

Our AmKasih Urban Hard-Core Food Aid Programme reaches out to the community with food aid initiatives to provide targeted groups with an allowance to help offset the cost of essential daily food items.

AmBank Group will identify needy families with the help of local town-council NGOs (PDKs). The families will be screened against the list of criteria and assessed independently before they are approved as programme recipients. Once approved, accounts will be opened against the recipients' MyKad. A spending credit of RM100 will be uploaded into their MyKad monthly for two years. The recipients of the funds will be the single mothers or housewives in each family. They will draw on the allowances by using their MyKad at participating retailers.

Through Mahathir Science Award (MSA) administered by Mahathir Science Award Foundation, AmBank Group as a strategic partner committed an annual contribution of RM100,000 for five years to support and recognise exceptionally significant achievements by any scientist or institution worldwide in recognition of their contributions and innovations in pioneering tropical research breakthroughs that have brought greater positive impacts on the well-being of the society.



AmGroup Foundation

The AmGroup Foundation (formerly known as Yayasan Arab-Malaysian) receives and administers funds for religious, educational, scientific, medical, charitable and cultural purposes. Its mandates are as follows:

Religion

To subscribe, foster, develop and improve the knowledge of all forms of religion and religious activities and to grant donations for construction of religious schools and places of worship.

Education

To foster, develop and improve education of all kinds approved under the education laws of Malaysia and in such manner as may, from time to time, be decided upon by the Foundation including but without prejudice to the generality of this provision, the founding and maintaining of scholarships, chairs at schools, colleges and universities in Malaysia.



AmBank Islamic Business Zakat Distribution for **FYE 2015**
RM1,411,036



AmBank Islamic Business Zakat Distribution for **FYE 2016**
RM1,561,684



AmBank Islamic Business Zakat Distribution for **FYE 2017**
RM1,807,212

Research

To foster, subscribe and contribute to scientific, medical research and teaching, and to provide or to subscribe and to grant donations for providing medical and surgical facilities and services of all kinds.

Human Rights

To subscribe and to grant donations to local or national institutions or organisations approved by the Director General of Inland Revenue, Malaysia and to organise, carry out and support schemes for the relief of human suffering, improvement of the standard of human life and the treatment of sickness and diseases.

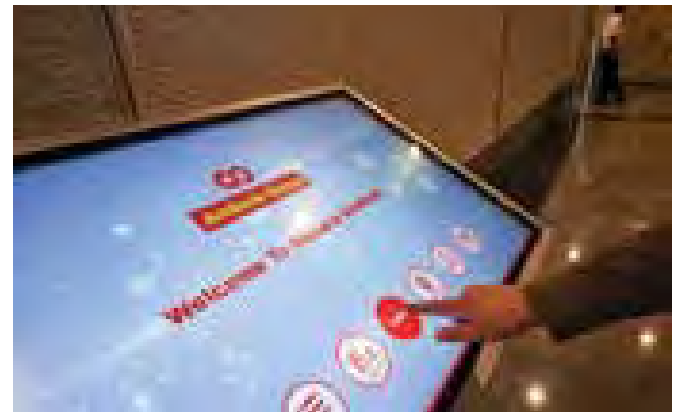
Zakat Contributions

AmBank Islamic distributed RM1.8 million, out of which RM468,000 was paid to state zakat collection centres, while the balance of RM1.33 million was distributed to eligible recipients ranging from associations and charity homes throughout Malaysia, including Yayasan Pelajaran Mara (YPM). The distribution to YPM was for the on-going Student Adoption Programme which was in its seventh year of a ten year programme.

Energy, Water and Waste Management

To ensure sustainability and positive long-term value creation, we measure and aim to reduce our impacts by implementing environmental initiatives that are valued by our customers and our employees and beneficial to our bottom line.

We continue to evolve our practices in this area and shall actively identify measures and put in place guidelines and processes to make improvement in our energy, water and waste management.



Building Security

To enhance the security and safety of stakeholders, employees and customers, nine turnstiles were installed in the lobby at Bangunan AmBank Group (BAG) and another 13 units were installed in Menara AmBank (MAB) lobby. A magnetic access card system was also installed on all common services doors.

Lift Modernisation at MAB

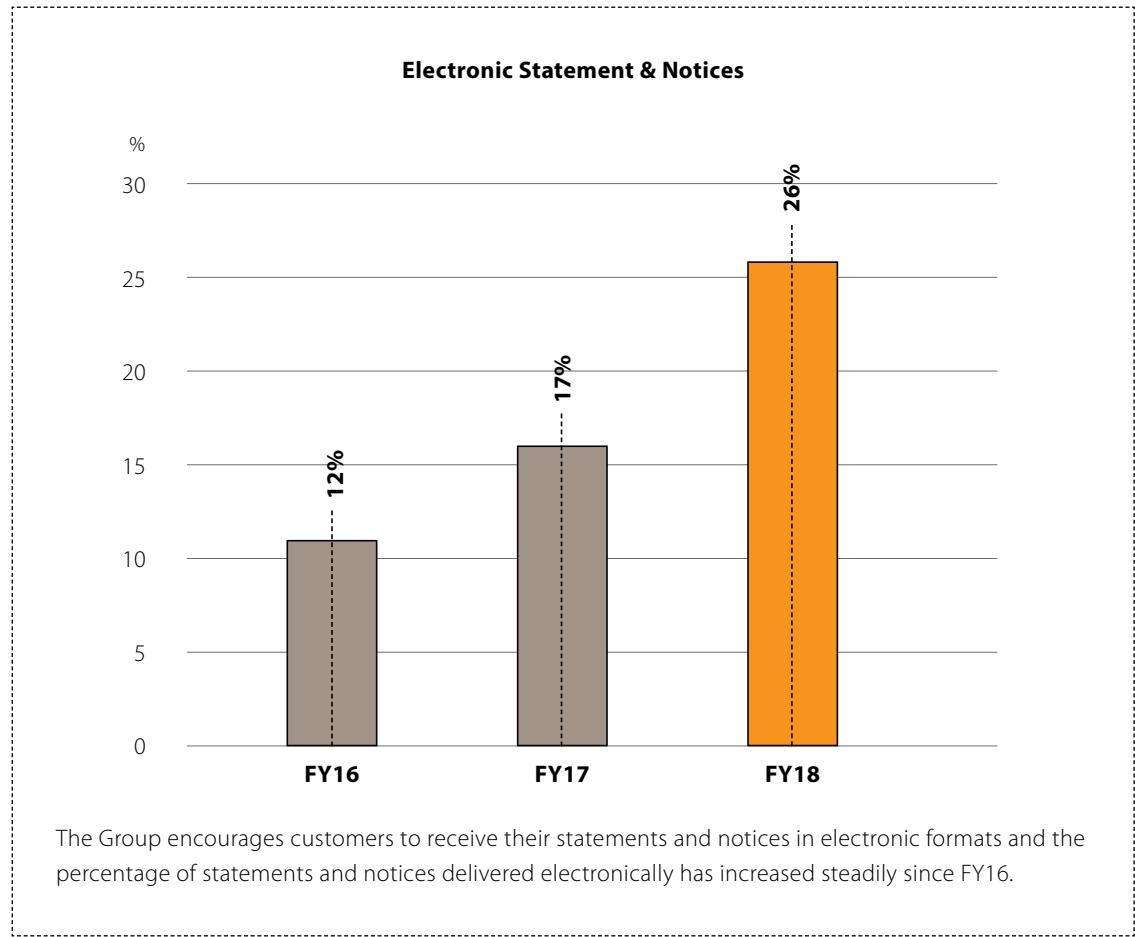
All passenger, service and car park lifts at MAB are being modernised. 15 passenger lifts were fitted with the new Destination Control System (DCS) and Variable Voltage Variable Frequency (VVVF) Lift Drive to deliver a smoother ride and improve efficiency.

Paperless Environment

As part of our drive to reduce paper consumption, we conduct our sourcing using eProcurement tools and encourage suppliers to submit their invoices online, which reduce paper usage and supplier travelling expenses while increasing efficiency and control.

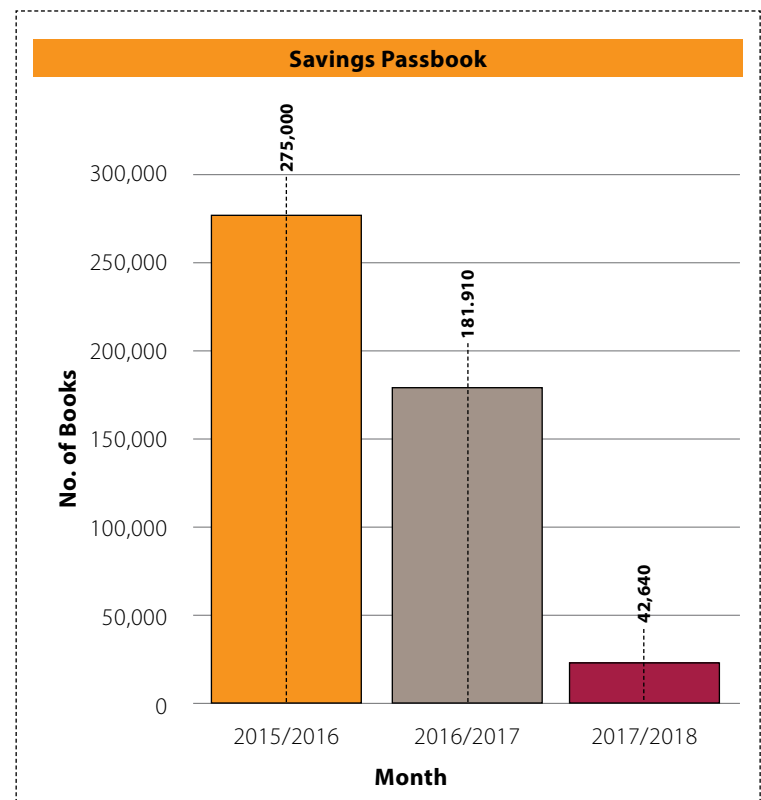
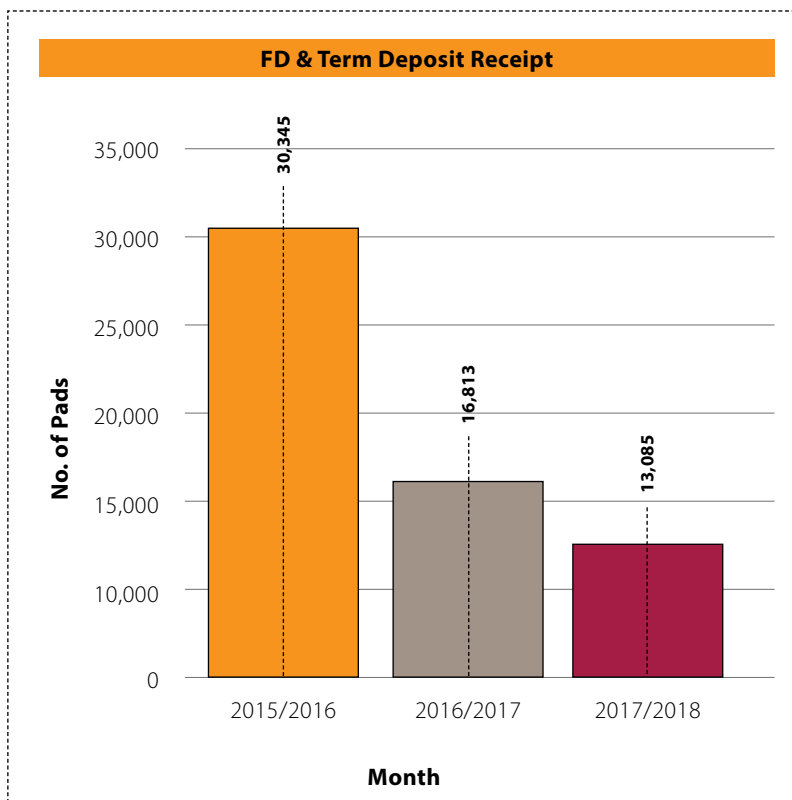
Practices such as double-sided printing, minimising colour prints, digitising paper documents and favouring electronic communications instead of hard copy printouts have reduced paper usage. The adoption of automated processes has also further reduced paper consumption and waste. We also use projectors in meetings instead of printed handouts and, when possible, we conduct meetings via tele-conferencing facilities rather than travelling.

Paper usage	Reams	Sheets
FY15	169,826	84,913,000
FY16	167,200	83,600,000
FY17	167,996	83,998,000
FY18	144,313	72,156,500



A significant reduction in paper usage has also been recorded since the introduction of an initiative to issue Fixed Deposit and Term Deposit receipts electronically. Paper usage was approximately 57.0% lower in FY18 than in FY16. Further reductions are expected as more of our customers embrace online transactions.

To encourage e-banking, we introduced passbook-less transactions in 2017. At the end of FY18, the use of passbooks had dropped by approximately 84.0% in comparison to FY16.



Energy Management and Greenhouse Gas Emissions

We are committed to improving the energy efficiency of our building portfolio and shifting to low-carbon energy sources.

To reduce electricity consumption, fluorescent light bulbs were replaced with energy-saving LED lights in all common areas and car parks within our two flagship buildings, Bangunan AmBank Group (BAG) and Menara AmBank (MAB). 4,424 and 3,148 LED lights were installed at BAG and MAB respectively, with estimated electricity savings of 55.0% and 54.0% respectively.

In FY18, we embarked on a pilot project to reduce our electricity consumption at Head Office Departments and Branches. During the year, LED lighting was installed on level 22, MAB with estimated cost savings of 30.0%. In FY19, we will install LED lights on levels 23, 25 and 45 as part of our five-year plan to replace fluorescent light bulbs with energy saving LED lights.

1

Average monthly billing before LED light installation

RM3,456.86

2

Average monthly billing after LED light installation

RM2,326.46

3

Costs saved January – December 2017

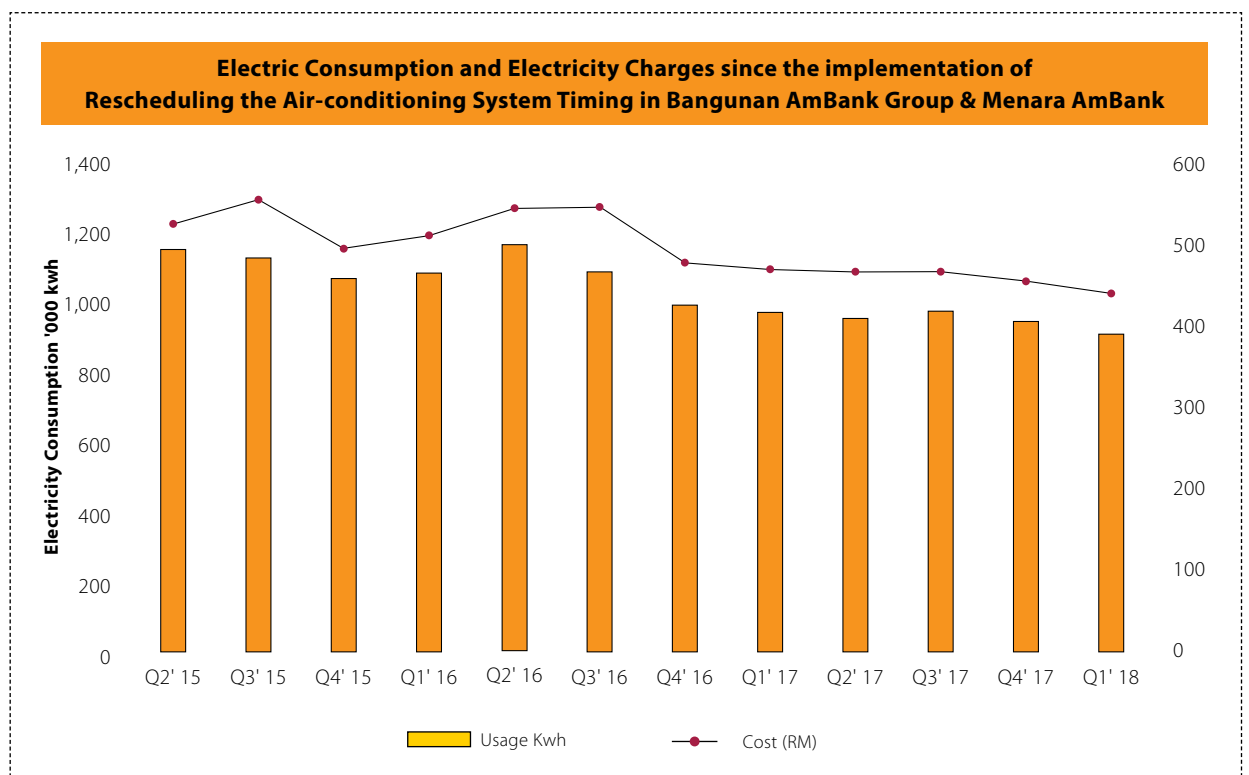
RM13,573.89

5-Year Plan to replace florescent light bulbs with energy-saving LED lights

Location/Building	Average Spend per month (RM'000) (Period: March 2017 to February 2018)	Target on completion: 30% cost saving per month (RM Million)	Target on completion: 30% reduction in kWh per month	Target on completion: reduction in GHG emission Metric Tonnes per month
AmBank Group offices at MAB, BAG, Menara MBF and Plaza See Hoy Chan. Target implementation: 2 years from: 2018 to 2019	440	132	259,658	193
AmBank Branches Target implementation: 3 years from: 2020 to 2022	693	208	408,451	304

Managing our air-conditioning system

Several initiatives have been implemented to reduce the electricity consumption of our air-conditioning system. Auto timers were installed at BAG and MAB and duct cleaning and decontamination improved the system's efficiency. Staggered timing was introduced and this resulted in a 27.0% reduction in electricity consumption.





Green Technology

We are proud to report the success of our 'lights off' Data Centre, which employs green technologies and uses less energy than conventional data centres. With Virtualisation Technology in place, AmBank Group enjoys an approximate space saving of 1,600 square feet, an annual electricity saving of RM1.7 million, and reduced administration costs. In addition, the Data Centre utilises green equipment such as inverter-based Computer Room Air-conditioning and high-efficiency Uninterruptible Power Supply (UPS) which leads to long-term energy savings. Our maintenance programme ensures that all of our new generation Computer Room Air-conditioners are using R410/R407c refrigerant instead of R22, which is ozone depleting. We have also introduced automation and remote access technology that enable our Primary and Secondary Data Centres to be unmanned, which translates into long-term lighting energy savings for the Bank.

Green Building

Last year, AmMetLife Insurance moved into its new office in KL Sentral, which incorporates green design and technology. The building was awarded Leadership in Energy and Environmental Design (LEED) Silver and Green Building Index (GBI) Certification. This year, AmGeneral Insurance Berhad relocated its head office to Menara Shell, which has been awarded Leadership in Energy and Environmental Design (LEED) Platinum.

Waste Management

Reduction of waste resulting from daily operations and processes is a priority for the Group. We are continually making efforts to reduce the primary types of waste streams, including paper and IT-related waste and we are seeing success with the adoption of e-financial statements, reports, paperless transactions, paper recycling and paper printing.

In February 2018, paper waste increased considerably due to destruction and recycling of old records and documents that were past the seven-year retention period.

Our paper waste is disposed through a qualified licensed third party vendor to ensure all documents are shredded with full security and without any compromise of confidential data.

Individual Cars Produces

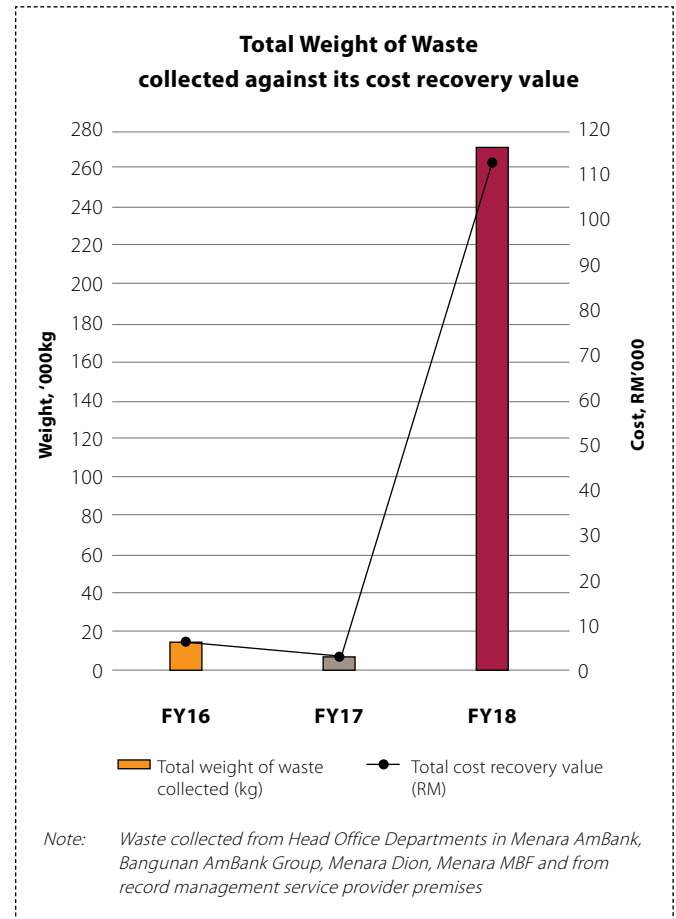
26.04
metric
tonnes

Annual Fuel Consumption Savings

36,577
(RM)

Reduction in Carbon Dioxide Emission

48.68
metric
tonnes



Disposal of IT Equipment

Where possible, we redeploy personal computers and laptops that are still in good working condition. If equipment must be disposed of, our electronic waste is managed by a semi-recycler certified by the Department of Environment. Our service provider conducts onsite data destruction that is witnessed by employees of the Bank to ensure data security.

GHG emissions

To save fuel costs and lower greenhouse emissions we reduced our vehicle fleet. 13 vehicles were disposed of in FY18, which provided annual fuel consumption savings of RM36,577. The associated reduction in carbon dioxide emissions was 48.68 metric tonnes.

We recently outsourced our daily document despatch in the Klang Valley area and no longer use motorbikes, which will reduce our carbon dioxide emissions by 6.45 metric tonnes per year.

A shuttle service now operates between Menara AmBank and Bangunan AmBank Group and it has proven far more economical than staff using their own vehicles. The carbon dioxide generated by the shuttle service is 3.72 metric tonnes per annum while travelling in individual cars produces 26.04 metric tonnes per annum.

GRI CONTENT INDEX

Custom Content Index - 'in accordance' Core

This Content Index provides an overview of the G4 Standard Disclosures based on the selections made.

GRI's Standard Disclosures are comprised of one or more disclosure requirements. Following the link on a specific disclosure label in this Index will take you to the next sheet, 'Overview - Standard Disclosures', where the requirements are listed from "a" to "z" under the column "Disclosure Requirements". In order to report 'in accordance', an organization must answer each of the disclosure requirements for all the required Standard Disclosures.

In exceptional cases, if it is not possible to disclose certain required information, reasons for omission may apply for those Standard Disclosures marked with (*) in tables 3 and 4 on page 12 of Guidelines – Reporting Principles and Standard Disclosures. Consult the "Reasons for omission" on page 13 of the Guidelines – Reporting Principles and Standard Disclosures. There are also macros embedded in this sheet to assist you in disclosing accepted reasons for omission; click on the cell in the Reason(s) for Omission(s) column that you want to provide such a reason for and a selection form will open.

The GRI Guidelines contain the authoritative text. In case of any discrepancies between this Content Index template and the GRI Guidelines, the GRI Guidelines' text shall prevail.

GENERAL STANDARD DISCLOSURES		
General Standard Disclosures	Page Number (or Link)	External Assurance
	Information related to Standard Disclosures required by the 'in accordance' options may already be included in other reports prepared by the organization. In these circumstances, the organisation may elect to add a specific reference to where the relevant information can be found.	Indicate if the Standard Disclosure has been externally assured. If yes, include the page reference for the External Assurance Statement in the report.
STRATEGY AND ANALYSIS		
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ORGANISATIONAL PROFILE		
G4-3	AMMB Holdings Berhad	
G4-4	Pg a3, a5, a7, 36, 37	
G4-5	Pg 14	
G4-6	Pg 8, 9	
G4-7	Pg a3 and 13	
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G4-9	Pg 75	
G4-10	Pg 75	
G4-11	Pg 82	
G4-12	Pg 70	
G4-13	Pg 5	
G4-14	The precautionary approach is not applicable to AMMB and we are committed to innovating and support our clients who are embarking on green or sustainable projects	
G4-15	Value Based Intermediation	
G4-16	Pg a3, a5, a7	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES		
G4-17	Pg 51	
G4-18	Pg 52	
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G4-23	Not applicable	
STAKEHOLDER ENGAGEMENT		
G4-24	Pg 51	
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REPORT PROFILE	
G4-28	Pg 51
G4-29	This report covers the financial year 1st April 2017 to 31 March 2018, unless otherwise specified. Last year's Sustainability Statement was included in the FY2017 Annual Report, on page 141 to 175
G4-30	Annual Basis
G4-31	Pg 140
G4-32	This Sustainability Statement is prepared with reference to the GRI G4 Sustainability Reporting Guidelines
G4-33	No external assurance of the 2018 Sustainability Statement
GOVERNANCE	
G4-34	Pg 51
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G4-56	Pg 59
SPECIFIC STANDARD DISCLOSURES	
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CATEGORY: ENVIRONMENTAL	
MATERIAL ASPECT: ENERGY	
G4-DMA	Pg 87
G4-EN3	Pg 87 & 88
MATERIAL ASPECT: EMISSIONS	
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CATEGORY: SOCIAL	
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G4-DMA	Pg 75, 78
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MATERIAL ASPECT: TRAINING AND EDUCATION	
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G4-DMA	Pg 70, 71
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PROFILE OF DIRECTORS

Nationality
Malaysian

Gender/Age
Male | 79

Date of Appointment
15 August 1991

Length of Tenure as Director
27 Years



Qualifications
Fellow Chartered Banker (FCB)

Chartered Accountant (FCPA)

Fellow Institute of Chartered Accountants

Fellow Institute of Chartered Secretaries and Administrators



Directorships
Chairman
Non-Independent
Non-Executive Director
of the following AmBank
Group subsidiaries

AmBank (M) Berhad,
AmInvestment Bank Berhad,
AmGeneral Holdings Berhad,
AmInvestment Group Berhad

Executive Chairman of
Amcorp Group Berhad



TAN SRI AZMAN HASHIM

**Chairman,
Non-Independent
Non-Executive Director**



Relevant Expertise

Tan Sri Azman Hashim has been in the banking industry since 1960 when he joined Bank Negara Malaysia. He practised as a Chartered Accountant in Azman Wong Salleh and Co. from 1964 to 1971. He was on the board of Malayan Banking Berhad from 1966 to 1980 and was its Executive Director from 1971 until 1980. He was the Executive Chairman of Kwong Yik Bank Berhad, a subsidiary of Malayan Banking Berhad, from 1980 until 1982 when he acquired AmInvestment Bank Berhad.

Tan Sri Azman is Chairman of the Asian Institute of Finance Berhad, Asian Institute of Chartered Bankers, Asian Banking School Sdn Bhd, Malaysian Investment Banking Association, the Malaysia Productivity Corporation, Malaysia South-South Corporation Berhad and Chairman Emeritus of Pacific Basin Economic Council ('PBEC').

He is the President of Malaysia South-South Association, Malaysia-Japan Economic Association, Malaysian Prison FRIENDS Club and a Member of the East Asia Business Council. He is also the Leader of the ASEAN Japanese Business Meeting (Malaysia Committee, Keizai Doyukai). He is the Pro-Chancellor of Open University of Malaysia and a member of the Governing Body of Asian Productivity Organisation.

Tan Sri Azman is also involved in several charitable organisations as Chairman and Trustee of AmGroup Foundation and Perdana Leadership Foundation and Trustee for Yayasan Azman Hashim, Malaysian Liver Foundation, Yayasan Tuanku Najihah and Yayasan Canselor Open University Malaysia. Tan Sri Azman is also the Founder and Council Member of Azman Hashim Family (L) Foundation and Azman Hashim Charitable (L) Foundation.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company except as follows: Being a director and substantial shareholder of Amcorp Group Berhad, which in turn is a substantial shareholder of AMMB Holdings Berhad ('AMMB') and being a director of Clear Goal Sdn Bhd, his family company which is deemed a substantial shareholder of AMMB by virtue of its interest in Amcorp Group Berhad.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

Nationality
Australian

Gender/Age
Male | 63

Date of Appointment
30 June 2016

**Length of Tenure
as Director**
2 Years



Qualification
Bachelor of Economics (Hons)
Monash University, Australia



Directorship
Director
Regis Healthcare Limited



**Membership of
Board Committees**
Member of the Company's Risk
Management Committee

Member of the Company's
Group Nomination and
Remuneration Committee
(Appointed on 25 January 2018)



Relevant Expertise

Graham Kennedy Hodges was appointed the Deputy Chief Executive Officer of Australia and New Zealand Banking Group Limited ('ANZ') in May 2009, and in April 2018, ANZ announced he had stepped down from the role effective May 2018. Prior to that, he was the Chief Executive Officer and a director of ANZ National Bank Limited responsible for the running of ANZ Group's New Zealand business.

Mr. Hodges has held the position of Group Managing Director, Corporate and various other roles in Corporate and Business Banking. He joined ANZ in 1991 and was appointed Chief Economist in 1992, a post he held for three years.

Before ANZ, Mr. Hodges spent several years with the International Monetary Fund in Washington DC and nine years in Commonwealth Treasury in Canberra.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company except as follows: He is a board representative of Australia and New Zealand Banking Group Limited, which is deemed a substantial shareholder of AMMB by virtue of its interest in ANZ Funds Pty Ltd, a substantial shareholder of AMMB.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

GRAHAM KENNEDY HODGES

**Non-Independent
Non-Executive Director**



Nationality
Malaysian

Gender/Age
Male | 57

Date of Appointment
4 October 2002

**Length of Tenure
as Director**
15 Years



Qualifications

Member
Malaysian Institute
of Accountants

Member
Malaysian Institute
of Certified
Public Accountants

Fellow
Certified Practising
Accountant, Australia

Fellow
Association of Chartered
Certified Accountants
United Kingdom



Directorships

Director
RCE Capital Berhad

Director
Amcorp Properties Berhad

Director
Amcorp Group Berhad



**Membership of
Board Committees**

Member of the Company's
Group Nomination and
Remuneration Committee

Member of the Company's
Group Information
Technology Committee

(Appointed on 9 December 2017)



Relevant Expertise

Soo Kim Wai is currently the Group Managing Director of Amcorp Group Berhad. He joined Amcorp Group Berhad in 1989 as Senior Manager, Finance and has since held various positions before he was promoted to his current appointment. Prior to that, he was with Plantation Agencies Sdn Bhd from 1985 to 1989, and in the accounting profession for five years with Deloitte KassimChan from 1980 to 1985.

Mr. Soo sits on the board of several private limited companies and foreign companies. He is also a Board member of the British Malaysian Chamber of Commerce and serves as Non-Independent Non-Executive Chairman of AmREIT Managers Sdn Bhd (formerly known as Am ARA REIT Managers Sdn Bhd), the Manager of AmFirst Real Estate Investment Trust. He is also the Non-Independent Non-Executive Chairman of AmREIT Holdings Sdn Bhd (formerly known as Am ARA REIT Holdings Sdn Bhd).

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company except as follows: He is the Group Managing Director of Amcorp Group Berhad, which is a substantial shareholder of AMMB.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

SOO KIM WAI

**Non-Independent
Non-Executive Director**



Nationality
Malaysian

Gender/Age
Male | 59

Date of Appointment
18 June 2015

**Length of Tenure
as Director**
3 Years



Qualification
Bachelor of Science
(Honours) in Mathematics
University of Malaya



Directorships
Director
AmBank (M) Berhad
A subsidiary of the Company

Director
Mesiniaga Berhad



**Membership of
Board Committees**
Chairman of the Company's
Group Information
Technology Committee

Chairman of the Company's
Group Nomination and
Remuneration Committee
*(Redesignated as
Chairman on
25 January 2018)*

Member of the Company's
Audit and Examination
Committee

Member of the Company's
Risk Management
Committee



Relevant Expertise

Voon Seng Chuan was appointed as Senior Independent Non-Executive Director of the Company on 25 January 2018.

He has been part of the Information Technology ('IT') industry for about 3 decades. In April 2008, he joined the IBM Quarter Century Club reflecting his 25 years of service in IBM. He retired from IBM in March 2010.

In his 27 years of service with IBM, he held a number of roles delivering all aspects of IT products and services for clients in all industry segments in Malaysia and the Asia Pacific region. His last role in IBM prior to his retirement was Director for Mid-Market Segment in Asia Pacific.

From 2000 to 2006, Mr. Voon was the Managing Director for IBM Malaysia and Brunei. Mr. Voon responded to the Malaysian Government's call to transform the nation into an international shared services and outsourcing hub by leading IBM's investment in 7 regional centres/operations in Malaysia. In doing so, IBM is well positioned to transfer best practices and high-skilled expertise to the country. In 2013, Mr. Voon was recognised with the 'Outsourcing Leader of the Year' award by Outsourcing Malaysia. He was also a Council Member of PIKOM (National ICT Association of Malaysia) from 1994/1995 and 1999/2000.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

VOON SENG CHUAN

**Senior Independent
Non-Executive Director**



Nationality
 Malaysian

Gender/Age
 Female | 55

Date of Appointment
 30 June 2016

**Length of Tenure
 as Director**
 2 Years



Qualifications

Bachelor of Science in
 Business Administration
 University of Southern
 California, United States

Master of Business
 Administration, Loyola
 Marymount University
 United States



Directorship

Director
 Apollo Food
 Holdings Berhad
*(Appointed on
 29 January 2018)*



**Membership of
 Board Committees**

Chairman of the Company's
 Risk Management
 Committee

Member of the Company's
 Group Nomination and
 Remuneration Committee



Relevant Expertise

Datuk Shireen Ann Zaharah Binti Muhiudeen is the founder of Corston-Smith Asset Management. She set up Corston-Smith after 12 years with the global insurance company AIG. In all, she has more than 29 years of focused fund management expertise. In recognition of her work in the industry, she was named one of the 25 most influential women in the Asia-Pacific region for asset management by Asian Investor, a regional publication, in June 2011 and in March 2014, she was honoured by Forbes Asia as one of the 50 Asia's Power Businesswomen 2014.

Datuk Shireen was a member of IFC's working group for the establishment of the Philippine Stock Exchange's Maharlika Board, a distinct trading board for companies with world-class corporate governance practices. She was an Independent Director and chaired the Governance Committee of a public listed company from 2011 to 2015. She was a director of a foreign bank from December 2013 to February 2016.

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

**DATUK SHIREEN ANN ZAHARAH
 BINTI MUHIUDEEN**

Independent Non-Executive Director



Nationality
Malaysian

Gender/Age
Male | 62

Date of Appointment
30 June 2016

**Length of Tenure
as Director**
2 Years



Qualifications

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

Member, Malaysian Institute of Management



Directorships

Director
Southern Steel Berhad

Director
Hume Industries Berhad

Director
Dolomite Corporation Berhad



Membership of Board Committees

Chairman of the Company's Audit and Examination Committee

Member of the Company's Group Information Technology Committee



Relevant Expertise

Seow Yoo Lin joined KPMG Malaysia in 1977 and qualified as a Certified Public Accountant in 1980. In 1983, he was seconded to KPMG United States to gain overseas experience, specialising in banking assignments. He returned in 1985 and was admitted as Partner in 1990.

He has been the audit partner on a wide range of companies including public listed companies and multinationals in banking and finance, manufacturing, trading and services. In addition, he held various leadership roles including Human Resources Partner, Partner in charge of Financial Services and a member of the KPMG Asia Pacific Board.

He was a member of Executive Committee of the Malaysian Institute of Certified Public Accountants from 2009 to 2011 and a Council member of the Malaysian Institute of Accountants from 2007 to 2011. He was the Managing Partner of KPMG Malaysia from 2007 to 2010. He retired from the firm in 2011.

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

SEOW YOO LIN

Independent Non-Executive Director



Nationality
Malaysian

Gender/Age
Female | 46

Date of Appointment
8 August 2017

**Length of Tenure
as Director**
Less than 1 year



Qualifications

Bachelor of Commerce in
Accounting, University of
New South Wales, Australia

Fellow, Institute of Chartered
Accountants, Australia

Advanced Management
Program, Harvard Business
School, United States
of America



Directorships

Director
AmBank Islamic Berhad
A subsidiary of the Company

Director, Icon Offshore Berhad

Director, KLCC Property
Holdings Berhad



**Membership of
Board Committees**

Member of the Company's
Audit and Examination
Committee
*(Appointed on
8 August 2017)*

Member of the Company's
Group Nomination and
Remuneration Committee
*(Appointed on
8 August 2017)*



Relevant Expertise

Farina Binti Farikhullah Khan has 23 years working experience, predominantly in oil and gas industry. She started out her career in 1994 with Coopers & Lybrand, Australia as a Senior Associate for the Business Services unit whereby she provided assistance and advisory services on accounting, audit, tax requirements and business services for three years.

In 1997, she returned to Malaysia to join Petroliam Nasional Berhad ('PETRONAS') in the Corporate Planning and Development Division where she started as an executive and in the ensuing years until 2005, she held various positions including Senior Manager (Strategy and Portfolio) in Group Strategic Planning of PETRONAS.

She subsequently assumed the position of Chief Financial Officer of PETRONAS Carigali Sdn. Bhd, one of the largest subsidiaries of PETRONAS with operations in over 23 countries, from 2006 to 2010. She then served as the Chief Financial Officer at PETRONAS Exploration and Production Business, the largest arm of PETRONAS Business, from mid-2010 until 2013, where the business included both PETRONAS Carigali Group of Companies as well as the Petroleum Management Unit of PETRONAS.

Prior to leaving PETRONAS Group at the end of 2015 to pursue her other interests, Farina was the Chief Financial Officer of PETRONAS Chemical Group Berhad, the largest listed entity of PETRONAS, for two years.

She is also the Independent Non-Executive Director of KLCC REIT Management Sdn Bhd, the Manager of KLCC Real Estate Investment Trust.

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

FARINA BINTI FARIKHULLAH KHAN

Independent Non-Executive Director



PROFILE OF COMPANY SECRETARY



KOID PHAIK GUNN

Group Company Secretary

Malaysian | Female | 52

Date of Appointment
2009

Qualifications

Fellow, Institute of Chartered Secretaries and Administrators (ICSA)

Bachelor of Law
University of London, United Kingdom

Responsibilities

Koid Phaik Gunn is the Group Company Secretary of AmBank Group.

The Company Secretarial Department provides company secretarial services across AmBank Group, which includes banking and insurance entities, unit trusts and real estate investment trusts.

Experience

Koid Phaik Gunn has more than 30 years of experience in corporate secretarial practice. Ms. Koid joined AmBank Group in 1993 as Company Secretary to AmSecurities Sdn Bhd, then the stockbroking arm of AmBank 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 AmBank Group since 2009. Prior to joining AmBank Group, Ms Koid was in company secretarial practice for nine years.

Directorships in Public Companies and Listed Issuers

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

PROFILE OF GROUP SENIOR MANAGEMENT

DATO' SULAIMAN BIN MOHD TAHIR



Group Chief Executive Officer
AmBank Group
Chief Executive Officer
AmBank (M) Berhad

Malaysian | Male | 55

Date of Appointment

23 November 2015

Qualifications

Bachelor of Accounting
Royal Melbourne Institute of
Technology, Australia
Chartered Banker of Asian Institute
of Chartered Banker

Responsibilities

Dato' Sulaiman bin Mohd Tahir is the Group Chief Executive Officer of AmBank Group and Chief Executive Officer of AmBank (M) Berhad ('AmBank') (a wholly owned subsidiary of AMMB), the commercial banking arm of AmBank Group. He has held these positions since November 2015.

As Group Chief Executive Officer of AmBank Group, Dato' Sulaiman oversees the management of all businesses to deliver sustainable long-term value for shareholders, customers, employees and other stakeholders of AmBank Group. With a workforce of more than 11,000 employees, these businesses include

Retail and Commercial Banking, Investment Banking, Islamic Banking, Corporate Banking, Transaction Banking, Global Markets, Life and General Insurance/Takaful Operations and Asset Management. Dato' Sulaiman is currently leading the group in its aspiration to be one of the top four banks in Malaysia by 2020.

Dato' Sulaiman is a Member of the Group's Nomination and Remuneration Committee of Directors and Investment Committee of Directors.

Experience

For the past 30 years, Dato' Sulaiman has been spearheading growth in Malaysia's consumer, commercial and corporate banking sectors. He began his career with the accounting firm now known as PricewaterhouseCoopers, before moving into banking with a role at the Bank of Commerce in 1987. Dato' Sulaiman held many prominent positions at a leading ASEAN bank before his appointment as AmBank's Chief Executive Officer.

Directorships in Public Companies and Listed Issuers

1. AmMetLife Insurance Berhad
2. AmMetLife Takaful Berhad
3. AmGeneral Insurance Berhad
4. AmGeneral Holdings Berhad
5. AMAB Holdings Sdn Bhd

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

JAMIE LING



Group Chief Financial Officer
AmBank Group

Malaysian | Male | 49

Date of Appointment

1 June 2017

Qualifications

BA (Hons) in Economics and Accounting
University of Newcastle Upon Tyne
United Kingdom
Fellow
Institute of Chartered Accountants
England and Wales, United Kingdom
Member
Association of Chartered Certified
Accountants
Alumni
Executive Management Programmes of
Templeton College
Oxford University and INSEAD

Responsibilities

Jamie Ling is responsible for all aspects of finance in AmBank Group and takes a lead role in setting the Group's financial strategy and overall business strategy.

Experience

Jamie has more than 20 years of commercial, financial and international banking experience across Asia and Europe. He has held various roles in finance, treasury, risk management and sales. Jamie qualified as a Chartered Accountant in London and moved into finance with HSBC, London. Thereafter, Jamie joined Standard Chartered Bank where he held various leadership positions in Malaysia, the United Kingdom, and North East Asia. Most recently, he was the Regional Chief Financial Officer for Greater China and North East Asia at Standard Chartered Bank, overseeing the finance functions operating in Hong Kong, Taiwan, China, South Korea and Japan. Jamie served as a Board member and Finance Director of Standard Chartered (Hong Kong) Limited, where Hong Kong is the largest market of the group.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

RAJA TEH MAIMUNAH RAJA ABDUL AZIZ



Chief Executive Officer
AmInvestment Bank Berhad
Managing Director
Wholesale Banking, AmBank Group

Malaysian | Female | 50

Date of Appointment

7 February 2017

Qualifications

Bachelor of Laws LLB (Hons)
University of East London
United Kingdom
Honorary Doctor of Law
University of East London
United Kingdom
Chartered Banker
Chartered Islamic Finance Professional

Responsibilities

Raja Teh Maimunah is responsible for the Group's Wholesale Banking franchise covering Corporate Banking, Group Treasury & Markets, Transaction Banking, Debt Capital Markets, Corporate Finance, Private Banking, Equity Markets and Fund Management.

Experience

She has 25 years' banking experience covering investment, Islamic and digital banking encompassing equity and debt origination, equity sales, mergers and acquisitions, proprietary investments, initial and secondary public offerings, asset backed securitisation, debt restructuring and digital payments, as well as collections solutions.

Others

Board Member
Islamic Banking and Finance Institute,
Malaysia
Advisor
Islamic Banking and Finance, World
Islamic Economic Forum Foundation.

Prior to joining the AmBank Group, Raja Teh Maimunah was the Managing Director/CEO of Hong Leong Islamic Bank and COO Digital Innovations & Transaction Banking of Hong Leong Bank Group. She started her career with KPMG Peat Marwick Consultants and then moved into banking and finance. Among the senior positions she has held are Global Head, Islamic Markets of Bursa Malaysia; Chief Corporate Officer and Head, International Business, Corporate and Investment Banking, Kuwait Finance House (Malaysia); Senior Director, Bank Alkhair, Bahrain/Kuala Lumpur; Associate Director, CIMB Investment Bank; and Senior Vice President, Investment Banking, RHB Investment Bank.

Directorships in Public Companies and Listed Issuers

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

JADE LEE GAIK SUAN



Managing Director
Retail Banking, AmBank (M) Berhad

Malaysian | Female | 61

Date of Appointment

1 December 2016

Qualifications

Bachelor of Science (Hons)
University Malaya
Certified Six Sigma Champion

Responsibilities

Jade Lee Gaik Suan spearheads AmBank Group's Retail Banking division, including Retail SMEs, and develops innovative solutions and transforms operating models for significant productivity and service improvements.

Experience

Jade Lee Gaik Suan has more than 30 years of financial sector experience across wealth management, priority banking and segments, retail product management, shared services, contact centre, credit cards and sales management.

Prior to joining AmBank Group, she was Head, Regional Wealth Management and Segments at CIMB Bank, where she was instrumental in driving the digitisation of wealth management services and holistic financial planning. Jade started her career with American Express Malaysia. She went on to lead teams and businesses at Standard Chartered Bank and RHB Bank. At Prudential Services Asia, she set up a new shared services centre.

She has considerable experience in growing businesses through product innovation and distribution expansion.

Directorships in Public Companies and Listed Issuers

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

CHRISTOPHER YAP HUEY WEN



Managing Director
Business Banking, AmBank Group

Malaysian | Male | 45

Date of Appointment

2 February 2017

Qualification

Bachelor of Science
Business Administration
St. Cloud State University, United States

Responsibilities

Christopher Yap Huey Wen heads Business Banking, leads the overall growth strategy for AmBank Group's Small and Medium-sized Enterprise and Commercial Banking segment, and is instrumental in developing and implementing strategies to drive the growth of SMEs in Business Banking.

Experience

Christopher Yap Huey Wen has 20 years of experience in financial services, with specific focus on the commercial and small and medium-sized enterprise (SME) segments. He oversees a new business grouping that comprises Enterprise Banking and Commercial Banking. Christopher started his career in trade services at Citibank Malaysia.

Prior to joining AmBank Group, he was Head of SME Banking for Alliance Bank, where he grew SME business to 25.0% of the bank's revenue. He and his team won the award for Best SME Bank in Asia Pacific 2015 from The Asian Banker.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

EQHWAN MOKHZANEE MUHAMMAD



Chief Executive Officer
AmBank Islamic Berhad

Malaysian | Male | 42

Date of Appointment

1 April 2015

Qualifications

Bachelor of Economics (Hons)
University of Cambridge
United Kingdom
Master of Economics (Hons)
University of Cambridge
United Kingdom
Fellow
Institute of Chartered Accountants
England and Wales, United Kingdom
Chartered Accountant
Malaysian Institute of Accountants
Chartered Banker
Asian Institute of Chartered Bankers

Responsibilities

Eqhwan Mokhzanee Muhammad manages and oversees AmBank Islamic and is also responsible for its business strategies.

Experience

Eqhwan Mokhzanee Muhammad has almost 20 years of corporate and financial services experience. He started his career with PricewaterhouseCoopers in London before joining the corporate advisory practice of PricewaterhouseCoopers in Kuala Lumpur.

Prior to joining AmBank Islamic, Eqhwan worked with local and foreign banks where he gained experience in inter alia business development, debt capital markets, corporate finance, corporate banking, financial advisory, real estate investment and international business. He has developed award-winning and innovative Islamic financial structures, and authored research papers on Islamic finance.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

DATUK ISWARAAN SUPPIAH



Group Chief Operations Officer
AmBank Group

Nationality

Malaysian | Male | 54

Date of Appointment

2 February 2017

Qualifications

Member, Malaysian Institute of Certified Public Accountants

Member, Malaysian Institute of Accountants

Member, Financial Planning Association of Malaysia

Responsibilities

Datuk Iswaraan Suppiah oversees AmBank Group's new division, Group Information Systems and Digital Banking.

Experience

Datuk Iswaraan Suppiah has 30 years' experience in banking, equity, audit, operations and information services. He started his career in audit with the accountancy firm Arthur Anderson and joined the Bank of Commerce in 1991. He moved to CIMB Securities in 1994 and held various senior positions in operations, equity risk, strategic risk and compliance.

He was the Executive Director of Operations prior to moving to the parent company, CIMB Merchant Bank in 2000. Datuk Iswaraan was Group Chief Information and Operations Officer for CIMB Group. He led digital transformation, information technology and operations functions across all business and geographical markets and his key focus area was to digitise the bank by applying technology innovation.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

FARADINA BINTI MOHAMMAD GHOUSE



Group Chief Compliance Officer
AmBank Group

Malaysian | Female | 48

Date of Appointment

15 March 2016

Qualification

Bachelor of Management (Hons)
University of Science, Malaysia

Responsibilities

Faradina binti Mohammad Ghouse is responsible for overseeing and managing AmBank Group's regulatory compliance practices and ensuring the Group complies with all regulatory requirements and internal policies.

Experience

Faradina binti Mohammad Ghouse has 23 years' experience in the financial services industry. She has served in Malaysian, regional and global positions in anti-money laundering operations, audit, securities and funds services and trade operations. Faradina started her career in the stockbroking industry as a dealer representative. She joined Citibank Berhad in 1994 as a management associate and became Head of Operations for Securities and Funds Services and Trade Operations.

Faradina was also the Audit Manager with Citigroup's Asia Pacific Audit and Risk Review division in Singapore. Prior to joining AmBank Group, she was the Global Head of Transactions Monitoring, Standards and Training for Citigroup's Anti-Money Laundering (AML) Operations.

Directorships in Public Companies and Listed Issuers

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

JEROEN THIJS



Group Chief Risk Officer
AmBank Group

Dutch | Male | 51

Date of Appointment

1 January 2017

Qualification

Master of Business and Finance
Rotterdam Erasmus University
Netherlands

Responsibilities

Jeroen Thijs' role is to strategise, lead and enforce an enterprise-wide risk management framework to ensure the financial and reputational integrity of AmBank Group. He also supports the Group and all its businesses in achieving business objectives.

Experience

Jeroen Thijs has over 26 years of experience working mostly in Asia and Europe across risk management, corporate banking, structured finance and treasury functions. He has worked in Malaysia since 2009 and has wide exposure to the Malaysian business environment, financial service industry and risk landscape.

Jeroen started his career with Rabobank International in Singapore as a credit analyst and went on to hold senior financial services positions with ABN AMRO Bank in Japan, Singapore, the Netherlands and the United Kingdom.

Prior to joining AmBank Group, he was Country Chief Risk Officer for OCBC Bank Malaysia. He served as Chief Risk Officer for Bank Islam Malaysia from 2009 - 2014. Jeroen has substantial hands-on experience with the Malaysia's Conventional and Islamic Banking models and risk management.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

PENELOPE GAN



Group Chief Human Resource Officer
AmBank Group

Malaysian | Female | 42

Date of Appointment

1 March 2018

Qualification

Bachelor of Commerce
University of Melbourne

Responsibilities

Penelope Gan is responsible for developing and executing human resource strategy in support of the overall business plan and strategic direction of the organisation, specifically in the areas of succession planning, talent management, change management, organisational and performance management, training and development, and compensation.

She provides strategic leadership by articulating HR needs and plans to the executive management team, shareholders and the board of directors.

Experience

Penelope Gan joined AmBank Group in October 2014 as the Head of Group Rewards and Performance Management; responsible for driving competitive and regulatory compliant Rewards practices.

She implemented AmBank Group myFlexBen programme and introduced enterprise benefits through corporate tie-ups. In her expanded role, which included Group Organisation Development in late 2015, she revived the Group's talent and succession management with the introduction of robust Talent Councils and launched accelerated talent development programmes such as BATMAN (Becoming a Talented Manager), ELP (Emerging Leaders' Programme) and LEAP (Leadership Enhancement and Acceleration Programme).

An AmBank Group talent herself, Penelope Gan was appointed Deputy Group Chief Human Resource Officer in December 2016.

She comes with more than 20 years of professional experience across Human Resource, with a track record of leading transformation and post-merger and acquisition turn around programmes.

Directorships in Public Companies and Listed Issuers

None

Declaration

She does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

She has not been convicted of any offences within the past five years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

SHAMSUL BAHROM BIN MOHAMED IBRAHIM



Group Chief Internal Auditor
AmBank Group

Malaysian | Male | 43

Date of Appointment
25 September 2017

Qualifications

Bachelor of Science (Hons) in Finance and Accounting
University of Salford, United Kingdom
Master of Business Administration
University of Strathclyde
United Kingdom
Associate Member
Institute of Internal Auditors, Malaysia
Affiliate Member
Asian Institute of Chartered Bankers

Responsibilities

Shamsul Bahrom Bin Mohamed Ibrahim provides overall leadership and direction for the strategic implementation and execution of internal audit function within AmBank Group.

Experience

Shamsul was previously Deputy Group Chief Internal Auditor and Portfolio Audit Head of Wholesale Banking, Markets and Fund Management. He has been with AmBank Group since 1999. Shamsul joined us as an Executive and has led audit teams across various Group business units throughout his career.

We are pleased to share that Shamsul is one of our own internal talents who has been guided through our succession and leadership programmes to take the helm of AmBank's Group Internal Audit division.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

DEREK LLEWELLYN ROBERT



Chief Executive Officer
AmGeneral Insurance Berhad

Australian | Male | 46

Date of Appointment
17 September 2014

Qualifications

Bachelor of Business Science
University of Cape Town
South Africa Qualified
Chartered Accountant

Responsibilities

Derek Llewellyn Robert is responsible for the overall business growth, strategic direction and performance of the general insurance business of AmBank Group.

Experience

Derek Llewellyn Roberts has more than 16 years of professional experience in the insurance industry and financial sector in South Africa, the United States, the United Kingdom, Australia and Malaysia. Before joining AmGeneral Insurance Berhad, Derek led a large transformational change programme within the claims operation of Insurance Australia Group's (IAG) Direct Insurance Division in Australia.

Prior to that, Derek was the Chief Financial Officer for a joint venture within IAG and the Head of Short Tail Claims for Direct Insurance, a Member of the Management Committee, and Chairman of the Claims Sub Committee for the General Insurance Association of Malaysia (PIAM).

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

RAMZI ALBERT TOUBASSY



Chief Executive Officer
AmMetLife Insurance Berhad

American | Male | 50

Date of Appointment
19 September 2014

Qualifications

Bachelor of Arts in Political Science
Georgia State University, United States
Master of Arts in International Relations
Georgia State University, United States

Responsibilities

Ramzi Albert Toubassy is responsible for executing a transformation strategy to achieve profitable growth, accelerate shareholder return and ensure the operational effectiveness of the AmMetLife business in Malaysia.

Experience

Ramzi has accumulated over 21 years of experience in the insurance industry. He started his career with American International Group (AIG) in 1996. He joined MetLife in 2012 and served as Head of Face-to-Face Distribution for the Europe, Middle East and Africa region.

Prior to joining MetLife, he was with AIA where, over a period of eight years, he held several key management roles including Deputy Chief Agency Officer in Hong Kong, Senior Assistant General Manager in Malaysia, Deputy General Manager and Director of Distribution in Korea, and Chief Distribution Officer in Vietnam.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

NOOR AZAM BIN MOHD YUSOF



Chief Executive Officer
AmMetLife Takaful Berhad

Malaysian | Male | 47

Date of Appointment
1 July 2017

Qualifications

Master's in Business Administration
University of Technology MARA,
Malaysia
Bachelor of Science (Marketing)
Northern Illinois University, United
States

Responsibilities

Azam is responsible for driving the growth of the AmMetLife Takaful business in Malaysia.

Experience

Azam has 20 years of experience in the insurance and Takaful industry and has held a series of senior roles, most recently with HSBC Amanah Takaful (M) Berhad where he was Head of Sales and Distribution responsible for implementing and delivering the company sales strategy.

Directorships in Public Companies and Listed Issuers

None

Declaration

He does not have any conflict of interest or any family relationship with any other Director and/or major shareholders of the Company.

He has not been convicted of any offences within the past five years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 March 2018.

PROFILE OF SHARIAH COMMITTEE

Shariah Committee comprises five distinguished and qualified Shariah scholars. Three of the members serve as Shariah Committee for AmMetLife Takaful Berhad, a subsidiary of AmBank Group and two of the members serve as Shariah Committee for development bank in Malaysia. Two of the members are also registered Shariah Advisers with Securities Commission Malaysia. Details of their profiles are as follows:



ASSISTANT PROF. DR. TAJUL ARIS AHMAD BUSTAMI

Chairman
(Since 1 April 2016)

Date of Appointment
1 July 2011

Assistant Prof. Dr. Tajul Aris Ahmad Bustami is currently a lecturer and Assistant Professor at the Department of Islamic Law, Ahmad Ibrahim Kulliyah of Laws, International Islamic University Malaysia (IIUM). He received his first Degree in Law (LL.B (Hons) and LL.B (Shariah) (Hons)) from the IIUM and a Master of Laws (LL.M) from the University of London. He subsequently obtained a Diploma in Shariah Law and Practice (DSLPP) (Professional Post-Graduate Programme) from IIUM. Later, he received his Ph.D in Law from IIUM. His areas of specialisation are Islamic Banking Law and Takaful, Muslim Law of Succession and Waqf and Administration of Estates. Assistant Prof. Dr. Tajul Aris is currently serving as Shariah Committee for Small Medium Enterprise Development Bank Malaysia Berhad (SME Bank) (2018-2021). He is a member of The Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) and has written 12 books, seven chapters in books, seven journal articles and presented 25 papers.



PROF. DR. AMIR HUSIN MOHD NOR

Date of Appointment
1 April 2005

Prof. Dr. Amir Husin Mohd Nor is currently a lecturer, Professor and Deputy Dean (Research and Innovation) at the Faculty of Syariah and Law, Islamic Science University of Malaysia (USIM). He obtained his first degree (Hons) in Shariah from the Academy of Islamic Studies, University of Malaya and his Master of Laws (LL.M) from the University of London. He subsequently achieved a Ph.D in Islamic Studies from the University of Edinburgh. His areas of specialisation are Islamic Jurisprudence (Usul al-Fiqh) and Law. Previously, he has acted as Shariah Advisor for AmFamily Takaful Berhad (2011-2014). Prof. Dr. Amir Husin Mohd Nor is currently serving as Shariah Advisor to AmMetLife Takaful Berhad (2014-2020) and is a Committee Member of Tabung Amanah Zakat UNITEN. He is also a member of The Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) and has written five books, 25 chapters in books, 39 journal articles and 13 research papers.



ASSOCIATE PROF. DATIN DR. NOOR NAEMAH ABDUL RAHMAN

Date of Appointment

1 April 2005

Associate Prof. Datin Dr. Noor Naemah Abdul Rahman is a lecturer and Associate Professor as well as Coordinator for Applied Science at the Islamic Studies Program at the Academy of Islamic Studies, University of Malaya. She obtained her first degree (Hons) in Shariah from the University of Malaya, a Master degree in Shariah from the University of Jordan and a Ph.D from the University of Malaya. Her areas of specialisation are Islamic Jurisprudence (Usul al- Fiqh), Islamic Legal Maxim and fatwa. Datin Dr. Noor Naemah was appointed as Ahli Jawatankuasa Perundangan Hukum Syarak Wilayah Persekutuan (Session 2010-2013; 2011-2014; and 2014-2019) and Panel Pakar Syariah JAKIM (2017-2019). Previously, she acted as Shariah Advisor for AmFamily Takaful Berhad (2011-2014). Datin Dr. Noor Naemah is also serving as Shariah Advisor to AmMetLife Takaful Berhad (2014-2020). She is a member of The Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) and has written 14 books, 11 chapters in books, 31 research papers, 48 presentations and 41 journal articles.



ASSOCIATE PROF. DR. ADNAN YUSOFF

Date of Appointment

1 April 2005

Associate Prof. Dr. Adnan Yusoff is currently a lecturer and Associate Professor at Universiti Tenaga Nasional (UNITEN). He received his first degree in Shariah (Hons) from University Al-Azhar, Cairo, Egypt. Then he obtained a Master of Comparative Laws (MCL) from International Islamic University Malaysia (IIUM), and received his Ph.D in Islamic Muamalat at University of Malaya. His areas of specialisation are Islamic Commercial Law (Fiqh Muamalat), Islamic Jurisprudence (Usul al-Fiqh), Islamic Family Law (Fiqh Munakahat) and Islamic Criminal Law (Fiqh Jinayat). Previously, he acted as the Director of Pusat Pengajian Islam dan Peradaban UNITEN (2010-2014), Director of Tabung Amanah Zakat UNITEN (2014-2017) and Shariah Advisor for AmFamily Takaful Berhad (2011-2014). He is currently also serving as Shariah Advisor to AmMetLife Takaful Berhad (2014-2020). He is also a registered Shariah Adviser with the Securities Commission. He is a member of The Association of Shariah Advisors in Islamic Finance Malaysia (ASAS) and has written approximately 30 articles, journals and papers.



DR. ASMAK AB RAHMAN

Date of Appointment

1 July 2011

Dr. Asmak Ab Rahman is currently a Head of Department and Senior Lecturer at the Department of Shariah and Economics, Academy of Islamic Studies, University of Malaya. She received her first Degree (Hons) and Master in Shariah at the University of Malaya and subsequently a Ph.D in Islamic Economics. Her areas of specialisation are Comparative Economic Development, Takaful, Islamic Banking, Islamic Economics and Economics of Waqf. Previously, she acted as a Shariah Advisor for Bank Islam Malaysia Berhad (BIMB) (2005-2009), AIA AFG Takaful Berhad (Takaful) (2011-2013), and she was a Committee Member for the Association of Shariah Advisors in Islamic Finance (ASAS) (Session 2012-2014). She is currently serving as Shariah Advisor to different industries including BIMB Investment Management Berhad (2008-2019; Funds Management), SME Bank (2010-2018; Development Bank), Tabung Haji (2016-2018), Hong Leong MSIG Takaful (2014-2018), and Perbadanan Usahawan Nasional Berhad (PUNB) (2016-2018). She is also a registered Shariah Adviser with the Securities Commission. She is member of The Association of Shariah Advisors in Islamic Finance Malaysia (ASAS). She has written five books, 14 chapters in books, 54 journal articles, 38 research papers and presented 30 papers.

GOVERNANCE OVERVIEW STATEMENT

This section of the Annual Report shares with you how we operate as a Board and explains the responsibilities we have as Directors to all our stakeholders. We describe the different Board Committees and how they are accountable for clearly defined responsibilities, each headed by an Independent Director.

The Board of Directors of the Company ('Board') is collectively responsible for the long-term success of the Group and for ensuring leadership within a framework of effective controls. The Board sets the strategic direction of the Group, approves the strategy and takes the appropriate action to ensure that the Group is suitably resourced to achieve its strategic aspirations. The Board considers the impact of its decisions and its responsibilities to all of the Group's stakeholders, including the Group's employees, shareholders, regulators, clients, suppliers, the environment and the communities in which it operates.

FRAMEWORKS APPLIED

- ①
Bursa Malaysia Securities Berhad ('Bursa Securities') Main Market Listing Requirements ('MMLR')
- ②
Securities Commission ('SC') Malaysian Code on Corporate Governance ('MCCG') 2017
- ③
Bank Negara Malaysia ('BNM') Policy Document on Corporate Governance

**PRINCIPLE A
BOARD LEADERSHIP &
EFFECTIVENESS**

**PRINCIPLE B
EFFECTIVE AUDIT &
RISK MANAGEMENT**

**PRINCIPLE C
INTEGRITY IN CORPORATE REPORTING &
MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS**

PRINCIPLE A ①

This section provides an overview of the Board and how it and its Committees interlink. Details of the type of activity considered by the Board and also some of the core responsibilities for certain Directors are also explained.

In the Group Nomination and Remuneration Report, we reflect the elements of how the Board is made up, how we plan to ensure success in the future and how do we make sure on an annual basis that we are being held accountable to each other as Board members and also to our stakeholders.

In addition, we actively work to ensure that AmBank Group's embraces diversity and promotes inclusion at all levels of the organisation. Our Board Charter states that we should aim for at least 30% female representation at Board level and to achieve that, we are seeking candidates with exceptional qualification and experience to join the Board.

As you review the report, the variation of what the Board has to consider is wide-ranging and reflects the scope of discussions which occur throughout the year.

Why is this important

It is important to have strong leadership from the Board as a whole to support Management in their day-to-day running of the business.

We want all our stakeholders to understand the commitment and passion the Directors have to make the Group a success.

In addition, having an effective and contributing Board, with the right skills, experience and willingness to contribute to the Group's values, is very important to our success as a company and therefore to our stakeholders.

It is incumbent on the Board to make sure that it is diligent in its succession planning – at Board level and also contributing to what happens at the Senior Management level and understanding succession planning across the Group.

PRINCIPLE B ②

The work of the Audit and Examination Committee and Risk Management Committee extend and expand as the number of new auditing and governance requirements grows.

To assist the Board's decision-making processes and maximise our effectiveness, we form various Board Committees. The Governance Committee was established as a temporary committee to help the Group drive the implementation of governance initiatives, including specific tasks as mandated by the Board.

During the year under review, the Committee completed its mandate and dissolved on 25 January 2018. As a continuing governance practice, the responsibilities of the Governance Committee are being handled by the Risk Management Committee.

Why is this important

Various Board and Management Committees have responsibility for the oversight of our regulatory requirements and audit reporting.

These are significant areas of focus for our business and it is important for stakeholders to know that this is recognised at the highest level in the Group.

It is critical to know that there is a process of accountability running throughout the Group with good processes in place and defined levels of responsibility.

PRINCIPLE C ③

This section provides an overview of how we help existing and potential investors understand and communicate with the Group.

Why is this important

The Group recognises the importance of communication with its shareholders and has a role to ensure stakeholder views remain central to AmBank Group's mission.

Our Board Charter defines the roles, responsibilities and functions of the Board and Board Committees in accordance with the principles of good corporate governance. The Charter is reviewed periodically to ensure its adherence to the latest statutory and regulatory requirements, as well as the Group's operational and business direction. The Charter was updated in September 2017 and is available on the Company's corporate website at ambankgroup.com.

 **This Corporate Governance Overview Statement should be read in conjunction with the Corporate Governance Report, which is available on the Company's corporate website at ambankgroup.com as well as Bursa Securities' website at bursamalaysia.com under Company Announcement of AMMB Holdings Berhad.**

PRINCIPLE A

Changes to the Board

The Board consists of seven (7) members comprising a Non-Independent Non-Executive Chairman, two (2) Non-Independent Non-Executive Directors and four (4) Independent Directors. The following changes to the Board occurred during the financial year under review:

Appointment (A) and/or Resignation (R)

A

Farina binti Farikullah Khan

(Independent Director)
appointed on 8 August 2017

R

Dato' Seri Ahmad Johan bin Mohammad Raslan

(Non-Independent Non-Executive Director)
resigned on 9 December 2017
upon the expiry of his tenure approved by BNM.

Suzette Margaret Corr

(Non-Independent Non-Executive Director)
resigned on 23 January 2018 following her resignation as an employee of Australia and New Zealand Banking Group Ltd.

Dato' Rohana binti Tan Sri Mahmood

(Senior Independent Director)
resigned on 25 January 2018 due to personal commitments.

Chairman and Group Chief Executive Officer

There is a defined split of responsibilities between the Chairman and the Group Chief Executive Officer. The roles and responsibilities of the Chairman and Group Chief Executive Officer are clearly defined, and set out in writing in the Board Charter.

Independence of Directors

The Independent Directors bring with them a variety of relevant business experience that enables them to exercise independent judgment and to participate objectively in the proceedings and decision-making processes of the Board.

Decision-making on key issues regarding the Company and its subsidiaries are deliberated by the Directors. Board decisions are made taking into account the views of the Independent Directors, which carry substantial weight. They fulfill their roles in ensuring that strategies proposed by Management are discussed and examined as well as ensuring that the interest of shareholders and stakeholders of the Company are safeguarded.

Each of the Independent Director is required to provide a declaration of his or her independence annually. This declaration is assessed by the Group Nomination and Remuneration Committee ('GNRC'). Based on the outcome of the Board Effectiveness Evaluation ('BEE') for Year of Assessment 2018, which was conducted by an independent external consultant and reported to the GNRC as well as to the Chairman of the Board, all Independent Directors have scored highly and there are no conflicts or potential conflicts of interest that may affect their independent judgment.

The Board also believes that each Independent Director has retained their independence throughout the tenure and had not in any circumstances formed any association with Management that might compromise their ability to exercise independent judgment which ultimately affects the interest of stakeholders.

None of the Independent Director served more than nine (9) years during the financial year under review.

Board Conduct

The Board commits itself and its Directors to ethical, business and lawful conduct including proper use of authority and appropriate decorum when acting as Board members. Accordingly, all Directors shall apply ethical principles and standards of behaviour as set out in the Code of Conduct and Code of Ethics of the Group, and other applicable governance documentation approved by the Board setting out standards of ethical conduct and behaviour.

Both the Code of Conduct and Code of Ethics of the Group are available on the Company's corporate website at ambankgroup.com.

The Directors shall declare any conflict of interest they have in material transactions or material arrangements with the Company and shall not be present when the matter is being deliberated and decision being made at the Board and/or Board Committees meeting.

The Directors shall devote sufficient time to prepare for and attend Board and Board Committees meetings, and maintain a sound understanding of the business of the Company as well as relevant market and regulatory developments. This includes a commitment to on-going education.

Prior to accepting appointment(s) of directorship(s) in other companies, the Directors shall ensure that their appointment(s) in other companies are not in conflict with the Company's business and do not affect the discharge of their duties as Directors of the Company. The Directors shall notify the Chairman of the Board and the Company Secretary within 14 days of their new appointment(s) in other companies.

In addition to the above, all Directors of the Company have complied with the MMLR of Bursa Securities of not holding more than five (5) directorships in listed issuers at any given time. This is to ensure the Directors do not have competing time commitments that may impair their ability to discharge their responsibilities effectively.

ROLES AND COMPOSITION

CHAIRMAN | TAN SRI AZMAN HASHIM

The Chairman is primarily responsible for the leadership of the Board and ensuring its effectiveness. He ensures the Board upholds and promotes the highest standards of corporate governance, setting the Board's agenda and encouraging open, constructive debate of all agenda items for effective decision-making. He also ensures that shareholders' views are communicated to the Board.

SENIOR INDEPENDENT DIRECTOR | VOON SENG CHUAN

The Senior Independent Director's role includes meeting regularly with the Chairman and the Group Chief Executive Officer to discuss specific issues, as well as being available to stakeholders generally and as an alternative communication channels. He also act as a sounding board for the Chairman as well as an intermediary for other Directors.

BOARD COMMITTEE CHAIRMEN | VOON SENG CHUAN, DATUK SHIREEN ANN ZAHARAH BINTI MUHIUDEEN AND SEOW YOO LIN

The Board Committee Chairmen are responsible for leading the members of the Board Committees and ensuring their effectiveness. They set the Board Committees' agendas, in consultation with the Group Company Secretary and Management, and report to the Board on committee proceedings.

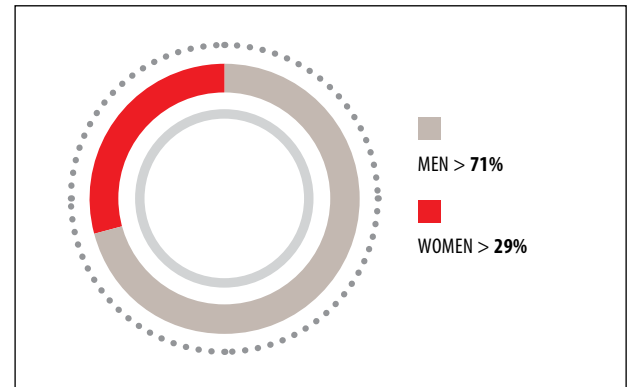
GROUP CHIEF EXECUTIVE OFFICER | DATO' SULAIMAN MOHD TAHIR

The Group Chief Executive Officer ('Group CEO') is responsible for the operational management of the business and for the development and implementation of the Group's strategy as agreed by the Board and Management. He is also the conduit between the Board and Management in ensuring the success of governance and management functions.

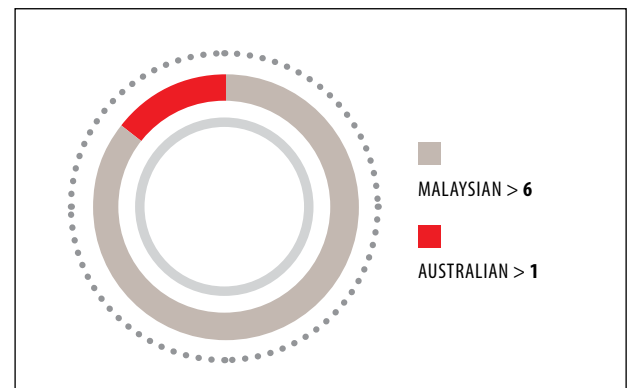
GROUP COMPANY SECRETARY | KOID PHAIK GUNN

The Group Company Secretary acts as secretary to the Board and Board Committees, ensuring compliance with board procedures and advising on regulatory and governance matters. She is responsible, under the direction of the Chairmen of the Board and Board Committees, for ensuring the Board and Board Committees receive accurate, timely and clear information. The Group Company Secretary supports the Chairman of the Board in delivery of the corporate governance agenda and to facilitate, together with the Group Learning and Development Unit, director inductions and ongoing trainings.

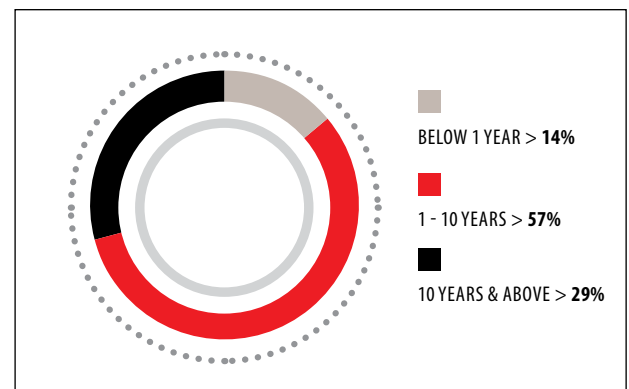
Gender Split of Board



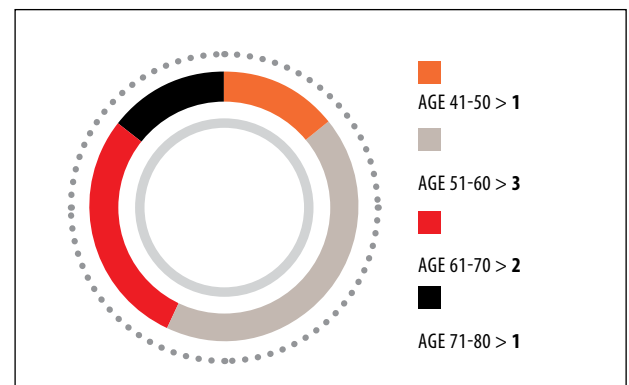
Nationality of Directors



Length of Tenure



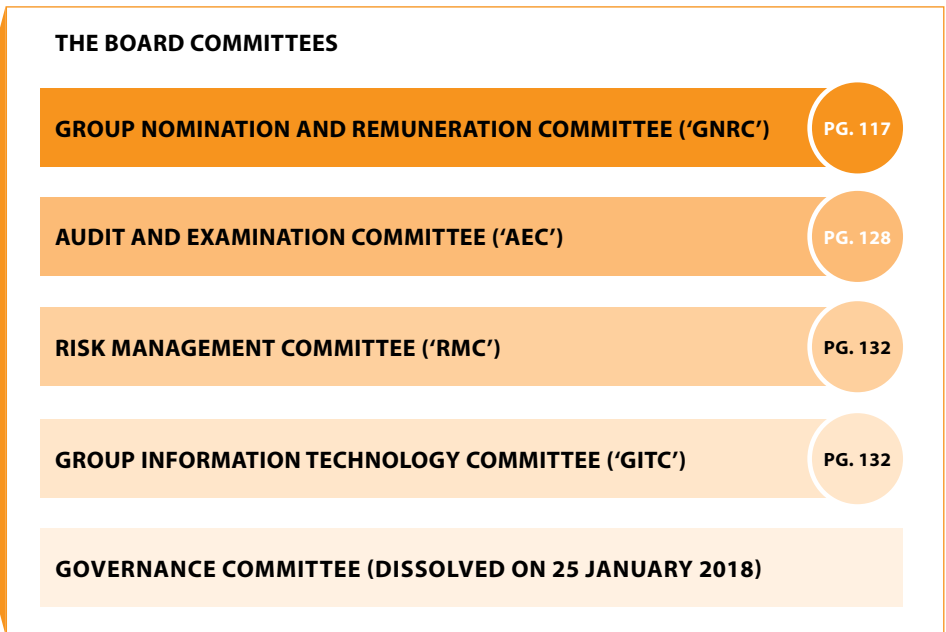
Age



BOARD AND BOARD COMMITTEE STRUCTURE

THE BOARD

The Board is collectively responsible for the long-term success of the Group and for ensuring leadership within a framework of effective controls. The Board sets the strategic direction of the Group, approves the strategy and takes the appropriate action to ensure that the Group is suitably resourced to achieve its strategic aspirations. The Board considers the impact of its decisions and its responsibilities to all of the Group's stakeholders.



GROUP CHIEF EXECUTIVE OFFICER



MATTERS RESERVED FOR THE DECISION OF THE BOARD

The Board discharges some of its responsibilities directly and delegates certain responsibilities to its committees to assist in carrying out its function of ensuring independent oversight and stewardship. The Board also delegates authority for the operational management of the Group's business to the Group Chief Executive Officer for further delegation by him in respect of matters that are necessary for the effective day-to-day running and management of the business. The Board holds the Group Chief Executive Officer accountable in discharging his delegated responsibilities.

A clear Schedule of Matters Reserved for the Board and terms of references for each of the Board Committees are reviewed periodically against industry best practice and corporate governance provisions and guidance. Below are the matters reserved for the Board.

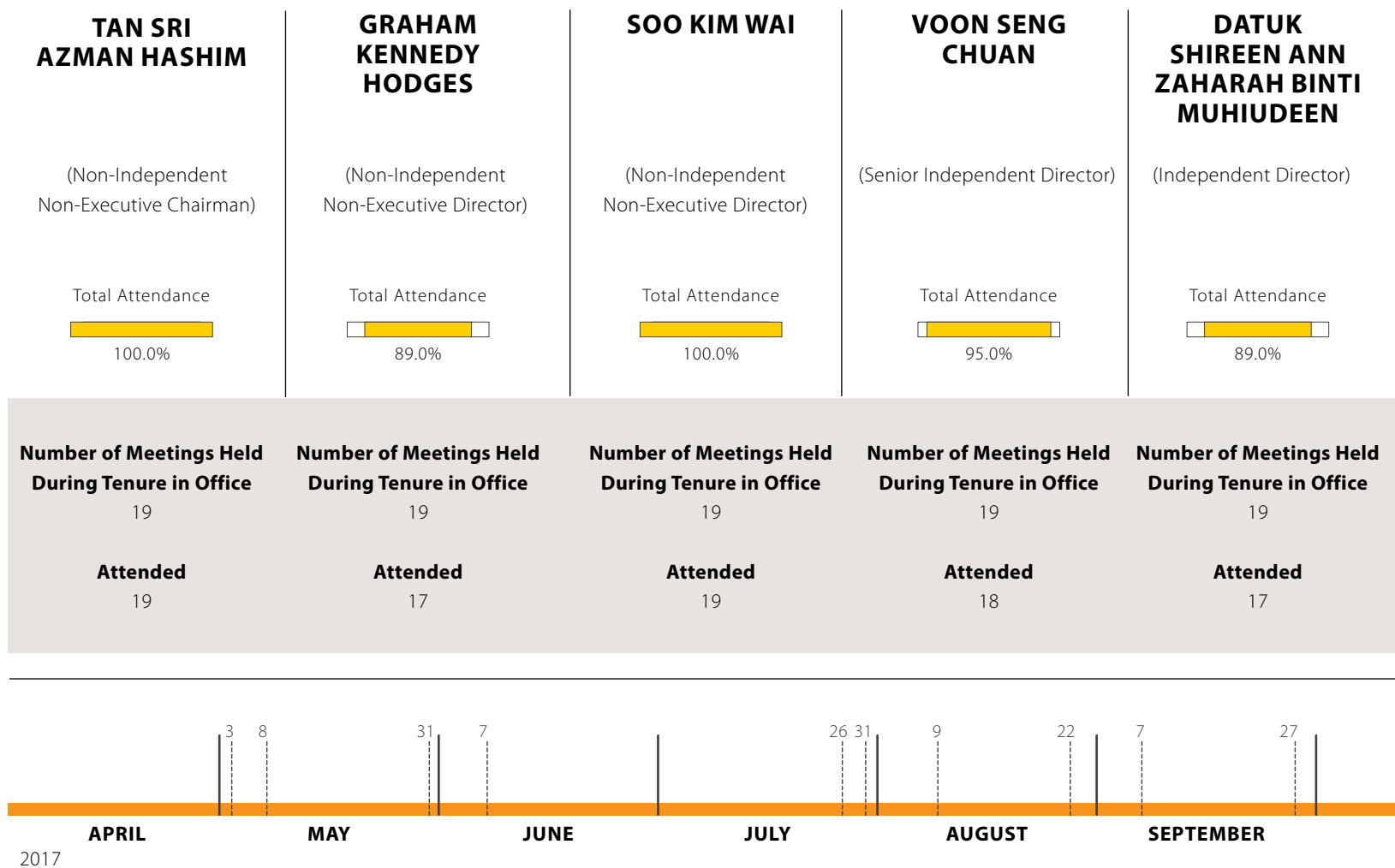
Corporate Matters	Governance and Policy	Credit and Products	Information Technology and Projects	Remuneration
Strategy and Budget	Compliance and Assurance	Accounting and Finance	Board Membership and Other Appointments	Litigation and Arbitration
All Other Matters as Deemed Necessary by the Board				

COMPOSITION AND ATTENDANCE

The calendar of meetings of the Board and Board Committees are drawn up and distributed to the Board in the quarter preceding the beginning of the new calendar year. This is to enable the members of the Board to meet the time commitment for the meetings. The Board meets 10 times per year with additional meetings being convened whenever necessary, to facilitate the discharge of their responsibilities. The Group CEO and the Chief Executive Officers of the subsidiaries are invited to attend on matters relating to their sphere of responsibility. Furthermore, Senior Management may also be invited to attend Board meetings to provide presentations and detailed explanations on matters to be tabled.

Directors are expected to attend at least 75.0% of total Board meetings in any applicable financial year and must not appoint another person to attend/participate in a board meeting on his or her behalf.

BOARD OF DIRECTORS



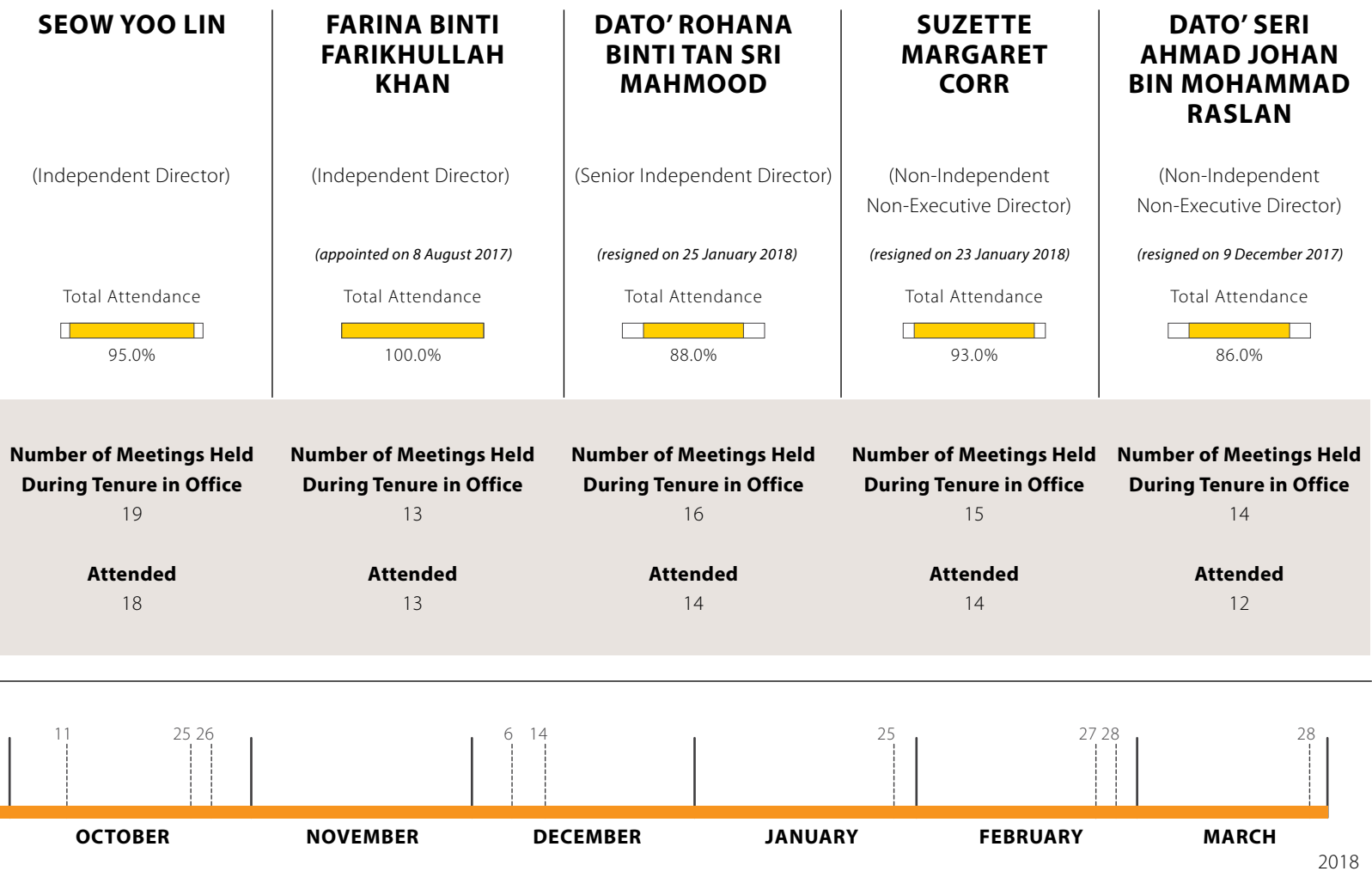
The quorum for Board meetings shall be a minimum of 50.0% of total Board members. During the financial year under review, there was at least 80.0% attendance of Board members at each of the Board meeting.

A meeting shall be conducted in person or via alternative means of attendance (i.e. telephone or video conference) as determined by the Board. Where permitted, alternative means of attendance must remain the exception rather than the norm. Directors are encouraged to attend the meeting in person.

The Board may from time to time and if deemed appropriate, consider and approve and/or recommend routine and administrative matters via circular resolution in writing.

The Directors' commitment to carry out their duties and responsibilities is affirmed by their attendance at the Board meetings held during the financial year ended 31 March 2018 ('FY18') as set out below. A total of 19 Board meetings were held during FY18:

BOARD OF DIRECTORS



BOARD MEETING FOCUS DURING FY18

Matters Reserved	Activity
CORPORATE MATTERS	<ul style="list-style-type: none"> 1 Corporate exercise i.e. Mutual Separation Scheme and Merger exercise
STRATEGY & BUDGET	<ul style="list-style-type: none"> 1 Budget-Financial Year Ending 2019 2 The Group Strategy and Plans 3 Digital Roadmap Strategy 4 IT Strategy
GOVERNANCE & POLICY	<ul style="list-style-type: none"> 1 No Gift Policy 2 Revised Related Party Transaction Policy 3 Code of Conduct 4 Revised Board Charter 5 Consolidated Risk Report 6 Stress Test
COMPLIANCE & ASSURANCE	<ul style="list-style-type: none"> 1 Direction of Compliance 2 Composite Risk Rating 3 BNM Guidelines 4 Group Compliance Report
ACCOUNTING & FINANCE	<ul style="list-style-type: none"> 1 Quarterly Financial Result 2 Audited Financial Statements 3 Capital Plan 4 Internal Capital Adequacy Assessment Process 5 Dividends
INFORMATION TECHNOLOGY & PROJECTS	<ul style="list-style-type: none"> 1 Retail Payment Platform 2 Cash Management System 3 Blockchain
BOARD MEMBERSHIP & OTHER APPOINTMENTS	<ul style="list-style-type: none"> 1 Appointment of Directors 2 Resignation of Directors 3 Change in Board Committees Composition 4 Appointment of Key Management Personnel
REMUNERATION	<ul style="list-style-type: none"> 1 Annual Salary Review 2 Short-Term Incentive/Long-Term Incentive 3 Scheme Share 4 Remuneration of Key Management Personnel 5 Remuneration framework for Non-Executive Directors
ANY OTHER MATTERS AS DEEMED NECESSARY BY THE BOARD	<ul style="list-style-type: none"> 1 Directors' Meeting Attendance 2 Notification of Directorships 3 Operations Matters 4 Letter from Regulators

BOARD INDUCTION

All new Directors appointed to the Board would attend a formal induction programme to familiarise themselves with the Group's strategy and aspiration, understanding of the line of businesses and corporate functions, key financial highlights, audit, compliance and risk management. The programme is conducted by the various Managing Directors/Chief Executive Officers/Heads of the business units as well as Senior Management, and is organised by the Group Learning and Development Unit and facilitated by the Group Company Secretarial Department.

The new directors also attend mandatory core programmes required pursuant to BNM regulations and Bursa Securities.

The new Board members are fully briefed on the terms of their appointment, duties and responsibilities, as well as on the nature, operations and current issues of the Group.

The GNRC will review the induction processes on a periodic basis to ensure that all pertinent information is provided to Directors, and that adequate time had been given for Directors to familiarise themselves with the Company, its Board and operations.

ONGOING PROFESSIONAL DEVELOPMENT

The Board recognises the importance of ensuring that Directors are continuously being developed to acquire or enhance the requisite knowledge and skills to discharge their duties effectively.

As part of the programme, new Directors are being briefed on their disclosure obligations as a Director, the Company's Board Charter, Code of Conduct, Code of Ethics, the Constitution of the Company, the Board Committees' Terms of Reference, Schedule of Matters Reserved for the Board etc.

Apart from the Mandatory Accreditation Programme ('MAP') and the Financial Institutions Directors' Education ('FIDE') Programme, both accredited by the ICLIF Leadership and Governance Centre ('ICLIF'), all Directors appointed to the Board, have also attended other relevant training programmes, talks, seminars, dialogue sessions and focus group sessions organised by the regulatory authorities, the FIDE Forum (an alumni association for Financial Institutions Directors) and professional bodies to further enhance their business acumen and professionalism in discharging their duties to the Group.

The Board, together with the Board members of the subsidiaries of AMMB also attend Strategy and Budget Meetings to have an in-depth understanding and continuous engagement with Management pertaining to the Group's strategic direction. In addition, the Directors are constantly updated on information relating to the Group's development and industry development through discussion at Board meetings with Senior Management team.

The Board will ensure that a structured Director Learning and Education programme is in place for its members. This programme shall ensure members have access to appropriate continuing education programme and are kept up to date with current business, industry, regulatory and legislative developments and trends that will affect the Group's business operations.

The GNRC will review the training and development needs of the Director on an annual basis, taking into consideration the Group's strategy for the next several years and the current combined skills on the Board. Thereafter, the GNRC will identify and recommend the relevant courses to be included as part of the annual Board Training Calendar to the Board for approval.

The Group Learning and Development Unit undertakes the role to coordinate, organise and manage Directors' learning and development requirements together with the Group Company Secretarial Department. The Directors of the Company had attended the following training programmes, talks, seminars, dialogue sessions and focus group sessions during FY18:

Name of Directors	Date	List of Training/Conference/Seminar/Workshop Attended
Tan Sri Azman Hashim	17 - 18 April 2017	38 th East Asia Business Council Meeting and Related Meeting in Nanning, China
	26 - 28 April 2017	APEC Advisory Council Meeting, Seoul
	8 May 2017	Islamic Finance & Public Private Partnership for Infrastructure Development – SC & World Bank
	22 May 2017	APEC Cross Borders e-Commerce Conference
	30 May 2017	Launching of MPC Productivity Annual Report
	11 July 2017	Talk on Fintech Opportunities for the Financial Services Industry
	1 August 2017	Asian Institute of Chartered Bankers (AICB) Global Banking Conference: AICB/Tsinghua China Conference 2017 Delivered Welcome Remarks as Chairman of AICB and Asian Banking School
	23 August 2017	Business Excellence Seminar and Forum 2017, Kuching Sarawak – Delivered Welcome Address as Chairman MPC
	18 September 2017	Bankruptcy Act Training (Session 1)
	25 September 2017	Malaysian Financial Reporting Standards ("MFRS") 9 – Phase 2 Implementation Briefing to Directors
	9 October 2017	Companies Act 2016
	10 October 2017	Asia-Pacific Financial Forum Conference on "Developing a Work Program for the Islamic Infrastructure Investment Platform" – Delivered Welcome Remarks
	11 October 2017	AmBank Digital Briefing
	13 November 2017	Credit Risk Model Methodology, Performance and Governance – Module 2 (Session 4)
	15 November 2017	EABC – MSBC Forum For Entrepreneurs-Delivered Opening Remarks
	23 November 2017	Chaired the 35 th Malaysia – Japan Economic Association (MAJECA) – Japan Malaysia Economic Council (JAMECA) Joint Conference/40 th Anniversary of MAJECA
	4 December 2017	The IRB Journey and Accreditation Requirements – Module 3 (Session 3)
	12 January 2018	International Investment Fund Forum 2017
	15 -16 January 2018	40 th East Asia Business Council Meeting and Related Meetings in Singapore
	22 January 2018	BNM-FIDE Forum Dialogue – Managing Cyber Risk in Financial Institutions with Encik Zainal Abidin Maarif
1 February 2018	Conferment Ceremony of Honorary Fellowship Upon H.E. Governor Chea Chanto, National Bank of Cambodia in Siem Reap – Delivered Conferment Address as Chairman of AICB	
5 February 2018	MAJECA Roundtable Discussion on Industrial Revolution 4.0 – Investments from Japan – Delivered the Opening Remarks as President of MAJECA.	
Graham Kennedy Hodges	3 August 2017	- Shadow Directorship Training - Anti Money Laundering; Counter Terrorism Financing and Sanctions Training
	5 September 2017	Emergency Preparedness Training
	13 October 2017	Code of Conduct/Culture Training
	18 January 2018	Workplace Safety (Occupation Health and Safety) Training
Soo Kim Wai	25 & 26 July 2017	Invest Malaysia 2017 by CIMB Bank and Bursa Securities
	23 August 2017	Advanced Internal Rating Based Approach (AIRB) Use of Credit Risk Models in Risk Management – Module 1 (Session 4)
	14 September 2017	Credit Risk Model Methodology, Performance and Governance – Module 2 (Session 2)
	15 September 2017	The IRB Journey and Accreditation Requirements – Module 3 (Session 1)
	18 September 2017	Bankruptcy Act Training (Session 1)
	21 September 2017	Malaysian Code on Corporate Governance
	11 October 2017	AmBank Digital Briefing
	7 & 8 November 2017	MIA Conference 2017 – Malaysian Institute of Accountants
	14 November 2017	2018 Income Tax and National Budget Review – FMM Institute/Amcorp Group In-House Training
	1 March 2018	Cybersecurity Roundtable by AT Kearney

Name of Directors	Date	List of Training/Conference/Seminar/Workshop attended
Voon Seng Chuan	8 June 2017	Briefing on "Direction of Compliance" by AmBank Management Team
	11 July 2017	Fintech: Opportunities for the Financial Services Industry in Malaysia
	20 July 2017	AIRB Use of Credit Risk Models in Risk Management – Module 1 (Session 1)
	10 August 2017	3 rd Distinguished Board Leadership Series: Cryptocurrency and Blockchain Technology
	4 September 2017	Credit Risk Model Methodology, Performance and Governance – Module 2 (Session 1)
	15 September 2017	The IRB Journey and Accreditation Requirements – Module 3 (Session 1)
	25 September 2017	Briefing on MFRS
	9 October 2017	Companies Act 2016
	11 October 2017	AmBank Digital Briefing
	20 October 2017	Bankruptcy Act Training (Session 2)
	14 November 2017	2 nd SC - FIDE Forum Dialogue: Leveraging Technology for Growth
	1 March 2018	FIDE FORUM 1 st Distinguished Board Leadership Series, Dialogue with Professor Tan Sri Dato' Lin See-Yan on "Navigating the VUCA world".
	23 March 2018	"Transformation of Banking in the Fourth Industrial Revolution Using Digital Technology Platforms" Roundtable with Chris Skinner.
	Datuk Shireen Ann Zaharah	11 May 2017
Binti Muhiudeen	18 May 2017	Compliance Conference 2017
	28 September 2017	Cyber Security Awareness
	11 October 2017	AmBank Digital Briefing
Seow Yoo Lin	4 May 2017	Efficient Inefficiency: Making Boards Effective in a Changing World by Professor Jeffrey Sampler
	18 May 2017	Compliance Conference 2017
	19 May 2017	4 th Industrial Revolution: Impact and Opportunities for Finance and Manufacturing
	25 May 2017	SDG Business Summit
	11 July 2017	Fintech: Opportunities for the Financial Services Industry in Malaysia
	13 July 2017	Fraud Risk Management Workshop
	20 July 2017	AIRB Use of Credit Risk Models in Risk Management – Module 1 (Session 1)
	10 August 2017	Bitcoin and Cryptocurrency
	23 August 2017	Use of Credit Risk Models in Risk Management 1
	25 August 2017	Briefing on Cybersecurity
	4 September 2017	Credit Risk Model Methodology, Performance and Governance – Module 2 (Session 1)
	13 September 2017	Briefing on MFRS9
	15 September 2017	The IRB Journey and Accreditation Requirements – Module 3 (Session 1)
	18 September 2017	Bankruptcy Act Training
	28 September 2017	AMMB Cybersecurity
	8 October 2017	3 rd Distinguished Board Leadership Series : Cryptocurrency and Blockchain Technology
	7 November 2017	Corporate Governance Breakfast Series: Integrating an Innovation Mindset with Effective Governance
	9 November 2017	KPMG Tax Summit 2017
	14 November 2017	2 nd SC – Fide Forum Dialogue: Leveraging Technology for Growth
5 December 2017	Leading Change @ the Brain	
Farina Binti Farikhullah Khan	14 April 2017	Induction: Board of Directors – AmBank Islamic Berhad
	28 April 2017	Risk Management in Islamic Banks
	7 - 9 May 2017	19 th Asia Oil and Gas Conference 2017
	11 May 2017	Workshop on Liquidity Risk Governance
	31 May 2017	Companies Act 2016 and Corporate Governance 2017 organised by Icon Offshore Berhad
	27 July 2017	AIRB Use of Credit Risk Models in Risk Management – Module 1 (Session 3)
	4 August 2017	FIDE Core Programme Module A (Bank)
	18 September 2017	Bankruptcy Act Training (Session 1)
	21 September 2017	Credit Risk Model Methodology, Performance and Governance – Module 2 (Session 3)
	25 September 2017	- Effective Internal Audit Function for Audit Committee Workshop - KPMG Briefing on Key Challenges of MFRS 17 And MFRS 9
	9 October 2017	Induction: Board of Directors – AmBank Islamic Berhad (2 nd Session) & AMMB (1 st Session)
	11 October 2017	AmBank Digital Briefing
	30 October 2017	The IRB Journey and Accreditation Requirements – Module 3 (Session 2)
	7 December 2017	Islamic Banking and Finance: State of Affairs and Moving Forward
	5 March 2018	FIDE Core Programme Module B (Bank)

GROUP NOMINATION AND REMUNERATION REPORT



The Group Nomination and Remuneration Committee ('GNRC' or 'the Committee') is established as a committee of the Board of Directors at the holding company level. It is chaired by the Senior Independent Director and comprises entirely of Non-Executive Directors, a majority of whom are independent. The Committee provides assistance to the Group in the following areas:

- 1 **Review and assess the appointment/re-appointment and remuneration of Directors, Shariah Committee members and key management personnel for recommendation to the Board.**
- 2 **Oversee the establishment of a formal and transparent procedure for the performance evaluation of Directors, Shariah Committee members and key management personnel.**
- 3 **Advise the Board on the optimal size and mix of skills of the Board and Board Committees.**

COMPOSITION AND MEETING ATTENDANCE

A total of 11 meetings were held during the FY18, details of the meeting attendance are as follows:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Voon Seng Chuan (Chairman) (Senior Independent Director)	11	11	100
Soo Kim Wai (Non-Independent Non-Executive Director)	11	11	100
Datuk Shireen Ann Zaharah binti Muhiudeen (Independent Director)	11	10	91
Farina binti Farikhullah Khan (Independent Director) <i>(Appointed as member on 8 August 2017)</i>	8	8	100
Graham Kennedy Hodges (Non-Independent Non-Executive Director) <i>(Appointed as member on 25 January 2018)</i>	3	3	100
Dato' Rohana binti Tan Sri Mahmood (Senior Independent Director) <i>(Resigned as member on 25 January 2018)</i>	7	7	100
Suzette Margaret Corr (Non-Independent Non-Executive Director) <i>(Resigned as member on 23 January 2018)</i>	7	7	100

Changes to the composition of the GNRC during the financial year under review were as follows:

Appointment (A) and/or Resignation (R)

- A**
- Voon Seng Chuan**
(Senior Independent Director)
redesignated as Chairman on 25 January 2018, following the resignation of Dato' Rohana binti Tan Sri Mahmood.
- Graham Kennedy Hodges**
(Non-Independent Non-Executive Director)
appointed as member on 25 January 2018, replacing Suzette Margaret Corr.
- Farina binti Farikhullah Khan**
(Independent Director)
appointed as member on 8 August 2017, upon her appointment to the Board.

- R**
- Dato' Rohana binti Tan Sri Mahmood**
(Senior Independent Director)
ceased as Chairman following her resignation as a Director of the Company on 25 January 2018.
- Suzette Margaret Corr**
(Non-Independent Non-Executive Director)
ceased as member following her resignation as a Director of the Company on 23 January 2018.

Board Knowledge, Skills and Experience



PERFORMANCE EVALUATION

As the Board is ultimately responsible for the oversight of the Management, the Board has, through the GNRC, annually reviewed the Management on the overall performance, compliance and governance of the Group. As a result, the Board and Board Committees have been evaluated based on the expectation that they are expected to perform their duties in a manner which should create and continue to build sustainable value for shareholders and in accordance with duties and obligations imposed upon them under the law and guidelines issued by the regulatory authorities.

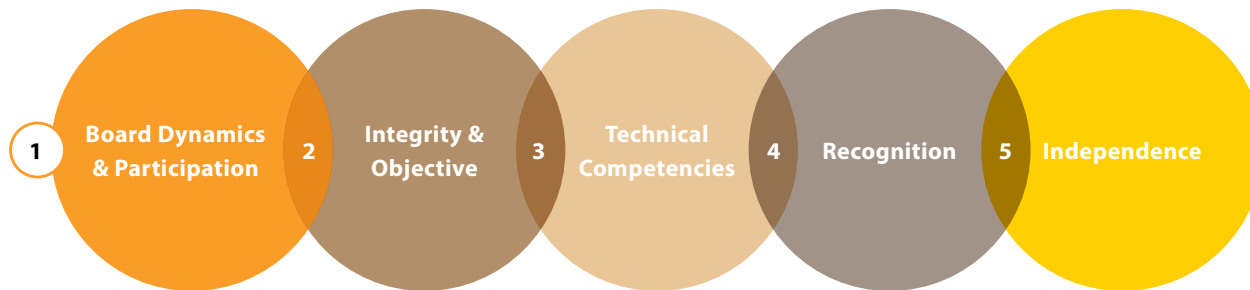
The Group conducts an annual BEE exercise with the objective of assessing the performance of the Board as a whole, Board Committees, and individual Directors. The results of the BEE form part of the basis for evaluation by the GNRC for the appointment and re-appointment of Directors.

To ensure the integrity, independence and objectivity of the evaluation process, the Board continues with its practice of engaging an external facilitator for the BEE for Year of Assessment 2018.

A robust and comprehensive assessment framework was used for the BEE exercise, encompassing the following areas:



PART B: Directors' Self and Peer Evaluation



The BEE exercise was a rigorous process involving a questionnaire based self-assessment exercise where Directors assessed the performance of the Board, Board Committees and individual Directors.

The assessment of individual Directors considered the contribution and performance of Directors as regards to their experience, competencies, integrity, commitment and meeting the requirements of the Group. This was followed by in-depth interviews with individual Directors and selected Senior Management to gain further insights and suggestions to enhance Board effectiveness.

The results of the BEE exercise were presented to the GNRC in May 2018 and the Board in June 2018 to enable the Board to identify and put in place actions to address areas for improvement.

ROLES AND RESPONSIBILITIES OF GNRC

The Committee is responsible for the following responsibilities and such other function as may be requested by the Board:

- Regular review of the overall Board's composition (i.e. size, skills, experience, diversity, etc) & Board balance**
- Assess the performance & effectiveness of individual and collective members of the Board and Board Committees**
- Recommend appointment of Directors to the Board and Board Committees & annual review of mix of skills, experience and competencies of the Board**
- Oversee the implementation of AMMB Executives' Share Scheme ('ESS') in accordance with the By-Laws of the ESS**
- Assess the annual performance of key management personnel against balanced scorecard & recommend the short & long-term incentives & rewards to the Board**
- Recommend a formal & transparent procedure for developing the remuneration policy for Directors, key management personnel & staff to the Board**

SELECTION AND APPOINTMENT OF DIRECTORS

Appointment of New Directors

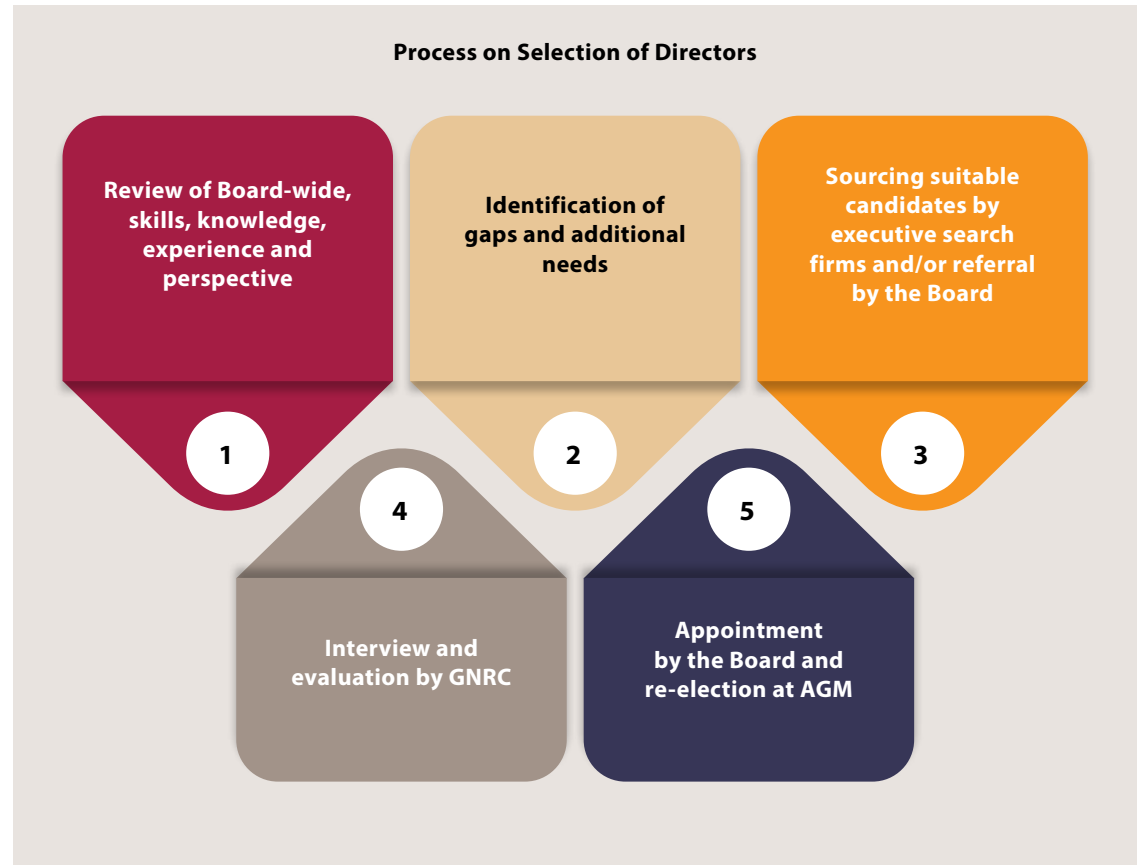
The policies and procedures for new appointments are as follows:

Policies

- a. The GNRC will establish the minimum requirements on the skills and core competencies of a Director based on the annual review of the required mix of skills, experience and core competencies within the Board as well as to ascertain the "Fit and Proper" criteria for each Director.
- b. When assessing a person to be nominated for election to the Board, the qualifications and skills to be considered by the GNRC, shall include, but are not limited to:
 - whether or not the person qualifies as a Director under applicable laws and regulations, including provisions of the MMLR of Bursa Securities;
 - whether or not the person meets the "Fit and Proper" criteria under BNM Guidelines;
 - whether or not the person is willing to serve as a Director and to commit the time necessary to perform the duties as a Director;
 - the contribution that the person can make to the Board and to the overall desired Board composition, taking into account the person's business experience, education and such other factor as the Board may consider relevant; and
 - the character and integrity of the person.
- c. The GNRC may identify Director candidate(s) using executive search firms and/or via recommendation from other Directors.

Procedures

- a. The GNRC will perform a preliminary assessment of potential candidate(s) based on referrals from executive search firms or other Directors and shortlist candidate(s) for interview.
- b. Once shortlisted, three (3) members of the GNRC (one of whom shall be the GNRC chairperson) will interview the potential candidate(s) to assess the suitability in terms of technical expertise, experience and the behavioural and culture fit with the Board in addition to ascertain the candidates' interest, availability and terms of appointment.
- c. Upon completion of interview, the interview results and the interviewers' assessment of the candidate(s) will be tabled at the GNRC for further discussion and deliberation on the suitability of the candidate(s) for recommendation to the Board for appointment.
- d. Once potential Director candidate(s) are shortlisted for recommendation, the Company Secretary will conduct comprehensive reference checks, including checks on financial and character integrity, in line with regulatory requirements on the candidate(s).
- e. Upon completion of reference checks, the GNRC will recommend the proposed candidate(s) to the Board of the Company.
- f. The Board will deliberate on the recommended candidates(s) and if deemed appropriate, shall approve subject to BNM's approval.
- g. Upon approval by the Board, an application for the proposed appointment is submitted to BNM.
- h. Once approval from BNM is obtained, the candidate(s) has to complete the required statutory form.
- i. Upon appointment of the candidate(s), a letter of appointment shall be issued to the candidate(s).



Re-election and Re-appointment of Directors

The Company's Constitution permits the Board to appoint a person to be a Director of the Company at any time, either to fill a casual vacancy or as an addition to the existing Directors, and in any case, the number of Directors shall not be less than three (3) or more than 12.

A candidate who was appointed as Director of the Company must seek re-election by shareholders at the next Annual General Meeting ('AGM'). The Constitution of the Company further provides the rotation of Directors whereby one third or more of the Directors are to retire at every AGM of the Company and that all Directors must retire at least once in three (3) years and shall be eligible for re-election.

Directors who are due for re-election at the forthcoming AGM and who had given their written consent to be re-appointed, are as set out in the Notice of AGM.

Directors who are due for re-election/re-appointment are also subject to the following policies and procedures:

Policies

- a. Retirement of Directors by rotation will follow the requirements as stipulated in the Constitution of the Company.
- b. Tenure of Directorship will follow the requirement as stipulated in the Company's Board Charter and BNM Policy Document on Corporate Governance.

Procedures

- a. The GNRC will assess the performance and contribution of each Director to the Board and Board Committees based on the results of the annual BEE and individual Directors' self and peer assessment.
- b. The GNRC will consider the current Directors in the same manner as other candidates, taking into consideration the Director's performance during his or her term, including consideration of the following factors:
 - Compliance with governing legislation, regulations or guidelines, particularly conflict of interest, confidentiality, "Fit and Proper" criteria and duty of care provisions; and
 - Whether or not an independent Director still qualifies as "independent" under applicable laws and regulations, including provisions of the MMLR of Bursa Securities.
- c. Based on the assessment results, the GNRC will recommend the Directors seeking re-appointment/re-election to the Board, who will then recommend to the shareholders for approval at the AGM.
- d. For Directors seeking re-appointment pursuant to BNM-approved tenure, an application for the proposed re-appointment will be submitted to BNM for approval, upon approval by the Board.

Succession Planning

The Group has established programmes to identify employees with potential and nurture them through career development opportunities for Senior Management positions. The development programme is closely monitored and managed by the Group Talent Council ('GTC') comprising members of the Senior Management team within the Group. The GTC administers various programmes in accordance with the Board-approved Talent and Succession Management ('TSM') Policy and terms of reference.

During the year, the GNRC is entrusted by the Board to review the succession planning policy and process and the talent pipeline for Senior Management positions. The GNRC guides Management in refining the accelerated development approach to create a robust pool of qualified banking experts and supporting professionals. This includes pairing identified individuals with mentors and executive coaches, creating cross-functional training and exposure, and formal learning and assignments.

In the event that there is no suitable internal candidate within the accelerated development time frame, the Group identifies external candidates.

The GNRC closely monitors management positions and succession pipelines, including top management positions at the Group level and heads of subsidiaries, in particular the Chief Executive Officer and Chief Financial Officer, whose appointments are subject to the approval of BNM.

In addition to appointments, the GNRC reviews several areas including the reasons behind management-level and senior executive resignations, expatriate employee transfer of knowledge, manpower analysis and staffing requirements. These all go towards ensuring that the Group continues to be able to attract, motivate and retain the right talent pool.

The potential successor will be managed and his/her individual development plan will be tracked with structured interventions to build leadership and functional capability.

The Board has also entrusted the GNRC with the responsibility of reviewing the Board's succession plans for Directors, including recommending candidates for Non-Executive Directors positions.

Governance of Talent and Succession Management ('TSM')



REMUNERATION

Director

The Directors are being paid Directors' fees, Board Committee allowance, meeting allowances, stipend, benefits-in-kind and directors and officers insurance coverage.

The remuneration structure of the Non-Executive Directors of the Company is laid out as follows:

Directors Fees (per annum)	Chairman	Deputy Chairman	Non-Executive Director
	RM210,000	RM210,000	RM200,000

Note: Directors' Fee is payable after shareholders' approval at the AGM.

Board Committee Allowance (per annum)	Chairman	Member
Audit and Examination Committee (AEC)	RM25,000	RM20,000
Risk Management Committee (RMC)	RM25,000	RM20,000
Group Nomination & Remuneration Committee (GNRC)	RM25,000	RM20,000
Group Information Technology Committee (GITC)	RM15,000	RM10,000

Meeting Allowance	Board	Board Committee	Other meeting
	RM1,000 per meeting	RM1,000 per meeting	RM1,000 per meeting

Allowance to the Chairman/Stipend (per annum)	
Board	RM1,440,000

Benefits-in-kind
Motor Vehicle, Petrol Allowance, Driver, Medical (on claim basis) and any expenses incurred by the Directors in performing their duties.

Directors' and Officers' Liability Insurance
A combined and shared policy limit of RM300.0 million in the aggregate during the policy period covers the Group's Directors in respect of any liabilities arising from acts committed in their capacity as Directors and Officers of the Group. The Directors and Officers are required to contribute jointly towards a portion of the premiums of the said policy.

The details on the aggregate remuneration of the Directors of the Company (comprising remuneration received and/or receivable from the Company and its subsidiaries ('subsidiaries') during FY18) are as follows:

Name of Director	Salary and Bonus	Fee (RM'000)		Emoluments ¹ (RM'000)		Benefits-in-kind ² (RM'000)		Total (RM'000)
		AMMB	Subsi	AMMB	Subsi	AMMB	Subsi	
Tan Sri Azman Hashim	-	210	433	1,461	679	35	7	2,825
Graham Kennedy Hodges	-	200	-	74	-	-	-	274
Soo Kim Wai	-	200	-	96	-	-	-	296
Voon Seng Chuan	-	200	150	135	77	-	-	562
Datuk Shireen Ann Zaharah binti Muhiudeen	-	200	-	85	-	-	-	285
Seow Yoo Lin	-	200	-	79	-	-	-	279
Farina binti Farikhullah Khan <i>(Appointed on 8 August 2017)</i>	-	129	145	61	74	-	-	409
Dato' Rohana binti Tan Sri Mahmood <i>(Resigned on 25 January 2018)</i>	-	164	123	88	48	12	-	435
Suzette Margaret Corr <i>(Resigned on 23 January 2018)</i>	-	163	-	38	-	-	-	201
Dato' Seri Ahmad Johan bin Mohammad Raslan <i>(Resigned on 9 December 2017)</i>	-	138	-	40	-	-	-	178

Notes:

¹ Emoluments comprised Board Committee allowance, meeting allowance and allowance to the Chairman of the Board.

² Benefits-in-kind comprised provision of a company motor vehicle, driver, petrol allowance and medical claims.

The remuneration of the following directors who sit in other subsidiaries of the Group during FY18 is disclosed under the subsidiaries column of the above table:

Tan Sri Azman Hashim

Chairman of AMMB, AmBank (M) Berhad, AmInvestment Bank Berhad and AmGeneral Insurance Berhad
(Resigned on 1 January 2018)

Voon Seng Chuan

Director of AMMB and AmBank (M) Berhad

Farina binti Farikhullah Khan

Director of AMMB
(Appointed on 8 August 2017) and AmBank Islamic Berhad
(Appointed on 14 April 2017)

Dato' Rohana binti Tan Sri Mahmood

Director of AMMB
(Resigned on 25 January 2018) and AmInvestment Bank Berhad
(Resigned on 25 January 2018)

The number of Directors of the Company whose total remuneration during the financial year fall within the following band, is as follows:

Range of remuneration	Number of Director	
	Executive	Non-Executive
RM150,001 – RM200,000	-	1
RM200,001 – RM250,000	-	1
RM250,001 – RM300,000	-	4
RM300,001 – RM350,000	-	-
RM350,001 – RM400,000	-	-
RM400,001 – RM450,000	-	2
~ RM500,001 – RM550,000	-	1
~ RM1,000,001 and above	-	1

Senior Management

The number of Senior Management of the Company and its subsidiaries whose total remuneration during the financial year fall within the following band, is as follows:

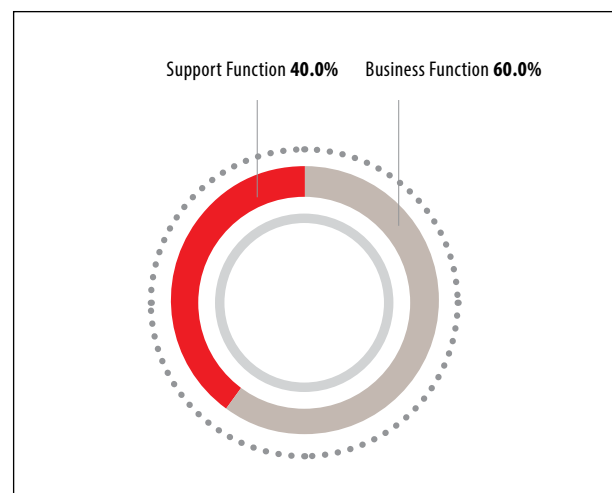
Range of remuneration	Number of Senior Management
Less RM150,000	19
RM150,001 – RM200,000	11
RM200,001 – RM250,000	7
RM250,001 – RM300,000	22
RM300,001 – RM350,000	27
RM350,001 – RM400,000	41
RM400,001 – RM450,000	42
RM450,001 – RM500,000	36
RM500,001 – RM550,000	20
RM550,001 – RM600,000	17
RM600,001 – RM1,000,000	59
RM1,000,001 and above	16
Grand Total	317

THE GROUP REMUNERATION OBJECTIVES

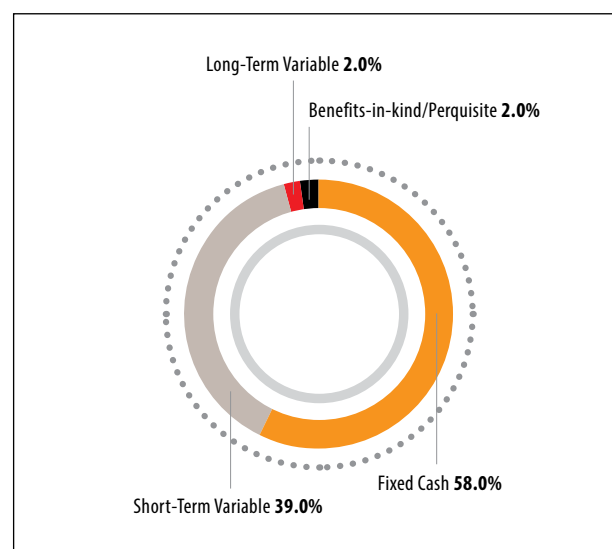
The Group's remuneration practice, which is applicable to all divisions and subsidiaries within the Group, seeks to ensure that we are able to attract, motivate and retain employees to deliver long-term shareholder returns taking into consideration risk management principles and standards set out by BNM Policy Document on Corporate Governance.

When formulating and periodically reviewing and refining the remuneration strategy, consideration is given to aligning our remuneration approach with the Group's medium-to-long-term strategic objective, culture and values in order to drive desired behaviours and achieve objectives set out in the balanced scorecard.

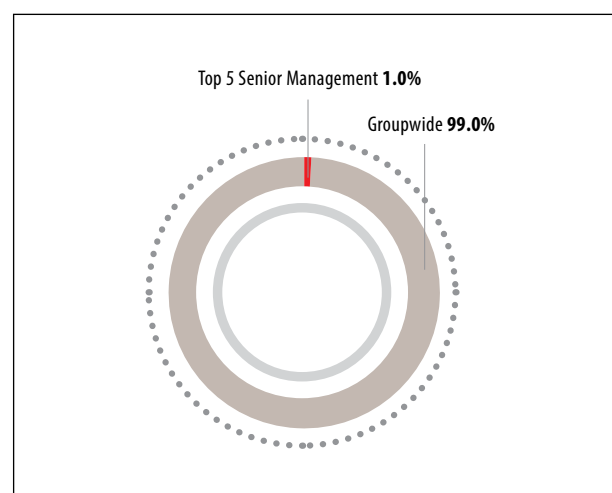
TOP 5 EMPLOYEE DISTRIBUTION



TOTAL REMUNERATION COMPOSITION



TOP 5 TOTAL REMUNERATION VS. REST OF THE GROUP



The following is the main thrusts of the Group's remuneration strategy:

A	B	C
PAY FOR PERFORMANCE MEASURED AGAINST THE BALANCED SCORECARD	PROVIDE MARKET COMPETITIVE PAY	GUARD AGAINST EXCESSIVE RISK-TAKING
<ul style="list-style-type: none"> • Instill and drive meritocracy • Ensure linkages between total compensation and annual, medium- and long-term strategic objectives • Balance employees' actual fixed and variable pay mix to drive sustainable performance and alignment to the Group's culture and value of assessing both behavioural and quantitative Key Performance Indicators ('KPIs') achievements 	<ul style="list-style-type: none"> • Benchmark total compensation against other peer organisations of similar size and standing in the markets and businesses where we operate • Drive pay-for-performance differentiation with differentiated benchmarking quartile for top performing employees 	<ul style="list-style-type: none"> • Focus on achieving risk-adjusted returns that are consistent with the Group's prudent risk and capital management, as well as emphasis on long-term sustainable outcomes • Design variable pay payout structure with long-term performance through deferral and allowance for clawback arrangements

THE GROUP'S APPROACH TO REMUNERATION

The Group's remuneration is made up of 2 components; fixed pay and variable pay.

Components	What	Why and Linkages to Strategy	How
Fixed Pay	<ul style="list-style-type: none"> a) Base Salary b) Fixed Allowances 	Pay for Position (or market value of the job) To attract and retain by ensuring the fixed pay is competitive vis-à-vis comparable organisations	<ul style="list-style-type: none"> • Adhering to the market value of the job at the individual's competency level, skills, experience and responsibilities • Fixed amount paid monthly • Typically reviewed and revised annually
Variable Pay	<ul style="list-style-type: none"> • Short-Term Incentive (Performance Bonus) • Long-Term Incentive (AMMB ESS) 	Pay for Performance <ul style="list-style-type: none"> • Focus employees on the achievement of objectives which are aligned to value creation for the shareholders • Align payout to time horizon of risk to avoid excessive risk taking and provide for deferral, malus and forfeiture arrangements 	<ul style="list-style-type: none"> • Based on the performance of the Group, line of business or subsidiary and the employee's individual performance • Measured against a balanced scorecard with KPIs and targets agreed at the beginning of each financial year • Awards for individuals in Senior Management positions and/or positions with significant organisational responsibilities that have material impact on the Group's performance and risk profile is subject to deferral • Deferral remunerations are paid in AMMB shares with the objective of: <ul style="list-style-type: none"> - Retaining key employees (retention bonus), and - Drive the Group's long-term performance and sustainability (AMMB ESS) • Administration of both deferral remunerations provides for malus and forfeiture arrangements

DETERMINATION OF SHORT-TERM INCENTIVE (PERFORMANCE BONUS) POOL AND INDIVIDUAL AWARD

The following mechanics are used to derive the Group's short-term incentive pool and incentive pools for business units and/or subsidiaries:

GROUP'S SHORT-TERM INCENTIVE POOL	<p>A function of profits benchmarked against peer comparators and calibrated against:</p> <ul style="list-style-type: none"> Risk adjustments Distribution of earning between shareholders and employees 	<p>Guided by the Group's performance against the balanced scorecard set in the beginning of the financial year:</p> <ul style="list-style-type: none"> Comprises financial and non-financial metrics covering employees, customers, shareholders, risks and compliance objectives Reviewed and evaluated by the GNRC and subsequently approved by the Board
BUSINESS UNIT'S/ SUBSIDIARIES SHORT-TERM INCENTIVE POOL ALLOCATION	<p>The Group pool is reallocated to the business units/ subsidiaries taking into account:</p> <ul style="list-style-type: none"> each unit's actual performance achievement against target; and the relative performance of each unit <p>Measured through each unit's balanced scorecard and evaluated by the Group CEO and the GNRC</p>	<p>Inputs from control functions (Audit, Compliance and Risk) are sought</p> <p>Currently, only the Chief Internal Auditor is measured independently with the performance outcome being recommended by the AEC</p>

Individual awards are based on the employee's performance, measured through a balanced scorecard that takes into account qualitative and quantitative objectives as set out in the individual's KPIs.

Sales employees are incentivised via respective sales incentive plans to promote the development of mutually beneficial long-term relationships with their customers, rather than short-term gains. As such, non-financial metrics such as customer satisfaction and fair dealing principles incorporated into their KPIs and with compliance as payout triggers.

LONG-TERM INCENTIVE (AMMB ESS)

The AMMB ESS forms the Group's long-term compensation component that is forward looking with rewards based on the Group's future performance. The ESS allows for the following objectives to be met:

- Align long-term interest of senior management with those of shareholders;
- Retain key employees of the Group whose contributions are essential to the long-term growth and profitability of the Group;
- Attract potential employees with the relevant skills to contribute to the Group and to create value for shareholders; and
- Deliver compensation in a manner that drives the long-term performance of the Group.

The ESS is delivered in the form of performance shares which comprise of two (2) elements:

- Main Award, that vests over a period of three (3) years in equal payouts, contingent on the Group meeting long-term performance targets.
- Retention Award, administered through the ESS plan vested in two (2) equal instalments over a period of two (2) years. No further performance condition applies.

VARIABLE PAY DEFERRALS

Variable pay for individuals in Senior Management positions and/or positions with significant organisational responsibilities that have material impact on the Group's performance and risk profile is subject to deferral.

The deferral award is paid in the form of AMMB performance shares with the objective of:

- Retaining key employees (Retention Award); and
- Drive the Group's long-term performance and sustainability (Main ESS Award)

Malus of invested awards will be triggered by material violation, negligent, willful misconduct and fraud as outlined in the ESS By-Laws.

SUMMARY OF GNRC'S ACTIVITIES

A summary of the activities of the GNRC during FY18 were as follows:

Board Matters

- 1 BEE for assessment year – assessed individual directors, overall Board and its performance and effectiveness as a whole, and also reviewed the composition of the Board based on the required mix of skills, experience and other qualities of the Board;
- 2 Search for potential Director candidates to fill vacancy in the Board of the Company, AmBank (M) Berhad, AmBank Islamic Berhad, AmInvestment Bank Berhad and other subsidiaries without Nomination and Remuneration Committee. Thereafter, assessed the suitability of new Director candidates based on their professional qualifications, experience, integrity and the skill set required by the respective Board;
- 3 Reviewed and assessed the performance of Directors who seek for re-appointment prior to the expiry of their tenure approved by BNM and re-election at the forthcoming AGM;
- 4 Reviewed the independence of independent directors and their tenure of service; and
- 5 Assessed Directors' training needs to ensure all Directors receive appropriate continuous training.

Management Matters

- 1 Reviewed and assessed C-Suites Scorecards;
- 2 Recommended annual salary review Budget for Executive Employees;
- 3 Reviewed and recommended the proposed change to Employee Benefits;
- 4 Reviewed and assessed the annual self-declaration of "Fit and Proper" criteria for Directors and key management personnel;
- 5 Reviewed the Group's Talent Pool and C-Suite Succession; and
- 6 Recommended the appointment of key management personnel together with their remuneration.

AUDIT AND EXAMINATION COMMITTEE REPORT



PRINCIPLE B

The Audit and Examination Committee ('AEC' or 'the Committee') comprises three (3) members, all of whom are Independent Directors. The AEC is established to provide assistance to the Board with the following primary objectives:

1

Provide independent oversight of the Company's/Group's financial reporting and internal control systems that facilitate appropriate checks and balances within the Company/Group.

2

Serve as an independent party to objectively review the financial information of the Company and of the Group which is presented by Management to the Board and Shareholders.

COMPOSITION AND MEETING ATTENDANCE

A total of 10 meetings of the Company's AEC were held during FY18, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Seow Yoo Lin (Chairman) (Independent Director)	10	10	100
Voon Seng Chuan (Senior Independent Director)	10	9	90
Farina binti Farikhullah Khan (Independent Director) <i>(Appointed as member on 8 August 2017)</i>	5	5	100
Soo Kim Wai (Non-Independent Non-Executive Director) <i>(Resigned as member on 1 October 2017)</i>	6	6	100

Changes to the composition of the AEC during the financial year under review were as follows:

Appointment (A) and/or Resignation (R)

A

Farina binti Farikhullah Khan

(Independent Director)

appointed as member on 8 August 2017.

R

Soo Kim Wai

(Non-Independent Non-Executive Director)

resigned as member on 1 October 2017.

The AEC's detailed roles and responsibilities are set out in its Terms of Reference, which is available on the Company's corporate website at ambankgroup.com.

ROLES AND RESPONSIBILITIES OF AEC

The Committee's main functions and duties shall include, but are not limited to the following:



The Group Chief Financial Officer ('GCFO') and Group Chief Internal Auditor ('GCIA') and their representatives attended all the AEC meetings to present their respective financial and audit reports. In addition, the Group CEO and respective CEOs of the subsidiaries or their representatives are permanent invitees to the respective AEC meetings and had attended all the meeting held in FY18. As and when necessary, the AEC had also requested the attendance of relevant Management personnel at its meeting to brief the AEC on specific issues arising from the financial and audit reports.

Prior to each AEC meeting, the GCIA held private sessions with the respective AEC Chairmen to highlight key issues of concern that would be raised in the meeting.

The AEC also held two (2) private sessions in April 2017 and October 2017 with the external auditors, without the presence of Management and the GCIA to be fully informed about significant matters related to the Group's and Company's audit and financial statements and deliberate on relevant issues, challenge management's assertions on the Group's and Company's financial and obtain feedback for improvements. In addition, the external auditors also attended AEC meetings to present their audit planning memorandum, memorandum of recommendations, the results of their limited review of half-year financial performance of the Group and the results of their review on the annual audited financial statements of the Company and the Group. The AEC ensures that there is co-ordination between internal and external auditors when they carry out the audit activities.

Minutes of all the AEC meetings were tabled to the Board for noting. In addition, the AEC Chairman also conveyed matters of significant concern to the Board as and when such matters were highlighted by the external auditors and internal auditors.

SUMMARY OF AECS' KEY ACTIVITIES

The AEC had, with the assistance of the respective AECs within the Group, carried out the following activities in discharging their roles and responsibilities throughout FY18.

Annual Report

Reviewed and endorsed the Statement of Risk Management and Internal Control for the Board's approval and inclusion in the Annual Report.

Reviewed and endorsed the AEC Report for Board's approval and inclusion in the Annual Report.

Financial Reporting

Ensure compliance with salient regulatory requirements set out under the:

- 1 Companies Act 2016
- 2 Financial Services Act 2013
- 3 Islamic Financial Services Act 2013
- 4 Capital Markets and Services Act 2007
- 5 Securities Commission Act 1993
- 6 MMLR of Bursa Securities

Reviewed the quarterly unaudited financial results and annual audited financial statements of the Company and the Group to ensure that the financial reporting and disclosure requirements, particularly relating to changes in accounting policies, as well as significant and unusual events or transactions are in compliance with the accounting standards before recommending the financial statements to the Board for approval.

Reviewed the Group's Basel II Pillar 3 Disclosures before recommending to the Board for approval.

Reviewed and deliberated on high level financial impact analysis on the Group arising from new accounting standards that will significantly impact the Group. For FY18, the Committee had regular updates and discussion on impact due to implementation of Malaysian Financial Reporting Standard ('MFRS') 9.

Internal Audit

- 1 Reviewed the adequacy and effectiveness of the system of internal controls, reporting and risk management to ensure there was a systematic methodology in identifying, assessing and mitigating risk areas.
- 2 Deliberated and approved Group Internal Audit Department's ('GIAD') Annual Audit Plan ('AAP') for FY18, including its resource needs, to ensure audit emphasis was placed on critical risk areas based on assessments of the risk levels of all the auditable areas.
- 3 Deliberated and approved revisions to GIAD's AAP during the course of the year to ensure it remained relevant, taking into account significant developments within the Group as well as requests from Regulators and Management.
- 4 Deliberated on GIAD's audit reports and recommendations, and Management's responses, and directed Management to implement necessary timely remedial actions. Where necessary, separate presentations by Management were requested to provide justifications for significant audit issues raised.
- 5 Deliberated on internal investigation reports issued by GIAD and directed Management to take necessary remedial actions and consequent management.
- 6 Deliberated on mandatory review reports issued by GIAD for reviews required by Regulators, including ad-hoc requests.
- 7 Deliberated on the status of resolution of previous audit issues and the remedial actions taken by Management, including tracking and monitoring of timeline.
- 8 Reviewed Management's proposals for related party transactions and debts write-off and GIAD's verification reports on the proposals, prior to recommending the proposals to the Board.
- 9 After each AEC meeting, a summary of significant audit reports and key issues deliberated was tabled to the Board for noting and/or further deliberation.
- 10 Reviewed GIAD's progress in completing its planned assignments on a half-yearly basis.
- 11 Reviewed and assessed the GCIA's performance, and approved his remuneration package.
- 12 Reviewed and approved GIAD's resource requirements and the GCIA's proposal for addressing staff constraints.

External Audit

Reviewed and discussed the following with the external auditors:

- 1 The Audit Planning Memorandum, scope of work for the year which included areas of emphasis and new areas, such as changes in laws and regulations, accounting standards, Information Technology systems, audit timeline and statutory audit fees; and
- 2 The results of the audits, relevant audit reports and memorandum of recommendations (Management Letters) as well as Management's responses to the issues highlighted.

Reviewed and assessed, the suitability and independence of external auditors in accordance with BNM's Guidelines on External Auditors, and recommended their reappointment and annual audit fees to the Board.

The criterion for appointment and annual assessment of the external auditors' independence and performance was based on the following:

- 1 The professional conduct of external auditors
- 2 The level of knowledge, capabilities and experience of the external auditors
- 3 The quality of previous audit or work done and level of engagement with the AEC and Management
- 4 The adequacy in audit coverage, effective planning and conduct of audit, which were assessed to be adequate
- 5 The timeliness of service deliverables
- 6 The independence and objectivity of external auditors

Reviewed the written assurance provided by external auditors in respect of their independence.

Reviewed and approved the appointment of the external auditors for the provision of non-audit services to the Company and the Group. There is a Group policy for the appointment of the statutory auditor for provision of non-audit services where the criteria and threshold for fees are set out, to ensure the auditors' independence is not impeded. The professionalism, expertise, knowledge and relevant experience of external auditors, and any potential conflict of interest are also considered prior to the appointment.

Related Party Transactions

Reviewed related party transactions and the adequacy of the Group's procedures in identifying, monitoring, reporting and reviewing related party transactions.

Reviewed quarterly reports on recurrent related party transactions of a revenue and trading nature.

Reviewed and deliberated on the draft Circular to Shareholders on Recurrent Related Party Transactions.

Internal Audit Function

The Group has an in-house internal audit function which is carried out by GIAD and headed by the GCIA, Encik Shamsul Bahrom Mohamed Ibrahim. GIAD is independent from the activities or operations of other operating units within the Group and the GCIA reports directly to the Company's AEC and the AECs of the respective entities within the Group.

It operates under an audit charter mandated by the AEC which gives it unrestricted access to review all activities within the Group. The internal audit function is conducted on an AmBank Group-wide basis to ensure consistency in the control environment and the application of policies and procedures.

GIAD focuses its efforts in accordance with the AAP approved by the respective AECs, which is prioritised based on a comprehensive risk assessment of all activities undertaken by the Group. This structured risk assessment approach ensures that all risk-rated areas are kept in view to ensure adequate audit coverage at appropriate audit frequency (e.g. higher risk auditable areas in each business units are audited more frequently). The risk-based audit plan is reviewed periodically, taking into account the changes and developments in the business and its operating environment.

Apart from the above, GIAD also performs investigations and ad-hoc reviews where there are improper, illegal and dishonest acts, or as and when requested by Regulators or Management. In addition, GIAD participates actively in major system developments and project committees to advice on risk management and internal control matters.

The GCIA is also a permanent invitee for most Senior Management Committees, which enables GIAD to keep abreast of all the developments within the Group.

Overall, the main objective of the audit reviews is to assess the adequacy and effectiveness of risk management and systems of internal controls (including IT systems and infrastructure), in the activities carried out by the Group, as follows:

- | | |
|---------------------|----------------------------|
| 1 Retail Banking | 5 Investment Banking |
| 2 Islamic Banking | 6 General Insurance |
| 3 Wholesale Banking | 7 Funds & Asset Management |
| 4 Business Banking | 8 Group Support Functions |

All GIAD reports are submitted to the AECs of the respective entities for review and deliberation. The AECs review and deliberate on the control lapses highlighted by GIAD along with the audit recommendations as well as Management's responses and action plans to rectify these lapses.

All significant issues deliberated at the respective AECs are also reported to the AEC of AMMB Holdings Berhad, for information.

In addition, there is an effective process in place to ensure prompt resolution of audit issues by Management. GIAD tables regular updates to the AECs on all significant audit issues until such audit issues are satisfactorily resolved.

In order to perform its functions effectively, auditors within GIAD are continuously being trained to equip themselves with the requisite knowledge and skills, particularly in areas relating to Islamic banking, credit operations, investment banking, markets, general insurance and regulatory matters.

The total costs incurred to maintain the internal audit function for FY18 amounted to RM16.3 million (FY17: RM14.1 million), comprising mainly personnel cost, travelling and accommodation expenses, and subsistence allowance. GIAD has a budgeted headcount of 105.

SUMMARY OF GIAD'S KEY ACTIVITIES

GIAD undertook the following activities during FY18:

- 1 Determined and risk assessed all areas of activities within the Group and established the AAP, which set out the audit roadmap for the year and key areas of audit focus and emphasis.
- 2 Completed various audit assignments as set out in the AAP, to provide independent assessment and objective assurance on the adequacy and the effectiveness of risk and management controls over the business operations.

Reports concluding results of the audits conducted along with detailed audit observations, audit recommendations to improve and enhance the existing system of internal controls and work procedures/processes, and management responses were prepared and issued to the auditees concerned, Senior Management and the respective AECs.
- 3 Conducted ad-hoc assignments and special reviews as directed by the AECs, requested by Management or Regulators. Results of reviews undertaken were presented to the respective AECs for deliberation.
- 4 Conducted compliance reviews mandated by the Regulators to assess the level of compliance by the business units. Non-compliances were duly highlighted to Management for prompt rectification.
- 5 Conducted investigations into activities and matters as directed by the AECs or requested by Management including whistleblower cases. The outcomes from the investigations were presented to the AEC concerned for deliberation.
- 6 Monitored, and validated the resolution of previous audit issues and reported on the status of key outstanding audit issues to the Management Committee and to the AEC concerned.
- 7 Provided independent and objective reviews on the adequacy and effectiveness of internal controls established to mitigate the risk exposures in the implementation of new projects undertaken by the business.
- 8 Participated in various Business Continuity Management exercises to gauge and assess the readiness of businesses/systems to resume operations within agreed timelines in the event of a disruption or disaster.
- 9 Attended meetings held by Group Management Committee, Group Management Risk Committee, Group Information Technology Committee and Group Management Governance and Compliance Committee as an invitee to provide independent feedback on the risk management, control and governance aspects.

RISK MANAGEMENT COMMITTEE REPORT



Datuk Shireen Ann Zaharah binti Muhiudeen
Chairman

The Risk Management Committee ('RMC' or 'the Committee') comprises three (3) members, a majority of whom are Independent Directors and is chaired by an Independent Director. The Committee oversees the adequacy of risk management within the Group.

COMPOSITION AND MEETING ATTENDANCE

A total of nine (9) meetings of the Company's RMC were held during FY18, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Datuk Shireen Ann Zaharah binti Muhiudeen (Chairman) (Independent Director)	9	9	100
Graham Kennedy Hodges (Non-Independent Non-Executive Director)	9	9	100
Voon Seng Chuan (Senior Independent Director)	9	9	100

ROLES AND RESPONSIBILITIES OF RMC

The responsibilities of the Committee include the review and evaluation of:

Senior Management's activities in managing risk

High-level risk exposures and risk portfolio composition

Cyber Security risk

The overall effectiveness of the control and risk management infrastructure (together with GIAD) and reporting to the Board

The Company/Group's risk management strategies, policies, frameworks, methodologies and risk tolerance standards

GROUP INFORMATION TECHNOLOGY COMMITTEE REPORT

The Group Information Technology Committee ('GITC' or 'the Committee') is established as a committee of the Board at the holding company level. The Committee comprises three (3) members, all of whom are Non-Executive Directors and is chaired by the Senior Independent Director. The Committee is responsible for providing governance for Information Technology ('IT') and to ensure that the overall strategic IT direction is aligned with the Group's business objectives and strategy.



Mr. Voon Seng Chuan
Chairman

Changes to the composition of the GITC during the financial year under review were as follows:

Appointment (A) and/or Resignation (R)



Soo Kim Wai
(Non-Independent Non-Executive Director)
appointed as member on 9 December 2017.



Dato' Seri Ahmad Johan bin Mohammad Raslan
(Non-Independent Non-Executive Director)
ceased as member following his resignation as Director on 9 December 2017.

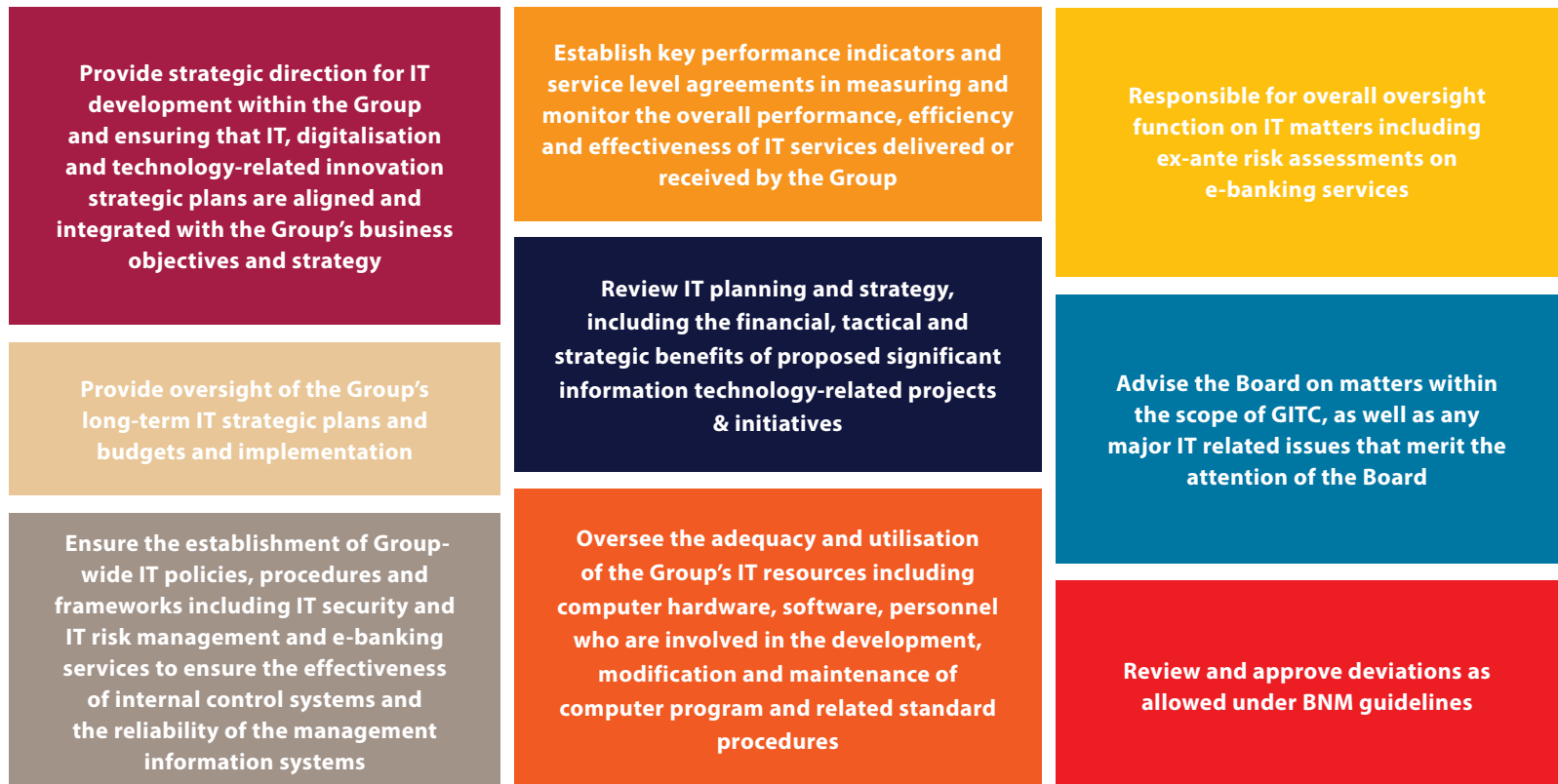
COMPOSITION AND MEETING ATTENDANCE

A total of seven (7) meetings of the Company's GITC were held during FY18, and details of the meeting attendance are set out below:

Name of Committee Members	Number of Meetings		
	Held During Tenure in Office	Attended	%
Voon Seng Chuan (Chairman) (Senior Independent Director)	7	7	100
Seow Yoo Lin (Independent Director)	7	7	100
Soo Kim Wai (Non-Independent Non-Executive Director) (Appointed as member on 9 December 2017)	2	2	100
Dato' Seri Ahmad Johan bin Mohammad Raslan (Non-Independent Non-Executive Director) (Resigned as member on 9 December 2017)	5	4	80

ROLES AND RESPONSIBILITIES OF GITC

The key responsibilities of the Committee include, among others, the following functions:



SHARIAH COMMITTEE REPORT

The Shariah Committee of AmBank Islamic Berhad ('the Bank') has been established for purpose of advising the Bank and the Bank's Board of Directors in ensuring that the Bank's businesses, affairs and activities comply with Shariah principles. The requirement of establishing Shariah Committee has been set by the Islamic Financial Services Act 2013 ('IFSA') and Bank Negara Malaysia ('BNM')'s Shariah Governance Framework ('BNM SGF') in order to ensure all of the Islamic Financial Institutions' operations and business activities are in accordance with Shariah.

AmlInvestment Bank Berhad ('AmlInvestment Bank'), as part of the banking group leverages on the Shariah Committee of the Bank for advice and guidance on Shariah in relation to Islamic capital markets. AmlInvestment Bank may also engage the services of independent external Shariah adviser(s) as approved by Securities Commission Malaysia when necessary and will be on ad-hoc basis.

SHARIAH COMMITTEE MEMBERS

Shariah Committee comprises five distinguished Shariah scholars, who have the necessary Shariah qualification required by BNM. All the members have vast knowledge and experience in Islamic banking and finance spanning from eight to more than twelve years' experience and are also members of the Association of Shariah Advisers in Islamic Finance (ASAS).

The Shariah Committee members are:



FUNCTIONS AND DUTIES OF THE SHARIAH COMMITTEE

The Shariah Committee is responsible and accountable for all its decisions, views and opinions relating to Shariah matters. The main functions and duties of Shariah Committee shall include, but are not limited to the following:

- i. to advise the Board and the Bank on Shariah matters in order to ensure that the business operations of the Bank comply with Shariah principles at all times;
- ii. to review and endorse the Shariah policies and procedures of the Bank and to ensure that the contents do not contain any elements which are not in line with Shariah principles;
- iii. to review and approve relevant documentations in relation to the Bank's products to ensure that the products are in compliance with Shariah principles;
- iv. to perform oversight on the works carried out by the Shariah Research and Advisory, and Shariah Review functions in order to ensure compliance with Shariah matters which form part of their duties in providing their assessment of Shariah compliance and assurance information in the Annual Report;
- v. to assess the work carried out by Group Internal Audit relating to the Shariah Audit function, and the Shariah Risk Management function in order to ensure compliance with Shariah matters which form part of their duties in providing their assessment of Shariah compliance and assurance information in the Annual Report;
- vi. to provide assistance to related parties of the Bank such as its legal counsel, auditor or consultant on Shariah matters upon request;
- vii. to provide advice and guidance on management of zakat fund, charity and other social programme or activities; and
- viii. to oversee strategies and initiatives implemented by key organs carrying out the Shariah functions including the Shariah Research and Advisory, Shariah Review, Shariah Audit and Shariah Risk Management functions.

SHARIAH OVERSIGHT COMMITTEE

The Shariah Committee members also sit in Shariah Oversight Committee, a sub-committee to the Shariah Committee. The Shariah Oversight Committee was established to assist the Shariah Committee in discharging its responsibilities relating to the oversight from Shariah perspectives of the Shariah Review function. In addition, the Shariah Oversight Committee is to assess the work carried out by Group Internal Audit relating to the Shariah Audit function and Shariah Risk Management function in order to ensure compliance with Shariah matters.

The main functions and duties of Shariah Oversight Committee shall include, but are not limited to the following:

- i. to determine and confirm actual and potential Shariah non-compliance incidents and endorse corresponding rectifications plans;
- ii. to recommend alternative ways to rectify issues identified through Shariah Audit, Shariah Review and Shariah Risk Management activities and other sources;
- iii. to provide advice on the recognition of income pursuant to Shariah non-compliance incidents and its disposal; and
- iv. to recommend possible implementation methods to improve the Bank's Shariah business activities in line with applicable statutes and guidelines/policies/circulars issued by relevant regulatory bodies.

MEETINGS AND ENGAGEMENT WITH BOARD OF DIRECTORS

A total of eight Shariah Committee meetings were held during the financial year ended 31 March 2018, which were mainly to discuss and deliberate on product proposals, issues and documentation. Shariah Oversight Committee also convened seven times to discuss on works carried out by Shariah Audit, Shariah Review and Shariah Risk Management and any reported Shariah related incidences.

The attendance of the Shariah Committee members at the meetings of the Shariah Committee and Shariah Oversight Committee is set out below:

Name of Shariah Committee Member	Shariah Committee		Shariah Oversight Committee	
	Held	Attended	Held	Attended
Assistant Professor Dr. Tajul Aris Ahmad Bustami	8	8	7	7
Professor Dr. Amir Husin Mohd Nor	8	7	7	7
Associate Professor Datin Dr. Noor Naemah Abdul Rahman	8	7	7	6
Associate Professor Dr. Adnan Yusoff	8	6	7	6
Dr. Asmak Ab Rahman	8	6	7	6

As part of the initiative for Shariah Committee to have active engagements with the Bank's Board of Directors, the following were planned and implemented:

- i. Two (2) sessions between Shariah Committee and member(s) of the Board; and
- ii. Board member(s) attending meetings of Shariah Committee and Shariah Oversight Committee.

MAIN ACTIVITIES

Throughout the financial year, the Shariah Committee discussed and deliberated on various Shariah principles and the contracts relating to the products proposed by the Bank. The Shariah Committee also reviewed numerous legal documentation and Shariah policies and guidelines introduced by the Bank.

In addition, Shariah advisory services were also provided on many other aspects to the Bank, such as providing advice on issues arising from Islamic banking operations, zakat distribution and so on, in order to ensure compliance with applicable Shariah principles.

The Shariah Committee also noted and reviewed the following and was satisfied that each of the following had been done effectively during the financial year 31 March 2018, in compliance with Shariah:

1	2	3	4
All contracts, transactions and dealings entered into by the Bank and legal documents used by the Bank;	The allocation of profits and charging of losses relating to investment accounts;	All earnings that may have been realised from sources or by means prohibited by Shariah for purpose of disposal to charitable causes or in accordance with method approved by the Shariah Oversight Committee; and	The calculation and distribution of zakat.

Through Shariah Oversight Committee, the Shariah Committee discussed and deliberated on Shariah review and Shariah audit plans as well Shariah review and Shariah audit reports prepared by Shariah Review and Group Internal Audit teams respectively.

In matters relating to AmlInvestment Bank, the Shariah Committee has reviewed a number of Sukuk structures and legal documentation for Sukuk issuance.

PERFORMANCE ASSESSMENT

Shariah Committee's performance assessment is conducted annually by the Board. The evaluation process will focus on competency, knowledge, contribution and overall effectiveness of the Shariah Committee members.

The assessment will also identify any relevant development areas or any relevant exposure needed by the Shariah Committee members for the Bank to provide.

CONTINUOUS TRAINING PROGRAMMES

As part of Shariah Committee's continuous development, the Bank has structured dedicated training programmes, conducted by respective internal trainers, for the Shariah Committee. The following training programmes were planned and implemented during the financial year:

- i. 28 April 2017 – Risk Management in Islamic Banks.
- ii. 27 October 2017 – AML/CFT Training Refresher.
- iii. 22 November 2017 – Islamic Interbank Money Market.

Besides the planned internal training programmes, the Shariah Committee members also attended various conferences and seminars as follows:

<p>i. Shari'ah Workshop on Operational Challenges in Islamic Banking Practices, organised by International Shari'ah Research Academy for Islamic Finance (ISRA) held on 6 April 2017 at Sasana Kijang, BNM.</p>	<p>v. Muzakarah Kuala Lumpur Islamic Forum 2017, organised by Centre for Research and Training (CERT) held on 5 October 2017 at Hotel Istana, Kuala Lumpur.</p>
<p>ii. 11th Muzakarah Cendekiawan Syariah Nusantara 2017, organised by International Shari'ah Research Academy for Islamic Finance (ISRA) held from 16-17 May 2017 at Putrajaya Marriott Hotel.</p>	<p>vi. Towards Comprehensive Understanding of Waqf and Its Potential Applications in Contemporary Islamic Finance, organised by Association of Shariah Advisors for Islamic Finance Malaysia (ASAS) held on 30 January 2018 at Sasana Kijang, BNM.</p>
<p>iii. Muzakarah Ahli Majlis Penasihat Syariah Institusi Kewangan di Malaysia Kali Ke-13, organised by Jabatan Kemajuan Islam Malaysia (JAKIM) held on 20 July 2017 at Mahkamah Syariah Wilayah Putrajaya.</p>	<p>vii. Liqa Asas: Value Based Intermediation (VBI), organised by Association of Shariah Advisors for Islamic Finance Malaysia (ASAS) held on 6 March 2018 at Lanai Kijang, BNM.</p>
<p>iv. Kuala Lumpur Islamic Finance Forum 2017 (KLIFF), organised by Center for Research and Training (CERT) held from 3-4 October 2017 at Hotel Istana, Kuala Lumpur.</p>	

SHARIAH GOVERNANCE

The Bank adopted the Shariah Governance Framework ("SGF") issued by BNM by having four (4) key Shariah functions. The Shariah Research and Advisory (including Shariah Legal), Shariah Risk Management and Shariah Review functions act as the second line of defence whilst the Shariah Audit function, which is part of the Group Internal Audit Department, acts as the third line of defence. By having this practice in place, the Bank is able to identify, monitor and mitigate any possible Shariah breaches. Shariah Governance structure of the Bank comprises the following:

i. Board of Directors Accountable and responsible for the overall oversight on the Shariah governance and Shariah compliance including the assessment, appointment and remuneration of the Shariah Committee members. The Board performs its oversight through various committees such as the Audit and Examination Committee of Directors (AEC), Risk Management Committee (RMC) and the Shariah Committee.

ii. Shariah Committee Responsible and accountable on matters related to Shariah. This includes advising the Board and Management on Shariah matters and endorsing and validating Islamic banking, finance and capital market products and services, Shariah policies and the relevant documentation in relation to the Bank's Islamic finance and Islamic capital markets operations and business activities. Shariah Committee also provides advice and guidance on the management of zakat fund, charity and other social programmes or activities.

iii. Shariah Oversight Committee A sub-committee to the Shariah Committee, performs an oversight function on Islamic banking, finance and capital market products and services from Shariah perspective. Shariah Oversight Committee provides guidance and advice on matters pertaining to Shariah non-compliant incidences as well as treatment of Shariah non-compliant income (if any).

iv. Management/CEO Responsible to make reference to Shariah Committee or the external independent Shariah advisor and/or the Shariah Oversight Committee on Shariah matters and to take necessary measures for implementation. The Management/Chief Executive Officer of AmBank Islamic ("CEO") is also responsible in setting the infrastructure and providing the environment and adequate resources to support the Shariah governance structure. This includes putting in place adequate systems and controls in order to ensure compliance with Shariah and to mitigate Shariah non-compliance risk.

v. Shariah Research & Advisory Accountable to the Shariah Committee and is responsible for providing day-to-day Shariah advisory on Islamic banking and finance, including Shariah legal aspects, conducting Shariah research, formulating Shariah policies and acting as Secretariat to the Shariah Committee and the Shariah Oversight Committee.

Shariah Research & Advisory consists of four (4) functions: Shariah Secretariat and Coordination; Shariah Policy and Research; Shariah Advisory; and Shariah Legal.

vi. Shariah Risk Management Accountable to the Risk Management Committee. Shariah Risk Management is a function to systematically identify, measure, monitor and control of Shariah non-compliance risks to mitigate any possible non-compliance events.

Shariah Risk Management is executed through three (3) lines of defence in managing Shariah risk. The three (3) lines of defence are: First – Business Units and Functional Lines; Second – Shariah Risk Management, Shariah Review, Shariah Research & Advisory; and Third – Shariah Audit.

vii. Shariah Review Accountable to the Shariah Oversight Committee. The objective of the Shariah review function is to provide reasonable self-assurance for the Bank in its daily activities and operations thus to add value and improve the degree of Shariah awareness and compliance.

viii. Shariah Audit Accountable to the Audit and Examination Committee of Directors. A designated team within the Group Internal Audit Department is responsible to conduct independent assessments on the level of Shariah compliance of Islamic banking business and operations. The Shariah audit covers all activities particularly the operational components of the Bank (including functions outsourced to AmBank Group or AmInvestment Bank) that are subjected to the risk of Shariah non-compliance, including but not limited to products, operational processes, the technology supporting the operations, the people involved in key areas of risk, documentation and contracts, policies and procedures and other activities that require the adherence to Shariah principles.

GROUP RISK MANAGEMENT

AmBank Group embraces risk management as an integral part of the Group’s business, operations and decision-making processes. Against the backdrop of a challenging economic environment where financial markets have become more volatile, it is critical for the Group to have a robust and effective risk management system to ensure continuous profitability and to achieve sustainable growth in shareholder value.

Risk Strategy	Risk Governance
<p>Our overall risk strategy is centered around the following initiatives:</p> <ul style="list-style-type: none"> Enhancing risk governance. Upgrading risk infrastructure. Developing more comprehensive risk appetite strategy, execution and monitoring framework. Improving funding and liquidity risk management. Improving underlying asset quality and enhancing portfolio diversification. Materially lowering loan loss provisions. Developing robust risk/reward pricing models. Positioning AmBank Group for IRB status under Basel II. 	<p>Our risk governance and culture is driven across the Group through the “Three Lines of Defence” framework, with the motto “Risk is Everyone’s Responsibility”. Supporting this framework are policies and procedures to enforce our core standards.</p>
Our Priorities in FY19	Key Highlights in FY18
<p>Group Risk will continue to support the Group’s business strategies while continuing to be vigilant:</p> <ul style="list-style-type: none"> Rollout of AmBank Group Credit Pathway. Enhance monitoring and early warning tools for more effective credit management and portfolio asset quality monitoring. Enhance control on approval limit to commensurate with the nature of product (i.e. approval limit per application by product and exposure limit for system approval). Automation of credit underwriting for Retail SME – PG portfolio. Enhance liquidity risk management practices in line with regulatory and market developments. Further enhancing cyber security domains such as Cyber Incident Response and Crisis Management, Data Loss Prevention, Threat and Vulnerability Management, and Network Protection. 	<p>The key highlights of progress made in FY17 were as follows:</p> <ul style="list-style-type: none"> Set up of Business Credit Risk function, supporting the new Business Banking division of the Bank. Continued refinement of credit processes for SMEs. Reviewed and consolidated of Credit Underwriting Policy for Retail Banking. Enhanced monitoring and management of classified account. Revised on the approval criteria for consumer products (i.e. scoring cut-off). The FRS9 project has been successfully completed and the Bank is fully FRS9 ready. Introduced new liquidity risk indicators and assessed Bank’s readiness for implementation of BNM’s Net Stable Funding Ratio. Embarked on a three (3) year Cyber Security Maturity Improvement Program to strengthen cybersecurity and our ability to protect and manage sensitive data.

GROUP COMPLIANCE

The AmBank Group is in its second year of the Compliance Culture transformation journey. The key focus of the transformation programme is tone from the top that emphasizes the role and criticality of all staff to uphold the enhanced AmBank Group Code of Conduct in all business dealings.

The AmBank Group's enhanced Code of Conduct launched in December 2017, seeks to ensure a transparent and ethical business conduct, self-regulation, and "doing what is right" are embedded in the DNA of all staff, with the Group's reputation to be placed above all else.

As regulators continue to raise the bar on regulatory compliance, the AmBank Group Compliance Programme continues to focus on strengthening its preventive and detective measures in key areas of risk for the Group. One of the many enhancements made include the process to assess potential reputational risk of on-boarding and maintaining relationships, independent of the business impact.

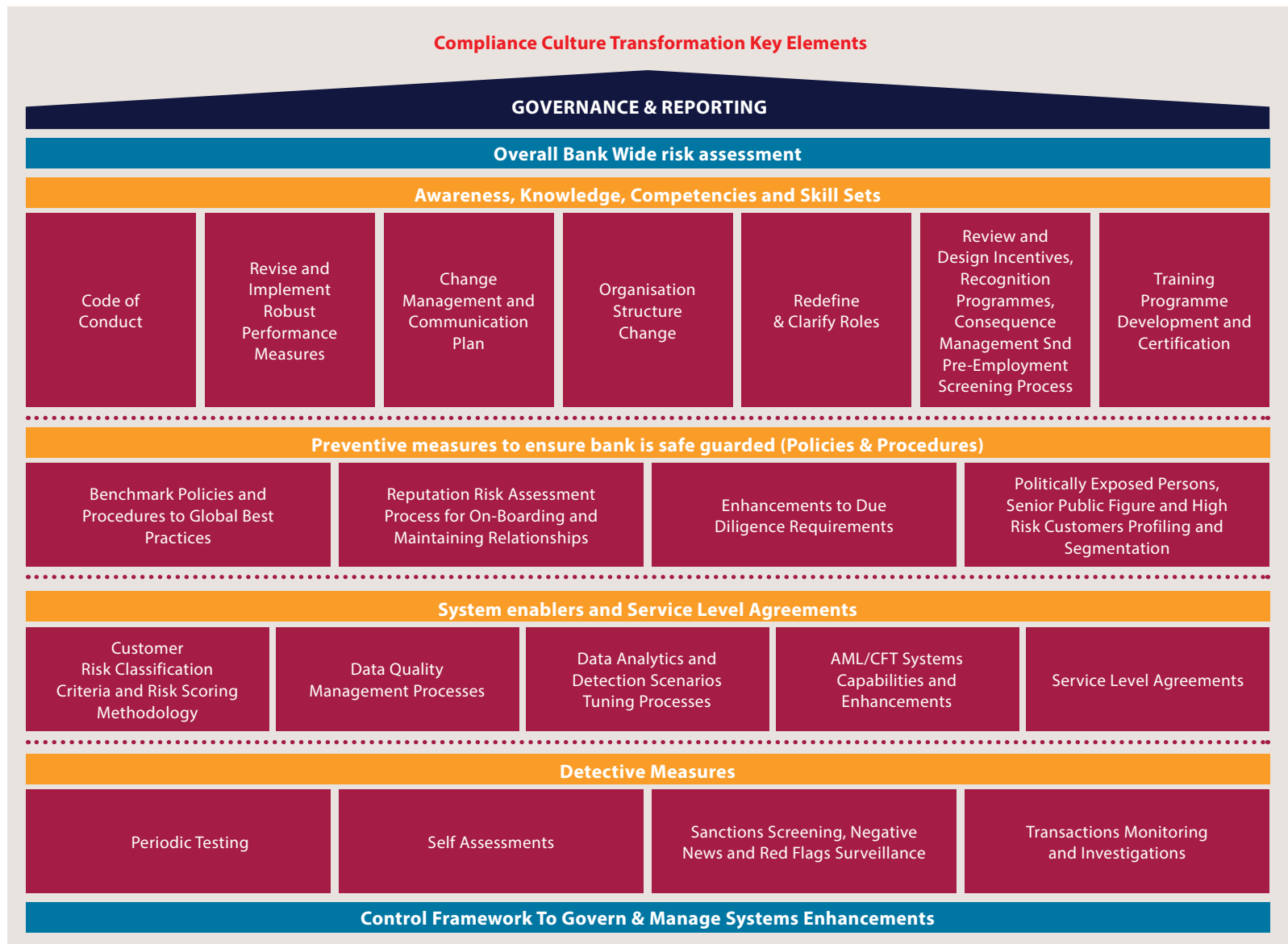
Our compliance-training programme, which includes the required regulatory external certification, is structured to develop subject matter expertise amongst our staff and promote career development. We review our training programme

bi-annually to ensure our programmes remain current and all requirements of the changing regulatory landscape and industry practices are incorporated.

Another key element of the transformation journey this year was investments in technology for the AML/CFT transactions monitoring system, Know Your Customer risk rating module and data quality management. Processes and systems were redesigned and enhanced in line with global best practices to improve the ability to mitigate AML/CFT and on-boarding risks.

People are at the heart of the Compliance Culture transformation agenda; we continue to build bench strength within the organisation to ensure a robust succession plan is in place and the drivers of change within the transformation programme is sustained.

2019 will see us escalate efforts and develop new programmes to elevate the group into the next phase of the transformation journey. Of key priority is the twin initiative of developing innovative technology solutions to increase effectiveness and efficiency of our processes and People related programmes to ensure continued momentum in developing the AmBank Group Culture.



PRINCIPLE C



INVESTOR RELATIONS

The investor relations landscape has evolved over the years and now forms an integral part of AmBank Group's corporate governance initiatives. At AmBank Group, we uphold regular and proactive communications with our shareholders and the wider investment community including investors, fund managers, equity and fixed-income analysts and credit rating agencies.

Shareholders engagement has taken a centre stage in recent years as shareholders are exerting more influence than ever on how boards and management teams operate. Additionally, the investment community is increasingly emphasising on long-term sustainability and value creation of the investee companies, on top of delivering satisfactory financial performance. We believe that effective shareholders engagement and investor relations can lead to improved strategy and policies formulation, more sustainable business practices, and promote greater transparency and accountability.

Our communications with the investment community is governed by our investor relations policy to ensure consistency, clarity, fairness and timeliness of information disseminated. We subscribe to the philosophy that good investor relations practices strengthen investors' confidence in us and allows them to make informed investment decisions.

We have a dedicated Investor Relations team ("IR team") to support our Group CEO and Group CFO in their investor engagement activities, focusing on achieving effective two-way communications and fostering relationships with the investment community in order to better understand their expectations and requirements.

Our commitment to excellence in investor relations was acknowledged at the Alpha Southeast Asia's 7th Best Corporate-Institutional Investor Awards 2017 where AmBank Group won the Most Improved Investor Relations and was placed Top 3 in Most Organised Investor Relations, Strongest Adherence to Corporate Governance and Most Consistent Dividend Policy in Malaysia. Our efforts also received recognition globally as AmBank Group was named the "Best Investor Relations Banking Group Malaysia 2017" by the Global Banking & Finance Review based in the United Kingdom.

Our IR team actively engages with our stakeholders throughout the year by employing a myriad of communication channels:

Annual General Meeting

AmBank Group's 26th AGM was held on 31 July 2017 in Kuala Lumpur, Malaysia. Tan Sri Azman Hashim, Chairman of the Board, took the chair and called the 26th AGM to order. Dato' Sulaiman, our Group CEO, gave a presentation to the shareholders covering the Group's strategic aspirations, business and financial highlights for FY17, market outlook and performance guidance for FY18/19.

After the presentation, Dato' Sulaiman responded to the enquiries from the Minority Shareholder Watchdog Group. During the "Question and Answer" session of the AGM, our shareholders were invited to post their questions and provide their feedback to the Board. Our Chairman of the Board, was instrumental in facilitating constructive discussions between the shareholders, the Board and the Senior Management of AmBank Group.

The AGM represents an avenue for our shareholders to seek clarifications and gain insights into the operations and financial performance of the Group. Our external auditors, Messrs. Ernst & Young, were also in attendance to answer shareholders' queries.

All the resolutions that were proposed for tabling at the 26th AGM were duly passed. We have made available the minutes of the AGM on our corporate website.

Analyst Briefings and Media Conferences

The IR team organises live analyst briefings and media conferences for our half year and full year results announcements. The live analyst briefings are held simultaneously with teleconferencing and live webcast facilities to cater for the wide geographical spread of the investment community and our stakeholders.

For the Group's first quarter results announcement, the analyst briefing was conducted via teleconference and live webcast services. During the Group's third quarter result announcement, the analyst briefing was conducted via teleconference only.

Our results announcements for FY18 were held on the following dates:

Date	Results Announcement	Mode of Communication					
		Media Briefing	Analyst Briefing		Publication on IR Website		
			Tele-conference	Webcast	Investor Presentation	Financial Statements	Media Release
24 Aug 17	Q1FY18		√	√	√	√	√
28 Nov 17	H1FY18		√*	√	√	√	√
28 Feb 18	9MFY18		√		√	√	√
31 May 18	FY18	√	√*	√	√	√	√

* Includes live briefing

Investor and Analysts Meetings

We conduct regular meetings with investors, analysts, fund managers and other stakeholders through a combination of face-to-face meetings, breakfast briefings and teleconference calls. Our discussions generally revolve around the Group's financial and business performance, strategic direction and also macroeconomic outlook.

In FY18, we had held four (4) "breakfast chats" with the equity analysts post our quarterly results announcements. The initiative was well-received by the analysts as it enabled them to have in-depth discussions with our Group CEO and Group CFO. We also invited our Group CRO and MD of Business Banking to one of the sessions to provide the analysts with greater insights on the Group's risk management framework, asset quality and developments of our Business Banking division.

Post the 14th Malaysian general election, we held a teleconference with the analysts, fund managers and other stakeholders to share our views vis-à-vis the new government's manifesto and economic policy agenda. This dedicated call was timely and well received by our stakeholders.

Below is a summary of meetings held:

	FY18		FY17	
	Meetings	Attendees	Meetings	Attendees
Meetings	31	126	28	156
Teleconferences	8	73	2	2
Breakfast Briefings	4	51	1	14

Conferences and Non-Deal Roadshows

Conferences and non-deal roadshows ("NDR") organised by research houses and equity brokers present excellent opportunities for our management representatives to meet existing shareholders and prospective investors. During these sessions, investors are able to have deeper discussions with the management on business outlook, strategy roadmap, competitive landscape, regulatory changes and other pressing matters, in addition to queries on financial performance.

In FY18, we participated in the "UBS Malaysia Corporate Day" and NDR organised by UBS in Hong Kong and Singapore.

Corporate Website

The Investor Relations section is available on the Company's corporate website at ambankgroup.com, is an accessible repository containing corporate governance and investor-related information on AmBank Group such as corporate profile, Board of Directors, annual reports, quarterly financial results, presentations, news releases, credit ratings, AGM/Extraordinary General Meeting, etc. as well as our investor relations calendar.

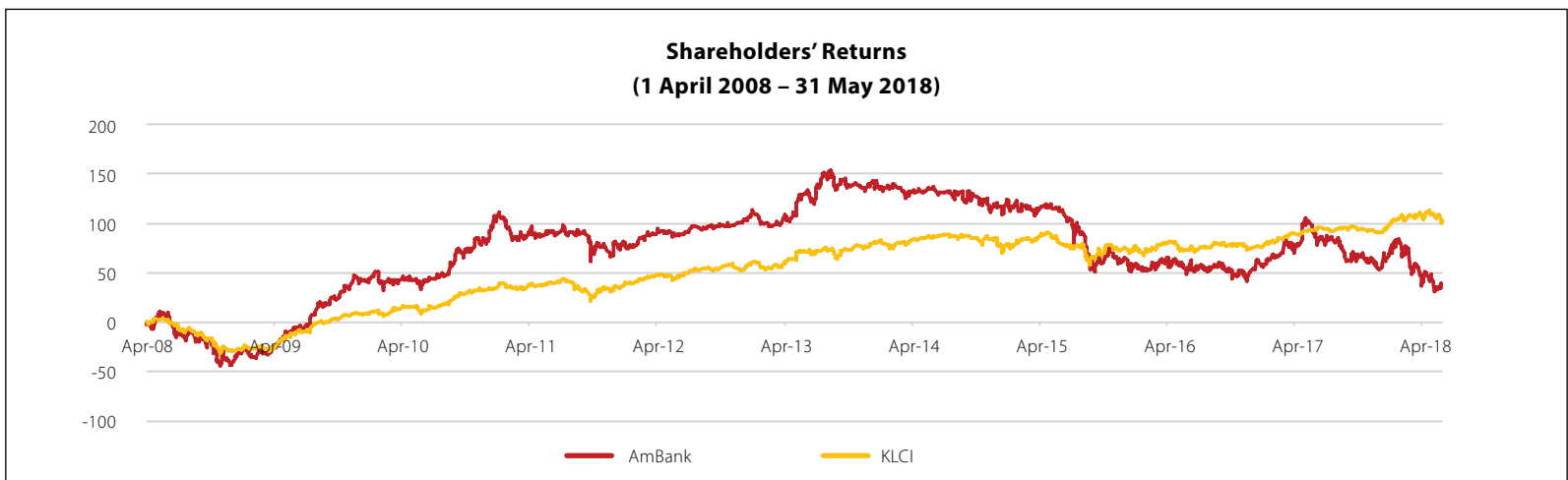
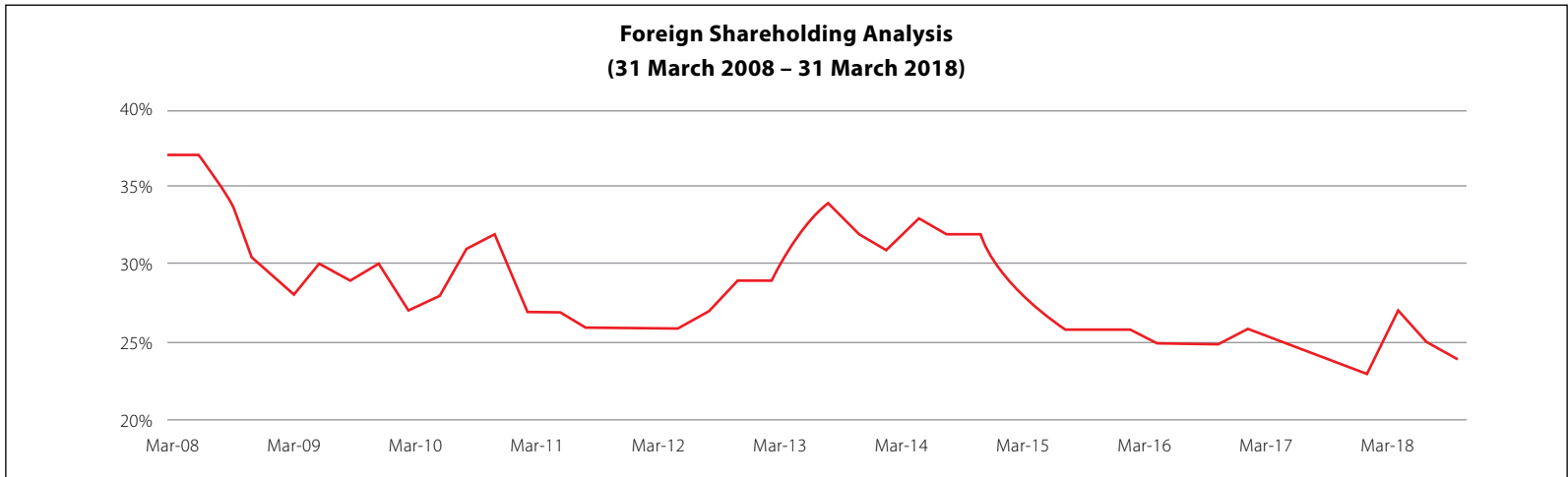
All financial results, material press releases, notices of dividends and other ad-hoc announcements are also available on the Bursa Securities' website.

Investors and stakeholders can reach out to the AmBank Group IR team via email at ir@ambankgroup.com should they require further information or assistance on investor-related matters.

ANALYST COVERAGE

AmBank Group is presently covered by analysts from the following local and foreign research houses:

No.	Research House
1	Affin Hwang Capital
2	AllianceDBS Research
3	CIMB Investment Bank Berhad
4	Citi Investment Research
5	Hong Leong Investment Bank
6	HSBC Ltd (Singapore)
7	JP Morgan Securities
8	KAF - Seagroatt & Campbell Securities
9	Kenanga Investment Bank
10	Macquarie Capital Securities
11	Maybank Investment Bank
12	MIDF Amanah Investment Bank
13	Nomura Securities Malaysia
14	Public Investment Bank
15	RHB Research Institute
16	TA Securities
17	UBS Securities Malaysia
18	UOB Kay Hian



STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE AUDITED FINANCIAL STATEMENTS

The Board is required by the Companies Act 2016 to prepare financial statements for each financial year which give a true and fair view of the Group and its state of affairs, results and cash flows, at the end of the financial year. Following discussions with the statutory external auditors, the Directors consider that the appropriate accounting policies have been consistently applied and supported by reasonable as well as prudent judgments and estimates, and that all accounting standards which they consider applicable have been followed during the preparation of the financial statements.

The Board of Directors is responsible for ensuring that the Group keeps accounting records which are disclosed with reasonable accuracy, and for ensuring that the financial statements comply with the Companies Act 2016.

The Board and Board Committees have the general responsibility for taking such steps to safeguard the assets of the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors ('Board') is responsible for the Group's risk management and internal control system and for reviewing its adequacy and integrity. The Board has instituted an ongoing process for identifying, evaluating and managing the significant risks faced by the Group throughout the financial year under review. This process is regularly reviewed by the Board and accords with the guidance on internal control, Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

In establishing and reviewing the risk management and internal control system, the Directors have considered the materiality of relevant risks, the likelihood of losses being incurred and the cost of control. Accordingly, the purpose of the risk management and internal control system is to manage and minimise rather than eliminate the risk of failure to achieve the policies and objectives of the Group and to provide reasonable but not absolute assurance against risk of material misstatement or losses.

Management assists the Board in the implementation of the Board's policies on risk management and internal control by identifying and evaluating the risks faced by the Group for consideration by the Board and designs, operates and monitors the system of risk management and internal control to mitigate and control the risks.

CONCLUSION

For the year under review, the Board has received the reports of the Audit and Examination Committee and Risk Management Committee ('RMC'). An annual assessment of the effectiveness of risk and internal control processes has been conducted and the Board has also received the assurance from the Chief Executive Officer and Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively in all material aspects, based on the risk management model adopted by the Group.

The Board is of the view that the risk management and internal control system in place for the year under review and up to the date of issuance of the financial statements, is adequate and effective to safeguard shareholders' investments, the interests of customers, regulators and employees, and the Group's assets.

KEY RISK MANAGEMENT AND INTERNAL CONTROL PROCESSES

The Group has adopted a coordinated and formalised approach to risk management and internal control, which is operationalised through the "Three Lines of Defense" concept. The Business Units form the first line of defense, Risk and Compliance form the second line of defense while Internal Audit forms the third line of defense. The key risk management and internal control processes are implemented via the following:

- The Board has formed a RMC to assist in the oversight of the overall risk management structure. At Senior Management level, a number of management-level risk committees have been established to assist the Board to holistically manage the risks and businesses of the Group. These committees, namely the Group Management Committee, Group Management Risk Committee, Group Asset and Liability Committee, Group Management Governance and Compliance Committee, Credit and Commitments Committee, and Watchlist and Classification Committee address all classes of risk within Board delegated mandates: balance sheet risk, credit risk, legal risk, operational risk, market risk, Shariah risk, compliance risk, regulatory compliance risk, reputational risk, product risk and business and IT project risk.

- Risk management principles, policies, practices, methodologies and procedures are made available to appropriate staff in the Group. These are regularly updated to ensure they remain relevant and in compliance with regulatory requirements. The policies, methodologies and procedures are enhanced whenever required to meet the changes in operating environment and/or for continuous improvement in risk management.
- The organisation structure is designed to clearly define the accountability, reporting lines and approving authorities to build an appropriate system of checks and balances, corresponding to the business and operations activities' needs. This includes the empowerment and setting of authority limits for proper segregation of duties.
- The Audit and Examination Committees ("AECs") of the Company and its major subsidiaries assist the Board to evaluate the adequacy and effectiveness of the Group's internal controls systems. The AECs review the Group's financial statements and reports issued by Group Internal Audit, the external auditors and regulatory authorities and follow-up on corrective actions taken to address issues raised in the reports.
- The Shariah Committee is responsible and accountable on matters related to Shariah. This includes advising the Board and Management on Shariah matters and endorsing and validating products and services, Shariah policies and the relevant documentation in relation to Islamic Banking operations. The Shariah Committee also provides advice and guidance on management of zakat fund, charity and other social programmes or activities.
- The Shariah Committee members also sit in Shariah Oversight Committee, a sub-committee to the Shariah Committee. The Shariah Oversight Committee is established to assist the Shariah Committee in discharging its responsibilities relating to the oversight of the Shariah Review function. In addition, the Shariah Oversight Committee assesses the work carried out by Group Internal Audit relating to the Shariah Audit function and Shariah Risk Management function in order to ensure compliance with Shariah.
- Group Internal Audit conducts independent risk-based audits and provides assurance that the design and operation of the risk and control framework across the Group is effective. The AECs review the work of the Group Internal Audit Department, including reviewing its audit plans, progress and reports issued.

- The Group's focus is on achieving sustainable and profitable growth within its risk management framework. Annual business plans and budgets are prepared by the Group's business divisions and submitted to the Board for approval. Actual performances are reviewed against the budget with explanation of major variances on a monthly basis, allowing for timely responses and corrective actions to be taken to mitigate risks.
- The Group emphasises human resource development and training as it recognises the value of its staff in contributing to its growth. There are proper guidelines within the Group for staff recruitment, promotion and performance appraisals to promote a high performance culture by rewarding high performers and counseling poor performers. Our Short-Term Incentive (STI) and Long-Term Incentive (LTI) are used primarily to reward and encourage outstanding individuals for their contribution to value creation while protecting the shareholders' interest. Structured talent management and training programmes are developed to ensure staff are adequately trained and competent in discharging their responsibilities and to identify future leaders for succession planning.
- A code of ethics has been formulated to protect and enhance the Group's reputation for honesty and integrity. The Code of Ethics is based on the following principles: compliance with the law both in letter and in spirit, this code and AmBank Group's policies and procedures; upholding the highest level of integrity and acting with honesty and professionalism; identifying and managing conflicts of interest responsibly; ensuring completeness and accuracy of underlying records, financial or otherwise; ensuring fair and equitable treatment to all; and ensuring confidentiality of information and transactions.
- The Code of Conduct, launched in March 2018, represents the Group's 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 community, government and business partners as well as general workplace behaviour. The Code of

Ethics above is subset of the Code of Conduct. The Code of Conduct was established by the Board. The Board takes a leadership role in shaping and driving the governance of, and compliance with, policies and practices via the Group Management Committee, Group Risk, Group Legal, Group Compliance, Group Internal Audit, Group Information Services, Group Finance and Group Human Resource. The Code of Conduct was developed according to a value-based approach which consists of five key areas: Message from our Chairman and Group CEO, Ethical Standards, Company and People, Marketplace and Commitment to Sustainability.

- The Group has in place a compliance framework to promote the safety and soundness of the Group by minimising financial, reputational and operational risks arising from regulatory non-compliance. The Group believes in and embraces a stronger compliance culture to reflect a corporate culture of high ethical standards and integrity where the Board and Senior Management lead by example. The Group continues to exercise and enhance its due diligence governance process and remains vigilant towards emerging risk as well as sensitive towards heightened regulatory surveillance and enforcement.
- Training is provided to employees of the Group on relevant legal and regulatory requirements governing its activities and guidance on implementation of internal controls to manage compliance risk.

REVIEW OF STATEMENT BY EXTERNAL AUDITORS

As required by Bursa Securities' MMLR Paragraph 15.23, the external auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was in accordance with Audit and Assurance Practice Guide 3: Guidance for Auditors on Engagements to Report on the Statement of Risk Management and Internal Control included in the Annual Report, issued by the Malaysian Institute of Accountants. This does not require the external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

ADDITIONAL DISCLOSURES

(Pursuant to MMLR of Bursa Securities)

1. MATERIAL CONTRACTS

There was no material contract (not being a contract entered into in the ordinary course of business) entered into by the Group, which involved directors, chief executive who is not a director or major shareholders, either still subsisting at the end of the financial year or entered into since the end of the previous financial year.

2. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

During FY18, the following issuances were made by the Group:

a) RM675.0 million Subordinated Notes under the RM10.0 billion Subordinated Notes Programme by AMMB Holdings Berhad as follows:	b) RM1,095.0 million Subordinated Notes under the RM4.0 billion Subordinated Notes Programme by AmBank (M) Berhad as follows:	c) RM150.0 million Subordinated Sukuk Murabahah under the RM3.0 billion Subordinated Sukuk Murabahah Programme by AmBank Islamic Berhad as follows:
<p>(i) Tranche 3, RM325.0 million Subordinated Notes issued on 23 February 2018; and</p> <p>(ii) Tranche 4, RM350.0 million Subordinated Notes issued on 14 March 2018.</p> <p>The proceeds raised have been utilised for investment in capital instruments of AmBank (M) Berhad and AmBank Islamic Berhad.</p>	<p>(i) Tranche 3, RM570.0 million Subordinated Notes issued on 16 October 2017;</p> <p>(ii) Tranche 4, RM175.0 million Subordinated Notes issued on 23 February 2018; and</p> <p>(iii) Tranche 5, RM350.0 million Subordinated Notes issued on 14 March 2018.</p>	<p>(i) Tranche 6, RM150.0 million Subordinated Sukuk issued on 23 February 2018; and</p> <p>The proceeds raised by AmBank (M) Berhad and AmBank Islamic Berhad have been utilised for working capital and general banking purposes.</p>

3. RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

Pursuant to paragraph 10.09(2)(b), Part E, Chapter 10 of the MMLR of Bursa Securities, the details of the recurrent related party transactions conducted with the Related Parties and their subsidiaries and associated companies, where applicable during FY18 pursuant to the Shareholders' Mandate, are set out in the table below:

Related Parties	Nature of Transaction	Actual Value (RM'000)	Relationship with the Company
Amcorp Group Berhad	Provision of travelling arrangement	3,895	Companies in which a Director and major shareholder were deemed to have an interest
Australia and New Zealand Banking Group Limited ('ANZ')	Provision of technical services and business collaboration	-	
Modular Group	Provision of electronic card technologies and services	2,187	

ANALYSIS OF SHAREHOLDINGS

As At 31 May 2018

Total Number of Issued Shares : 3,014,184,844 Ordinary Shares
 Class of Share : Ordinary Share
 Voting Rights : 1 vote per Ordinary Share on a poll
 Number of Shareholders : 26,781

DISTRIBUTION OF SHAREHOLDERS BASED ON SIZE OF SHAREHOLDINGS

(As At 31 May 2018)

Size of Shareholdings	No. of Shareholders		% of Shareholdings	
	No. of Shareholders	% of Shareholders	No. of Shares	% of Shareholdings
Less than 100	1,837	6.86	49,371	0.00
100 – 1,000	6,425	24.00	4,647,790	0.15
1,001 – 10,000	13,837	51.66	56,858,480	1.89
10,001 – 100,000	3,932	14.68	110,642,420	3.67
100,001 to less than 5% of issued shares	748	2.79	1,871,672,463	62.10
5% and above of issued shares	2	0.01	970,314,320	32.19
Total	26,781	100.00	3,014,184,844	100.00

SUBSTANTIAL SHAREHOLDERS BASED ON REGISTER OF SUBSTANTIAL SHAREHOLDERS

(As At 31 May 2018)

Substantial Shareholder	No. of Shares			
	Direct Interest	%	Indirect Interest	%
Tan Sri Azman Hashim	-	-	391,069,003 ¹	12.97
ANZ Funds Pty Limited	716,841,483	23.78	-	-
Australia and New Zealand Banking Group Limited	-	-	716,841,483 ²	23.78
Amcorp Group Berhad	391,069,003	12.97	-	-
Clear Goal Sdn Bhd	-	-	391,069,003 ¹	12.97
Employees Provident Funds Board	274,280,037	9.10	-	-

Notes:

¹ Deemed interested by virtue of Section 8(4) of the Companies Act, 2016 held through Amcorp Group Berhad.

² Deemed interested by virtue of Section 8(4) of the Companies Act, 2016 held through ANZ Funds Pty Limited.

DIRECTORS AND CHIEF EXECUTIVE'S SHAREHOLDINGS IN THE COMPANY AND ITS SUBSIDIARIES

(As At 31 May 2018)

Name of Director	No. of Shares			
	Direct Interest	%	Indirect Interest	%
Tan Sri Azman Hashim	-	-	391,069,003 ¹	12.97
Graham Kennedy Hodges	-	-	-	-
Soo Kim Wai	-	-	-	-
Voon Seng Chuan	-	-	-	-
Datuk Shireen Ann Zaharah binti Muhiudeen	-	-	-	-
Seow Yoo Lin	-	-	-	-
Farina binti Farikhullah Khan	-	-	-	-
Group Chief Executive Officer²				
Dato' Sulaiman bin Mohd Tahir	22,100	#	-	-

Notes:

¹ Deemed interested by virtue of Section 8(4) of the Companies Act, 2016 held through Amcorp Group Berhad.

Tan Sri Azman Hashim, by virtue of his interest in the shares of AMMB Holdings Berhad ('AMMB'), is also deemed to have an interest in the shares of the subsidiaries of AMMB to the extent that AMMB has an interest.

² The Group Chief Executive Officer is not a director of the Company.

Negligible

30 LARGEST SHAREHOLDERS BASED ON RECORD OF DEPOSITORS

(Without aggregating the securities from different securities accounts belonging to the same Depositor)

(As At 31 May 2018)

Names	No. of Shares	%
1. ANZ Funds Pty Limited	716,841,483	23.78
2. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board	253,472,837	8.41
3. CIMB Group Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad (CB4-AMCORPCAPLL)	126,461,049	4.20
4. Kumpulan Wang Persaraan (Diperbadankan)	117,070,000	3.88
5. CIMB Group Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad (AGBCBC2)	108,600,000	3.60
6. AmanahRaya Trustees Berhad Amanah Saham Bumiputera	100,000,000	3.32
7. CIMB Group Nominees (Tempatan) Sdn Bhd CIMB Bank Berhad (LBNOFFSHORE-EDG)	78,824,452	2.62
8. AmanahRaya Trustees Berhad Amanah Saham Wawasan 2020	65,174,200	2.16
9. CIMSEC Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad (EDG)	61,995,000	2.06

Names	No. of Shares	%
10. Cartaban Nominees (Asing) Sdn Bhd Exempt An For State Street Bank & Trust Company (WEST CLTOD67)	51,617,019	1.71
11. AmanahRaya Trustees Berhad AS 1Malaysia	45,283,400	1.50
12. HSBC Nominees (Tempatan) Sdn Bhd Pledged Securities Account for Amcorp Group Berhad	44,200,000	1.47
13. Amcorp Group Berhad	42,062,954	1.40
14. CIMB Group Nominees (Tempatan) Sdn Bhd CIMB Bank Berhad (EDP 2)	38,994,764	1.29
15. AmanahRaya Trustees Berhad Amanah Saham Malaysia	37,170,800	1.23
16. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	33,217,845	1.10
17. Malaysia Nominees (Tempatan) Sendirian Berhad Great Eastern Life Assurance (Malaysia) Berhad (Par 1)	31,099,100	1.03
18. HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	25,893,100	0.86
19. Citigroup Nominees (Tempatan) Sdn Bhd Exempt An For AIA Bhd	25,465,018	0.84
20. Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Regular Savings Fund (N14011940100)	24,484,400	0.81
21. Cartaban Nominees (Tempatan) Sdn Bhd PAMB for PRULink Equity Fund	23,150,100	0.77
22. Cartaban Nominees (Asing) Sdn Bhd GIC Private Limited for Government of Singapore (C)	22,094,941	0.73
23. Citigroup Nominees (Asing) Sdn Bhd CBNY for Dimensional Emerging Markets Value Fund	20,147,362	0.67
24. HSBC Nominees (Asing) Sdn Bhd TNTC for Mondrian Emerging Markets Equity Fund L.P.	19,229,300	0.64
25. Pertubuhan Keselamatan Sosial	18,408,130	0.61
26. HSBC Nominees (Asing) Sdn Bhd Exempt An for The Bank of New York Mellon (MELLON ACCT)	17,057,092	0.57
27. CIMB Group Nominees (Tempatan) Sdn Bhd Yayasan Hasanah (AUR-VCAM)	14,780,700	0.49
28. Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (CIMB PRIN)	14,631,200	0.49
29. HSBC Nominees (Asing) Sdn Bhd TNTC for Mondrian Large Cap Concentrated Emerging Markets Equity Fund, L.P.	14,022,300	0.47
30. DB (Malaysia) Nominee (Asing) Sdn Bhd SSBT Fund TC3H for California State Teachers Retirement System	13,701,300	0.45

TOP 10 PROPERTIES OF AmBank Group

As At 31 March 2018

The top ten properties (excluding those classified under Assets held-for-sale) owned by the Group are as follows:

LOCATION	DESCRIPTION	AGE OF PROPERTY	TENURE	NET BOOK VALUE (RM'000)	BUILT-UP AREA (SQ. FT)	DATE OF ACQUISITION
Damansara Fairway 3 6C, Persiaran Tropicana Tropicana Golf & Country Resort 47410 Petaling Jaya	One unit of thirteen-storey office building for operations	27 years	Leasehold Term: 99 years Expiry: 25 October 2090	13,408.99	76,120	13 October 2000
Wisma AmBank 113, Jalan Pudu 55100 Kuala Lumpur	One unit of twelve-storey office building for operations and branch premises	32 years	Freehold	12,660.39	55,700	4 November 1991
257, Jalan Haji Taha 93400 Kuching	Seven-storey office building for branch premises and rental	19 years	Leasehold Term: 855 years Expiry: July 2792	9,128.82	51,906	31 December 1994
Menara AmMetLife 8 th & 9 th Floor, 1, Jalan Lumut 50400 Kuala Lumpur	Office space for operations	25 years	Freehold	5,191.86	26,414	18 May 1994
2 & 4, Jalan 23/70A Desa Sri Hartamas 55048 Kuala Lumpur	Two units of four-storey shoplots for rental purposes	19 years	Freehold	2,758.53	13,504	23 April 1998
85, 87, 89, 107, 109 & 111 Jalan 3/93, Taman Miharja 55200 Kuala Lumpur	Six units of three-storey shoplots for rental purposes	28 years	Leasehold Term: 99 years Expiry: 11 August 2086	1,879.35	30,528	9 March 1992
19-01 to 19-04 & 20-01 to 20-04 Susur 4, Jalan Tun Abdul Razak 80100 Johor Bahru	Two units of four-storey shopoffices with mezzanine for operations	14 years	Leasehold Term: 99 years Expiry: 29 September 2096	1,612.83	10,587	13 October 1998
12, 12a & 12b Jalan Padi Satu, Bandar Baru Uda 81200 Johor Bharu	One unit of three-storey shopoffice for operations	25 years	Freehold	1,512.35	9,363	21 February 2000
35 & 36 - Phase 1 Prai Business Point 322 Prai Perdana 12000 Seberang Prai	Two units of vacant three-storey shopoffices	18 years	Freehold	1,162.10	10,307	28 November 1998
22 & 23, Jalan Dato' Lee Fong Yee 70000 Seremban	Two units of four-storey shoplots for branch premises	33 years	Freehold	906.21	22,000	15 March 1990

NOTICE OF TWENTY-SEVENTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Seventh (“27th”) Annual General Meeting (“AGM”) of AMMB Holdings Berhad (“AMMB” or “the Company”) will be held at the Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia on Tuesday, 31 July 2018 at 10.00 a.m. for the following purposes:

AGENDA	RESOLUTION
As Ordinary Business	
1. To receive the Audited Financial Statements for the financial year ended 31 March 2018 together with the Reports of the Directors and Auditors thereon.	(Please refer to Note (i) of the Explanatory Notes)
2. To approve the payment of a final single-tier dividend of 10 sen per ordinary share for the financial year ended 31 March 2018.	Ordinary Resolution 1
3. To approve the payment of Directors’ fees of RM1,803,973 for the financial year ended 31 March 2018.	Ordinary Resolution 2
4. To approve the payment of benefits payable to the Directors (excluding Directors’ fees) up to an aggregate amount of RM2,900,000 for the period from 1 June 2018 until the next AGM of the Company.	Ordinary Resolution 3
5. To re-elect the following Directors who retire by rotation pursuant to Article 89 of the Company’s Constitution: <ul style="list-style-type: none"> i. Soo Kim Wai ii. Seow Yoo Lin 	Ordinary Resolution 4 Ordinary Resolution 5
6. To re-elect Farina binti Farikhullah Khan who was appointed during the year and retires pursuant to Article 97 of the Company’s Constitution.	Ordinary Resolution 6
7. To re-appoint Messrs Ernst & Young as Auditors of the Company and to authorise the Directors to determine their remuneration.	Ordinary Resolution 7
As Special Business	
To consider and if thought fit, to pass the following resolutions:	
8. Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company’s Dividend Reinvestment Plan	Ordinary Resolution 8
<p>“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.”</p>	
9. Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act, 2016	Ordinary Resolution 9
<p>“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 10% of the total number of issued shares of the Company for the time being.</p> <p>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.</p> <p>AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company.”</p>	

10. **Proposed Renewal of Existing Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Australia and New Zealand Banking Group Limited Group** **Ordinary Resolution 10**

"THAT the shareholder mandate for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with Australia and New Zealand Banking Group Limited and any of its subsidiaries and/or associated companies ("ANZ Group") which are necessary for the day-to-day operations of the Company and/or its subsidiaries in the ordinary course of business on terms not more favourable to ANZ Group than those generally available to and/or from the public and which are not detrimental to the minority shareholders of the Company, particulars of which are set out in Part 2.2.1 of Section 2.2, Part A of the Circular to Shareholders dated 29 June 2018 be hereby renewed and to continue in force until the conclusion of the next Annual General Meeting of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary or in the interests of the Company and/or its subsidiaries and to give effect to the transactions contemplated and/or authorised by this resolution."

11. **Proposed Renewal of Existing Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Amcorp Group Berhad Group** **Ordinary Resolution 11**

"THAT the shareholder mandate for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with Amcorp Group Berhad and any of its subsidiaries and/or associated companies ("Amcorp Group") which are necessary for the day-to-day operations of the Company and/or its subsidiaries in the ordinary course of business on terms not more favourable to Amcorp Group than those generally available to and/or from the public and which are not detrimental to the minority shareholders of the Company, particulars of which are set out in Part 2.2.2 of Section 2.2, Part A of the Circular to Shareholders dated 29 June 2018 be hereby renewed and to continue in force until the conclusion of the next Annual General Meeting of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary or in the interests of the Company and/or its subsidiaries and to give effect to the transactions contemplated and/or authorised by this resolution."

12. **Proposed Renewal of Existing Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Modular Techcorp Holdings Berhad Group** **Ordinary Resolution 12**

"THAT approval be and is hereby given for the Company and/or its subsidiaries to enter into recurrent related party transactions of a revenue or trading nature with Modular Techcorp Holdings Berhad and any of its subsidiaries and/or associated companies ("Modular Group") which are necessary for the day-to-day operations of the Company and/or its subsidiaries in the ordinary course of business on terms not more favourable to Modular Group than those generally available to and/or from the public and which are not detrimental to the minority shareholders of the Company, particulars of which are set out in Part 2.2.3 of Section 2.2, Part A of the Circular to Shareholders dated 29 June 2018 be hereby renewed and to continue in force until the conclusion of the next Annual General Meeting of the Company.

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary or in the interests of the Company and/or its subsidiaries and to give effect to the transactions contemplated and/or authorised by this resolution."

13. **Proposed Adoption of New Constitution of the Company** **Special Resolution**

"THAT approval be and is hereby given to alter or amend the existing Constitution of the Company by replacing it entirely with a new Constitution of the Company as set out in Appendix III of the Circular to Shareholders dated 29 June 2018 with immediate effect.

AND THAT the Directors and/or the Company Secretary be and are hereby authorised to assent to any conditions, modifications and/or amendments as may be required by the relevant authorities and to do all acts and things and take all such steps as are necessary and/or expedient in order to give full effect to the foregoing."

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

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to attend this 27th AGM, the Company shall be requesting from Bursa Malaysia Depository Sdn. Bhd. in accordance with the provisions under Articles 66(1), 66(2) and 66(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 July 2018. Only a depositor whose name appears in the ROD as at 25 July 2018 shall be entitled to attend this 27th AGM or appoint a proxy(ies) to attend, speak and vote on his/her behalf.

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN THAT the final single-tier dividend of 10 sen per ordinary share for the financial year ended 31 March 2018, if approved by the shareholders at the 27th AGM, will be paid to shareholders on 28 August 2018. The entitlement date for the proposed final dividend will be on 13 August 2018.

A depositor shall qualify for entitlement to the dividend only in respect of:

- a. Shares transferred into the depositor's securities account before 4.00 p.m on 13 August 2018 in respect of transfers; and
- b. Shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By Order of the Board

Koid Phaik Gunn (MAICSA 7007433)
Group Company Secretary

Kuala Lumpur
29 June 2018

NOTES:

(A) Appointment of Proxy

- (1) A member of the Company entitled to attend and vote at the AGM is entitled to appoint not more than two (2) proxies to attend and vote on his/her behalf. Where a member appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy. All resolutions set out in the Notice of the 27th AGM will be put to vote by way of poll.
- (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 attend and vote at the AGM shall have the same rights as the member to speak 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 not more than two (2) proxies 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 are 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 are specified in the instrument appointing the proxies.
- (5) The instrument appointing a proxy in the case of an individual, shall be signed by the appointor or of his attorney duly authorised in writing or, in the case of a corporation, the instrument appointing a proxy or proxies must be under seal or under the hand of an officer or attorney 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 instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Symphony Share Registrars Sdn Bhd at Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time appointed for holding the AGM or any adjournment thereof.

(B) Explanatory Notes to the Agenda

(i) 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.

(ii) Ordinary Resolution 3 - Directors' Benefits (exclude Directors' Fees)

The Company is seeking shareholders' approval for the payment of benefits to the Board of Directors of the Company ("the Board"), all of whom are Non-Executive Directors, up to an aggregate amount of RM2,900,000 for the period from 1 June 2018 until the next AGM of the Company.

The estimated amount payable to the Directors for the benefits is based on the assumption that the Company increase the Board composition from the current seven (7) members to 8 members.

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

Board Committee Allowances (per annum)	Chairman		Member	
	Existing	Starting 1 August 2018	Existing	Starting 1 August 2018
Audit and Examination Committee	RM25,000	RM40,000	RM20,000	RM20,000
Risk Management Committee	RM25,000	RM30,000	RM20,000	RM20,000
Group Nomination & Remuneration Committee	RM25,000	RM30,000	RM20,000	RM20,000
Group Information Technology Committee ('GITC')	RM15,000	RM30,000	RM10,000	RM20,000

Notes:

- The Chairmen of all Board Committees allowances were revised to reflect their increased level of responsibility and accountability, in addition to their added commitment to enable the proper exercise of their duties.
- The GITC allowances were revised for all members to ensure that it is at par with other Board Committees of the Company.

Meeting Allowances	Existing	Starting 1 August 2018
Board, Board Committee and Ombudsman meeting	RM1,000 per meeting	RM2,500 per meeting

Notes:

- Compensate appropriately and fairly for time, effort and accountability in the preparation for and contribution at the meetings.
- Reflect the competitive nature of the industry and, to attract and retain suitably qualified talent for the Board.

Allowances to the Chairman	
Board (per annum)	RM1,440,000

Benefits-in-kind
Motor Vehicle, Petrol allowance, Driver, Medical (on claim basis) and any expenses incurred by the Directors in performing their duties.

(iii) Ordinary Resolution 8 - Proposed Renewal of Authority to Allot and Issue New Ordinary Shares in the Company for the Purpose of the Company's Dividend Reinvestment Plan

Ordinary Resolution 8, if passed, will empower the Directors of the Company to issue new ordinary shares pursuant to the terms and conditions of the Company's Dividend Reinvestment Plan ("DRP") which are contained in the DRP Statement set out in Appendix I to the Circular to Shareholders dated 11 August 2010 (as may be amended in accordance with the provisions of the said DRP).

The authority conferred by such renewed mandate will be effective from the date of the forthcoming AGM and unless revoked or varied at a general meeting, will expire 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 previous AGM.

(iv) Ordinary Resolution 9 - Proposed Authority to Allot and Issue New Ordinary Shares Pursuant to Sections 75 and 76 of the Companies Act 2016

Ordinary Resolution 9, if passed, will give the Directors of the Company, from the date of the forthcoming AGM, authority to allot and issue 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 expire at the conclusion of the next AGM of the Company.

(v) **Ordinary Resolutions 10 to 12 - Proposed Shareholder Mandates for Recurrent Related Party Transactions of a Revenue or Trading Nature with Australia and New Zealand Banking Group Limited Group, Amcorp Group Berhad Group and Modular Techcorp Holdings Berhad Group**

The proposed Ordinary Resolutions 10 to 12, if passed, will enable the Company and/or its subsidiaries ("the Group") to enter into recurrent related party transactions, which are in the ordinary course of business and necessary for the Group's day-to-day operation, subject to the transactions being on terms not more favourable to a related party than those generally available to and/or from the public and are not detrimental to the interests of minority shareholders.

The Proposed Shareholder Mandates are intended to enhance the Group's ability to pursue business opportunities, especially those which are time-sensitive in nature, and will eliminate the need for the Company to convene a separate general meeting on each occasion to seek shareholders' prior approval for such recurrent related party transactions. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising corporate objectives of the Group or affecting the business opportunities available to the Group. The Proposed Shareholder Mandates are subject to renewal on an annual basis.

Further information on the Recurrent Related Party Transactions are set out in the Circular to Shareholders of the Company dated 29 June 2018 which is despatched together with the 2018 Annual Report of the Company.

(vi) **Special Resolution - Proposed Adoption of New Constitution of the Company**

The proposed adoption of a new Constitution is primarily to bring the existing Constitution of the Company in line with the following :

- a) Companies Act 2016 which came into force on 31 January 2017; and
- b) Amendments to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad which were issued on 29 November 2017.

The proposed new Constitution is set out in Appendix III of the Circular to Shareholders dated 29 June 2018 which is despatched together with the 2018 Annual Report of the Company.

The new Constitution shall take effect once the proposed special resolution has been passed by a majority of not less than 75.0% of members who are entitled to vote and do vote in person or by proxy at the 27th AGM.

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 27th AGM.

2. A statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The proposed Ordinary Resolution 9 for the general mandate for issue of securities is a renewal mandate. As at the date of this Notice, no new share was issued pursuant to the said mandate granted to the Directors at the last AGM held on 31 July 2017.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak 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 NOTES

TWENTY-SEVENTH (27TH) ANNUAL GENERAL MEETING (AGM)

<u>Day/Date</u>	<u>Time</u>	<u>Venue</u>
Tuesday, 31 July 2018	10.00 a.m.	Grand Ballroom, First Floor Sime Darby Convention Centre ('SDCC') 1A Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia

1. REGISTRATION

- a) Registration will commence at 8.00 a.m. and will end at a time directed by the Chairman of the Meeting. Shareholders/proxies are requested to be punctual.
- b) Please present your original identity card or passport (for non-citizen) to the registration staff for verification purposes.
- c) No person will be allowed to register on behalf of another person even with the original identity card of the other person.
- d) Upon verification, you will be given a QR coded wristband. You will only be allowed to enter the meeting hall if you are wearing the QR coded wristband.
- e) **No replacement in the event you lose or misplace the QR coded wristband.**

2. ENTITLEMENT TO ATTEND AND VOTE

- a) Only a member whose name appears in the General Meeting Record of Depositors as at 25 July 2018 shall be eligible to attend the AGM or appoint proxy/proxies to attend and vote on his/her behalf.
- b) If you wish to attend the meeting in person, please do not submit any Form of Proxy. **You will not be allowed to attend the meeting together with the proxy appointed by you.**
- c) If you have submitted your Form of Proxy prior to the Meeting and subsequently decided to attend the Meeting in person, please proceed to the Help Desk counter.
- d) Duly completed Form of Proxy must be deposited at the office of the Company's Share Registrar, Symphony Share Registrars Sdn Bhd at Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia no later than Sunday, 29 July 2018 at 10.00 a.m.

3. HELP DESK

Please proceed to the Help Desk counter for the following matters:

- a) Any clarification or enquiry, including enquiry on Symphony's Mobile e-Polling App.
- b) To revoke the appointment of your proxy/proxies. Your proxy/proxies will not be allowed to attend the meeting upon your revocation of the appointment.
- c) If you require a copy of the 2018 Annual Report of the Company or Circular to Shareholders.

4. REFRESHMENT

- a) Coffee/Tea and cookies will be available from 8.00 a.m. to 9.30 a.m.
- b) There will be no takeaway set meal distributed.

5. DOOR GIFT

Shareholder/proxy will be given Redemption Voucher upon successful registration to be exchanged for a door gift, on the following basis:

- a) Each shareholder will be entitled to one (1) Redemption Voucher.
- b) For a shareholder who appoints more than one (1) proxy, one (1) Redemption Voucher will be given to the proxy who registers first.
- c) If you are a shareholder and also appointed as proxy by another shareholder, you are entitled to two (2) Redemption Vouchers.
- d) If you are a proxy, you are entitled to only one (1) Redemption Voucher, regardless of how many shareholders you represent.
- e) If the proxy has obtained the Redemption Voucher, a shareholder who subsequently decided to attend the meeting in person will not be given any voucher.
- f) **No replacement in the event you lose/misplace your Redemption Voucher.**

6. VOTING PROCEDURE

Voting at the 27th AGM will be conducted on a poll in accordance with paragraph 8.29A of the Main Market Listing Requirement of Bursa Malaysia Securities Berhad.

Symphony Share Registrars Sdn Bhd ('Symphony') is appointed as the Poll Administrator to conduct the poll by way of electronic voting ("e-voting").

An independent Scrutineer will verify and validate the results of the poll.

Shareholder/proxy ('Voters') may cast his/her vote in any one of the following manner:

(A) Voting via e-voting kiosk

- Voting for the AGM via e-voting kiosk will be conducted at Ballroom 1.
- Each shareholder/proxy will be directed to the e-voting kiosk to cast his/her vote.

(B) Voting via e-voting mobile application

- Voting for the AGM via e-voting mobile application can be done at the AGM hall.
- Shareholders and/or proxies are advised to download Symphony's Mobile e-Polling App from Google Play Store or Apple App Store onto their smartphone devices *before the AGM*.
- Steps to download Symphony's Mobile e-Polling App:



- If you require assistance on how to download Symphony's Mobile e-Polling App, please contact Symphony's Help Desk details as follow:



Helpdesk : 03-7849 0777
ssr.helpdesk@symphony.com.my

Accessing Symphony's Mobile e-Polling App

- To access Symphony's Mobile e-Polling App, Voters are required to connect to the WiFi network provided by Symphony during the e-voting session:



WiFi Name : **Symphony_IT**
****Password will be provided at the AGM.**

- Tap on Symphony's Mobile e-Polling App icon in your smartphone.
- Select 'Scan Passcode' and use the camera function to capture the passcode on your QR coded wristband to access Symphony's Mobile e-Polling App.

7. ENQUIRY

If you have general queries prior to the meeting, please contact the following persons during office hours, i.e. from 9.00 a.m. to 5.45 p.m. (Mondays – Fridays):

Symphony Share Registrar Sdn Bhd



Person-in-charge
Encik Aznal Abdul Majid
Encik Azman Mohd Ali
General 03-78490777
Fax 03-78418151/8152
Email ssr.helpdesk@symphony.com.my

8. SEATING ARRANGEMENT AND USE OF MOBILE DEVICES

- Free seating. All shareholders/proxies will be allowed to enter the Grand Ballroom from 9.30 a.m. onwards.
- All shareholders/proxies are encouraged to be seated at least ten (10) minutes before the commencement of the AGM.
- Please ensure that all your mobile devices (i.e. phones/other sound emitting devices) are put on silent mode during the entire proceeding of the AGM.

9. 2018 ANNUAL REPORT

The 2018 Annual Report is available on the Company's corporate website at ambankgroup.com and also on the website of Bursa Malaysia Securities Berhad at bursamalaysia.com under Company Announcements of AMMB Holdings Berhad.

10. PARKING

- a) Indoor parking is available at SDCC (subject to availability).
- b) Outdoor parking is available at Stadium Juara, which is adjacent to SDCC (subject to availability).

11. FIRST AID

An ambulance is on standby for any medical emergency. Please refer to the Help Desk/First Aiders should any assistance be required.

12. PERSONAL BELONGINGS

Please take care of your personal belongings. The organiser will not be held responsible for any item that has gone missing.

13. LOCATION MAP TO SIME DARBY CONVENTION CENTRE



GROUP CORPORATE DIRECTORY

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
1	066	PRIORITY	CENTRAL REGION 1	JALAN YAP KWAN SENG	Kuala Lumpur	AmBank (M) Berhad Level 1, Bangunan AmBank No. 8, Jalan Yap Kwan Seng 50450 Kuala Lumpur	ABB: 5280 GL: 03-21676202 DL: 03-2167 6229 03-2167 3657 Fax: 03-2162 1606	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
2	092	RETAIL A	CENTRAL REGION 1	TAMAN CONNAUGHT	Kuala Lumpur	AmBank (M) Berhad No. 110 & 112 Jalan Cerdas Taman Connaught Cheras 56000 Kuala Lumpur	ABB: 5290 & 5363 GL: 03-9101 4855 03-9101 7562 03-9102 4292 Fax: 03-9100 1271	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
3	133	RETAIL B	CENTRAL REGION 1	BANDAR SRI PERMAISURI	Kuala Lumpur	AmBank (M) Berhad No. 79 & 81 Dataran Dwi Tasik Jalan Dwi Tasik 1 Bandar Sri Permaisuri 56000 Kuala Lumpur	ABB: 5008 GL: 03-9172 4934 03-9172 6414 Fax: 03-9172 4803	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
4	142	RETAIL A	CENTRAL REGION 1	TAMAN MALURI	Kuala Lumpur	AmBank (M) Berhad No. 1, Jalan Jejaka 2 Taman Maluri Off Jalan Cheras 55100 Kuala Lumpur	ABB: 5291 & 5364 GL: 03-9285 5266 03-9282 2917 03-9284 5428 Fax: 03-9282 6261	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
5	001	PRIORITY	CENTRAL REGION 1	MENARA DION	Kuala Lumpur	AmBank (M) Berhad Level 1, Menara Dion Jalan Sultan Ismail 50250 Kuala Lumpur	ABB: 5905 GL: 03-2026 3939 Fax: 03-2026 6048	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
6	023	PRIORITY	CENTRAL REGION 1	MEDAN PASAR	Kuala Lumpur	AmBank (M) Berhad Ground Floor, Wisma Maran No. 28, Medan Pasar 50050 Kuala Lumpur	ABB: 5906 & 5375 GL: 03-2076 4870 03-2026 4886 03-2026 3833 Fax: 03-2072 9014	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
7	055	RETAIL B	CENTRAL REGION 1	PUDU - JALAN PASAR	Kuala Lumpur	AmBank (M) Berhad No. 48, Jalan Pasar Off Jalan Pudu 55100 Kuala Lumpur	ABB: 5697 & 5352 GL: 03-2141 3635 03-2141 3617 03-2141 3634 Fax: 03-2144 0313	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
8	211	PRIORITY	CENTRAL REGION 1	JALAN RAJA CHULAN	Kuala Lumpur	AmBank (M) Berhad Ground Floor Bangunan AmBank Group 55 Jalan Raja Chulan 50200 Kuala Lumpur	ABB: 5633 & 5350 GL: 03-2078 2100 03-2078 2166 03-2078 2177 03-2078 1960 Fax: 03-2032 3935	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
9	233	PRIORITY	CENTRAL REGION 1	SRI PETALING	Kuala Lumpur	AmBank (M) Berhad No. 18 & 20 Jalan Raden Tengah Sri Petaling 57000 Kuala Lumpur	ABB: 5284 GL: 03-9059 4152 03-9059 4462 03-9059 458 Fax: 03-9056 2512	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.



No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
10	239	RETAIL B	CENTRAL REGION 1	BERJAYA TIMES SQUARE	Kuala Lumpur	AmBank (M) Berhad No. G 52, Ground Floor Berjaya Times Square 1 Jalan Imbi 55100 Kuala Lumpur	ABB: 03-2141 8003 Fax: 03-2141 2413	Mon - Fri: 10.00 a.m. to 4.30 p.m. Sat: 10.00 a.m. to 12.30 p.m. (Opened on all Saturdays except public holiday) Sun: 10.00 a.m. - 1.00 p.m. (Open on all Sundays except public holiday)
11	077	PRIORITY	CENTRAL REGION 1	OUG	Kuala Lumpur	AmBank (M) Berhad No. 24 & 26 Jalan Hujan Rahmat 2 Overseas Union Garden 58200 Kuala Lumpur	ABB: 5638 & 5639 GL: 03-7784 7035 03-7784 7036 03-7784 7038 Fax: 03-7784 7041	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
12	083	RETAIL A	CENTRAL REGION 1	PUCHONG	Selangor	AmBank (M) Berhad Ground Floor No. 14A & 15A Jalan TK1/11A Taman Kinrara Seksyen 1 Batu 7 1/2 Jalan Puchong 47100 Puchong Selangor	ABB : 5645 & 5646 GL: 03-8075 4461 03-8075 4680 03-8075 2478 Fax: 03-8070 3336	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
13	236	RETAIL A	CENTRAL REGION 1	BANDAR PUTERI PUCHONG	Selangor	AmBank (M) Berhad Ground Floor No. 4 & 6, Jalan Puteri 1/1 Bandar Puteri 47100 Puchong Selangor	GL: 03-8060 5944 03-8060 6964 03-8060 6341 03-8060 6145 03-8060 5876 Fax: 03-8060 6532	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
14	247	RETAIL B	CENTRAL REGION 1	JALAN KLANG LAMA	Kuala Lumpur	AmBank (M) Berhad No. 14332 & 14333 Batu 4, Jalan Klang Lama 58100 Kuala Lumpur	GL: 03-7980 8069 03-7980 8079 03-7980 8704 03-7980 8714 Fax: 03-7980 7908	Mon - Thu: 9.00 a.m. - 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
15	072	PRIORITY	CENTRAL REGION 2	BANGSAR BARU	Kuala Lumpur	AmBank (M) Berhad No. 45 & 47, Jalan Telawi 3 Bangsar Baru 59100 Kuala Lumpur	ABB: 5623 & 5624 GL: 03-2282 8739 03-2282 8740 Fax: 03-228 28741	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
16	126	RETAIL X	CENTRAL REGION 2	NU SENTRAL	Kuala Lumpur	AmBank (M) Berhad Lg 18A, Nu Sentral Shopping Centre No. 201, Jalan Tun Sambanthan, Brickfields 50470 Kuala Lumpur	GL: 03-227 21964 Fax: 03-227 21970	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
17	242	RETAIL B	CENTRAL REGION 2	SOLARIS MONT KIARA	Kuala Lumpur	AmBank (M) Berhad No. 7 & 9, Jalan Solaris 1 Solaris Mont' Kiara 50480 Kuala Lumpur	GL: 03-6203 7920 03-6203 7921 03-6203 7922 Fax: 03-6203 7930	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
18	259	RETAIL X	CENTRAL REGION 2	DESA SRI HARTAMAS	Kuala Lumpur	AmBank (M) Berhad No. 2 & 4, Jalan23/70A 50480 Desa Sri Hartamas Kuala Lumpur	GL: 03-6201 0054 Fax: 03-6201 0524	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
19	040	RETAIL A	CENTRAL REGION 2	PETALING JAYA - NEW TOWN	Selangor	AmBank (M) Berhad No. 6, Road 52/4 New Town Centre 46200 Petaling Jaya Selangor	ABB: 5643 & 5644 GL: 03-7956 9077 03-7956 9103 03-7956 3748 Fax: 03-7959 3146	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
20	081	PRIORITY	CENTRAL REGION 2	DAMANSARA UTAMA	Selangor	AmBank (M) Berhad No. 56, 58, 60G Jalan SS 21/35 Damansara Utama 47400 Petaling Jaya Selangor	ABB: 5631 & 5359 GL: 03-7726 3660 03-7726 3664 Fax: 03-7726 3658 03-7726 3650	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
21	091	RETAIL A	CENTRAL REGION 2	AMCORP MALL	Selangor	AmBank (M) Berhad G-01, Block A, Menara PJ 18, Jalan Persiaran Barat 46050 Petaling Jaya Selangor	ABB: 5618 & 5356 GL: 03-7954 1327 03-7954 4401 Fax: 03-7955 2575	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
22	128	RETAIL B	CENTRAL REGION 2	KELANA JAYA	Selangor	AmBank (M) Berhad Unit E 102 & 103 Ground Floor, Kelana Park View No. 1, Jalan SS6/2 Kelana Jaya 47301 Petaling Jaya Selangor	ABB: 5036 & 5351 GL: 03-7803 4574 03-7804 3508 03-7804 3509 Fax: 03-7803 4781	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
23	138	RETAIL A	CENTRAL REGION 2	SUBANG JAYA	Selangor	AmBank (M) Berhad Lot No. A6 & A7 Jalan SS15/4D 47500 Subang Jaya Selangor	ABB: 5287 GL: 03-5636 5683 03-5636 4434 03-5636 5683 Fax: 03-5634 5088	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
24	217	PRIORITY	CENTRAL REGION 2	PETALING JAYA - SS2	Selangor	AmBank (M) Berhad No. 30 & 32, Jalan SS2/61 47300 Petaling Jaya Selangor	ABB: 5640, 5641 & 5407 GL: 03-7874 0042 03-7874 2350 03-7874 0477 Fax: 03-7874 2517	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
25	258	RETAIL A	CENTRAL REGION 2	TAMAN TUN DR ISMAIL	Kuala Lumpur	AmBank (M) Berhad Ground Floor, No. 6-1-G Jalan Tun Mohd Fuad 3 Taman Tun Dr Ismail 60000 Kuala Lumpur	GL: 03-7940 0999/97 Fax: 03-7940 0998	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
26	078	PRIORITY	CENTRAL REGION 2	USJ	Selangor	AmBank (M) Berhad 24, Jalan USJ 10/1 USJ Taipan Triangle 47620 Subang Jaya Selangor	ABB: 5293 & 5355 GL: 03-5631 0878 03-5637 4059 Fax: 03-5637 2899	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
27	252	RETAIL X	CENTRAL REGION 2	USJ SENTRAL	Selangor	No. 5 & 7, Jalan USJ Sentral 2 USJ Sentral, Subang Jaya 47620 Selangor	GL: 03-8025 9390 03-80259379 Fax: 03-80259378	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
28	254	RETAIL X	CENTRAL REGION 2	DATARAN MENTARI	Selangor	AmBank (M) Berhad No. 20, Jalan PJS8/17 Dataran Mentari Petaling Jaya Selangor	GL: 03-5622 2451 03-5622 2452 Fax: 03-5622 2488	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
29	244	RETAIL B	CENTRAL REGION 3	KOTA DAMANSARA	Selangor	AmBank (M) Berhad No. 23 & 25, Blok T Jalan PJU 5/3 Dataran Sunway Kota Damansara 47810 Petaling Jaya Selangor	GL: 03-6141 7470 03-6141 7471 03-6141 7472 03-6141 7473 Fax: 03-6141 7466	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.



No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
30	139	RETAIL A	CENTRAL REGION 3	SUBANG NEW VILLAGE	Selangor	AmBank (M) Berhad No. 8A, Lebuhraya 8 Subang New Village 40150 Shah Alam Selangor	ABB: 5288 GL: 03-7846 7053 03-7846 7052 03-7846 7371 Fax: 03-7846 7364	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
31	141	RETAIL B	CENTRAL REGION 3	SUNGAI BULOH	Selangor	AmBank (M) Berhad No. 388 & 389 Jalan 1A/1 Bandar Baru Sungai Buloh 40160 Sungai Buloh Selangor	ABB: 5289 GL: 03-6157 2249 03-6157 7500 Fax: 03-61566000	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
32	016	RETAIL A	CENTRAL REGION 3	KLANG-PSI	Selangor	AmBank (M) Berhad Wisma Sh Ng No. 42-44 Persiaran Sultan Ibrahim 41300 Klang Selangor	ABB: 5673 GL: 03-3341 3252 03-3342 6010 03-3343 7949 Fax: 03-3344 3744	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
33	017	RETAIL A	CENTRAL REGION 3	SHAH ALAM - SEKSYEN 15	Selangor	AmBank (M) Berhad No. 47 & 49 Jalan Utas B/15B Section 15 40000 Shah Alam Selangor	ABB: 5030 & 5387 GL: 03-5510 6991 03-5510 6995 03-5510 6960 Fax: 03-5510 6968 03-5511 5725	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
34	074	RETAIL B	CENTRAL REGION 3	SHAH ALAM - SEKSYEN 13	Selangor	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: 03-5519 5702 03-5519 5691 03-5519 5645 Fax: 03-5510 2416	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
35	096	PRIORITY	CENTRAL REGION 3	PORT KLANG - WISMA PALM BASE	Selangor	AmBank (M) Berhad 2998G Wisma Palmbase Persiaran Raja Muda Musa 41100 Port Klang Selangor	ABB: 5688 & 5316 GL: 03-3371 7672 03-3371 7697 03-3371 7698 Fax: 03-3371 8749	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
36	240	RETAIL B	CENTRAL REGION 3	KLANG - BANDAR PUTERI	Selangor	AmBank (M) Berhad Ground Floor No. 1, Lorong Sanggul 1F Bandar Puteri Klang 41200 Klang Selangor	ABB: GL: 03-5161 2653 03-5161 3324 03-5161 2853 03-5161 2969 03-5161 2976 03-5161 3104 Fax: 03-5161 3341	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
37	245	RETAIL B	CENTRAL REGION 3	SETIA ALAM	Selangor	AmBank (M) Berhad No. 15 & 17 Jalan Setia Prima RU13/R Setia Alam, Seksyen U13 40170 Shah Alam Selangor	GL: 03-3343 7740 03-3343 7758 03-3343 7792 Fax: 03-3343 7794	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
38	248	RETAIL B	CENTRAL REGION 3	BANDAR BUKIT TINGGI KLANG	Selangor	AmBank (M) Berhad No. 37 & 39 Lorong Batu Nilam 1A Bandar Bukit Tinggi 41200 Klang Selangor	ABB: 5087 GL: 03-3324 6275 03-3324 6325 03-3324 5695 Fax: 03-3324 4043	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
39	261	RETAIL B	CENTRAL REGION 3	KOTA KEMUNING	Selangor	AmBank (M) Berhad No. 1-1, Jalan Anggerik Vanilla BE31/BE Kota Kemuning, Seksyen 31 40460 Shah Alam, Selangor	Tel: 03-5120 1186 Fax : 03-5120 1185	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
40	041	RETAIL B	CENTRAL REGION 3	BANTING	Selangor	AmBank (M) Berhad No. 139 & 141 Wisma Mutiara Jalan Sultan Abdul Samad 42700 Banting Selangor	ABB: 5668, 5311 & 5384 GL: 03-3187 7462 03-3187 1330 03-3187 1919 Fax: 03-3187 0190	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
41	075	RETAIL A	CENTRAL REGION 4	AMPANG POINT	Selangor	AmBank (M) Berhad Lot 1A, Jalan Mamanda 7 Ampang Point, 4 1/2 Miles 68000 Ampang Selangor	ABB: 5620 & 5357 GL: 03-4252 2630 03-4251 5761 03-4251 5814 Fax: 03-4252 4160	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
42	076	RETAIL A	CENTRAL REGION 4	SETAPAK	Kuala Lumpur	AmBank (M) Berhad No. 16, Jalan 3/50C Taman Setapak Indah Jaya Off Jalan Genting Kelang 53300 Kuala Lumpur	ABB: 5285 GL: 03-4023 6381 03-4023 6410 Fax: 03-4023 6551	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
43	125	RETAIL A	CENTRAL REGION 4	JALAN IPOH BATU 3	Kuala Lumpur	AmBank (M) Berhad 468-11A, Ground Floor Block C, Rivercity 3rd Mile, Jalan Ipoh 51200 Kuala Lumpur	ABB: 5015 GL: 03-4042 3577 03-4042 7192 03-4043 7489 Fax: 03-4042 0237	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
44	212	RETAIL X	CENTRAL REGION 4	WANGSA MAJU	Kuala Lumpur	AmBank (M) Berhad No. 54 & 56 Jalan 1/27F Pusat Bandar Wangsa Maju 53300 Kuala Lumpur	ABB: 5295 & 5366 GL: 03-4149 5191 03-4149 5209 Fax: 03-4149 5242	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
45	224	RETAIL A	CENTRAL REGION 4	SELAYANG	Kuala Lumpur	AmBank (M) Berhad No. 159 & 161, Jalan 2/3A Pusat Bandar Utara Off Km12, Jalan Ipoh 68100 Batu Caves Kuala Lumpur	ABB: 5281, 5362 & 5408 GL: 03-6136 8560 03-6136 8561 Fax: 03-6136 8559	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
46	255	RETAIL X	CENTRAL REGION 4	UIA-GOMBAK	Kuala Lumpur	Azman Hashim Complex International Islamic University Malaysia Jalan Gombak, 53100 Kuala Lumpur	MAB-5965/5966 GL: 03-6185 6577 03-6185 6579 03-6185 6581 DL: 03-6185 6570 Fax: 03-6185 6584	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 1.00 p.m.; 2.00 p.m. - 4.00 p.m.
47	014	PRIORITY	CENTRAL REGION 4	KEPONG BARU	Kuala Lumpur	AmBank (M) Berhad No. 61, Jalan Ambong 2 Kepong Baru 52100 Kuala Lumpur	ABB: 5634 GL: 03-6251 3322 03-6251 3355 Fax: 03-6258 4146	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 1.00 p.m.; 2.00 p.m. - 4.00 p.m.
48	088	RETAIL A	CENTRAL REGION 4	RAWANG COUNTRY HOMES	Selangor	AmBank (M) Berhad No. 51, 53 & 55 Jalan Pusat Bch 1A Bandar Country Homes 48000 Rawang Selangor	ABB: 5648 GL: 03-6092 5732 03-6092 5731 03-6092 5730 Fax: 03-6092 5735	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
49	124	RETAIL B	CENTRAL REGION 4	BESTARI JAYA	Selangor	AmBank (M) Berhad No. 28B, Jalan Besar 45600 Batang Berjuntai Selangor	ABB: 5035 & 5312 GL: 03-3271 0988 03-3271 0380 03-3271 0379 03-3271 0378 Fax: 03-3271 0376	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
50	132	RETAIL A	CENTRAL REGION 4	BANDAR BARU RAWANG	Selangor	AmBank (M) Berhad No. 13 & 14 Jalan Ipoh Batu 18 Bandar Baru Rawang 48000 Rawang Selangor	ABB: 5405 GL: 03-6091 6835 03-6091 6837 03-6093 1609 Fax: 03-6091 8612	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
51	140	RETAIL B	CENTRAL REGION 4	SUNGAI BESAR	Selangor	AmBank (M) Berhad No. 58E, Jalan Mahsuri 45300 Sungai Besar Selangor	ABB: 5028 & 5319 GL: 03-3224 1455 03-3224 2128 03-3224 1153 Fax: 03-3224 2177	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
52	144	RETAIL X	CENTRAL REGION 4	TANJUNG KARANG	Selangor	AmBank (M) Berhad Lot 132 132A & 133B Jalan Besar 45500 Tanjung Karang Selangor	ABB: 5376 GL: 03-3269 5429 03-3269 8518 Fax: 03-32698997	Mon - Thu: 9.00 am to 4.30 pm Fri: 9.00 am to 4.00 pm
53	249	RETAIL A	CENTRAL REGION 4	BANDAR MANJALARA	Kuala Lumpur	AmBank (M) Berhad No. 2 & 2A Wisma Manjalara Jalan 7A/62A Bandar Manjalara 52200 Kuala Lumpur	GL: 03-6274 1315 03-6274 1353 03-6274 1385 DL: 03-6274 0916 (Branch Manager) Fax 03-6274 1232	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
54	122	RETAIL B	CENTRAL REGION 4	TANJUNG MALIM	Perak	AmBank (M) Berhad No. 14 & 15 Jalan Douglas 35900 Tanjung Malim Perak	ABB: 5043 GL: 05-459 6649 05-459 0825 05-459 8751 Fax: 05-459 6371	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
55	005	RETAIL A	EAST COAST REGION	KUANTAN-JALAN HAJI ABD AZIZ	Pahang	AmBank (M) Berhad No. 93, Jalan Haji Abdul Aziz 25000 Kuantan Pahang	ABB: 5330 & 5393 GL: 09-516 4389 09-516 2607 09-516 9507 Fax: 09-555 3782 09-516 3782	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
56	052	RETAIL A	EAST COAST REGION	KUANTAN-JALAN BESERAH	Pahang	AmBank (M) Berhad A-3786, Jalan Beserah 25300 Kuantan Pahang	ABB: 5045, 5732, 5733 & 5737 GL: 09-560 1818 09-560 1830 09-567 8368 Fax: 09-566 5776 09-567 0695	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
57	056	RETAIL X	EAST COAST REGION	TEMERLOH	Pahang	AmBank (M) Berhad No. 60 & 61 Jalan Ahmad Shah 1 28000 Temerloh Pahang	ABB: 5740, 5741 & 5333 GL: 09-290 1113 09-290 1128 09-296 5887 Fax: 09-296 5889	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
58	057	RETAIL B	EAST COAST REGION	BENTONG	Pahang	AmBank (M) Berhad No. 105, Jalan Loke Yew 28700 Bentong Pahang	ABB: 5742 GL: 09-222 3888 09-222 6850 09-222 1629 Fax: 09-222 4622	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
59	100	RETAIL B	EAST COAST REGION	RAUB	Pahang	AmBank (M) Berhad No. 5, Bandar Raub Perdana 27600 Raub Pahang	ABB: 5750 & 5751 GL: 09-356 1846 09-356 1850 09-355 3166 Fax: 09-356 1852	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
60	101	RETAIL A	EAST COAST REGION	MENTAKAB	Pahang	AmBank (M) Berhad No. 28, Jalan Zabidin 28407 Mentakab Pahang	ABB: 5039, 5332 & 5397 GL: 09-277 2260 09-277 1196 09-277 7962 Fax: 09-277 5427	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
61	157	RETAIL X	EAST COAST REGION	JERANTUT	Pahang	AmBank (M) Berhad Lot K-1, Jalan Dewangsa Jerantut New Town 27000 Jerantut Pahang	ABB: 5041 & 5334 GL: 09-266 3005 09-266 5005 09-266 6211 Fax: 09-266 5046	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
62	159	RETAIL B	EAST COAST REGION	TRIANG	Pahang	AmBank (M) Berhad No. 21A & 22A, Jalan Temerloh 28300 Triang Pahang	ABB: 5042 GL: 09-255 3304 09-255 3124 Fax: 09-255 3198	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
63	008	RETAIL B	EAST COAST REGION	KOTA BHARU	Kelantan	AmBank (M) Berhad Ground & First Floor Lot 343 Section 13 Jalan Sultan Ibrahim 15000 Kota Bharu Kelantan	ABB: 5725, 5726 & 5727 GL: 09-741 9499 09-741 9477 Fax: 09-741 9507	Sun - Wed: 9.00 a.m. to 4.30 p.m. Thu: 9.00 a.m. to 4.00 p.m.
64	022	RETAIL A	EAST COAST REGION	KUALA TERENGGANU	Terengganu	AmBank (M) Berhad No. 69/2 Ground & Mezz Floor Bangunan UMNO Terengganu Jalan Sultan Ismail 20200 Kuala Terengganu	ABB: 5900 GL: 09-624 9957 09-624 9958 09-624 9959 09-624 9960 Fax: 09-624 9916	Sun - Wed: 9.00 a.m. to 4.30 p.m. Thu: 9.00 a.m. to 4.00 p.m.
65	160	RETAIL X	EAST COAST REGION	DUNGUN	Terengganu	AmBank (M) Berhad No. 50, Jalan Lim Teck Wan 23000 Dungun Terengganu	ABB: 5196 GL: 09-848 5221 09-848 5220 Fax: 09-845 6220	Sun - Wed: 9.00 a.m. to 4.30 p.m. Thu: 9.00 a.m. to 4.00 p.m.
66	163	RETAIL X	EAST COAST REGION	PASIR MAS	Kelantan	AmBank (M) Berhad Lot 151, Jalan Masjid Lama 17000 Pasir Mas Kelantan	ABB: 5046 GL: 09-790 1952 09-790 0702 09-790 0701 Fax: 09-790 0703	Sun - Wed: 9.00 a.m. to 4.30 p.m. Thu: 9.00 a.m. to 4.00 p.m.
67	205	RETAIL X	EAST COAST REGION	JERTEH	Terengganu	AmBank (M) Berhad No. 164-G, Jalan Tuan Hitam 22000 Jerteh Terengganu	ABB: 5193, 5331 & 5394 GL: 09-697 2511 09-697 2512 09-697 2516 09-697 2515 Fax: 09-697 2513	Sun - Wed: 9.00 a.m. to 4.30 p.m. Thu: 9.00 a.m. to 4.00 p.m.



No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
68	206	RETAIL X	EAST COAST REGION	KEMAMAN	Terengganu	AmBank (M) Berhad No. 12487 & 12488 Jalan Kubang Kurus 24000 Kemaman Terengganu	ABB: 5745, 5746 & 5747 GL: 09-858 2994 (BM D/L) 09-859 3535 09-859 2533 09-859 2534 Fax: 09-859 4433 (Operations) 09-859 5410 (Hire Purchase)	Sun - Wed: 9.00 a.m. to 4.30 p.m.. Thu: 9.00 a.m. to 4.00 p.m.
69	043	PRIORITY	NORTHERN REGION 1	BUKIT MERTA JAM	Penang	AmBank (M) Berhad No. 1394, Jalan Padang Lallang 14000 Bukit Mertajam Penang	ABB: 5558, 5559 & 5560 DL: 04-530 2394 GL: 04-530 2392 04-530 2393 04-530 2391 Fax : 04-530 2395 04-530 6151	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
70	079	RETAIL B	NORTHERN REGION 1	SUNGAI DUA	Penang	AmBank (M) Berhad No. 1 & 3, Lorong Murni 6 Taman Desa Murni Sungai Dua 13800 Butterworth Penang	ABB: 5586 & 5300 DL: 04-356 1326 GL: 04-356 6494 04-356 1328 04-356 7691 04-356 1353 Fax : 04-356 1159	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
71	235	RETAIL A	NORTHERN REGION 1	BAGAN AJAM	Penang	AmBank (M) Berhad Lot 7174 Ground 1st & 2nd Floor Jalan Bagan Ajam 13000 Butterworth Penang	DL: 04-331 9005 GL: 04-331 9020 04-331 9080 Fax: 04-331 9024 (OPS) 04-324 2034 (HP)	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
72	002	PRIORITY	NORTHERN REGION 1	PENANG-LIANG COURT	Penang	AmBank (M) Berhad Ground & Mezzanine Floor Menara Liang Court No. 37 Jalan Sultan Ahmad Shah 10050 Penang	ABB: 5897 DL: 04-228 2491 GL: 04-226 3939 Fax: 04-226 1313 Telex: MA 40679	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
73	020	PRIORITY	NORTHERN REGION 1	SEBERANG JAYA	Penang	AmBank (M) Berhad No. 52, Jalan Todak 2 Pusat Bandar Bandar Seberang Jaya 13700 Prai Penang	ABB: 5898 GL: 04-397 9569 04-397 9570 04-397 9564 Fax : 04-397 9564	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
74	028	RETAIL A	NORTHERN REGION 1	PENANG - LEBOH PANTAI	Penang	AmBank (M) Berhad No. 15, Leboh Pantai 10300 Penang	ABB: 5565 GL: 04-261 5263 04-263 2520 04-263 2523 Fax: 04-263 1468	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
75	082	RETAIL A	NORTHERN REGION 1	PULAU TIKUS	Penang	AmBank (M) Berhad Ground & Mezzanine Floor No. 368-1-16 & 368-1-17 Belissa Row, Jalan Burmah 10350 Pulau Tikus Penang	ABB: 5584 & 5585 GL: 04-229 8942 04-229 8943 04-229 8944 Fax: 04-229 8945	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
76	093	RETAIL A	NORTHERN REGION 1	BAYAN BARU	Penang	AmBank (M) Berhad No. 56 & 58 Jalan Mahsuri Bandar Bayan Baru 11909 Bayan Baru Penang	ABB: 5573 & 5378 GL: 04-644 8142 04-644 8149 FAX: 04-644 8163	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
77	106	RETAIL B	NORTHERN REGION 1	TANJUNG BUNGAH	Penang	AmBank (M) Berhad No. 2T & 2U, Jalan Lembah Permai 11200 Tanjung Bungah Penang	ABB: 5587 & 5301 GL: 04-890 4502 04-890 4628 04-890 4658 Fax: 04-890 4690	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
78	120	RETAIL A	NORTHERN REGION 1	SUNGAI BAKAP	Penang	AmBank (M) Berhad No. 1388 & 1389 Jalan Sungai Bakap Taman Sungai Bakap Permai 14200 Sungai Jawi Penang	ABB: 5102 & 5379 GL: 04-582 1296 04-582 4579 04-582 2507 04-582 2368 Fax: 04-582 5827	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
79	108	RETAIL A	NORTHERN REGION 1	JELUTONG	Penang	AmBank (M) Berhad No. 546-548 Jalan Jelutong 11600 Jelutong Penang	ABB: 5103 & 5297 DL: 04-659 2410 GL : 04-659 2396 04-657 2339 04-656 2755 Fax: 04-657 1644	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
80	220	RETAIL A	NORTHERN REGION 1	GELUGOR	Penang	AmBank (M) Berhad No. 723D & 723E Ground Floor Vanda Business Park Jalan Sungai Dua 11700 Penang	ABB: 5574 & 5575 DL: 04-658 2650 GL: 04-658 2652 04-657 1284 04-657 2148 Fax : 04-657 2004	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
81	230	RETAIL B	NORTHERN REGION 1	BALIK PULAU	Penang	AmBank (M) Berhad No. 23 & 25 Jalan Sardon MK.6 Balik Pulau 11000 Penang	ABB: 5571 & 5572 GL: 04-866 0863 04-866 8633 Fax: 04-866 8430	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
82	231	PRIORITY	NORTHERN REGION 1	AYER ITAM- JALAN PAYA TERUBONG	Penang	AmBank (M) Berhad No. 135-J & 135-K Jalan Paya Terubong 11500 Ayer Hitam Penang	ABB: 5570 GL: 04-828 8566 04-826 3015 04-827 0154 Fax: 04-829 1414	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
83	004	PRIORITY	NORTHERN REGION 1	ALOR SETAR	Kedah	AmBank (M) Berhad No. 1567 Wisma Landag 05000 Alor Setar Kedah	ABB: 5556 GL: 04-730 1905 04-731 1984 04-733 3833 04-734 4389 04-734 0659 04-733 2212 Fax: 04-731 3901 (OPS) 04-731 7638 (HP) Telex: MA46010	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
84	015	RETAIL A	NORTHERN REGION 1	SUNGAI PETANI	Kedah	AmBank (M) Berhad No. 24-H & 24-J Jalan Kampung Baru 08000 Sungai Petani Kedah	ABB: 5568, 5569 & 5377 DL: 04-422 9095 GL: 04-422 3611 04-422 3277 04-422 7980 Fax: 04-422 8191 (OPS) 04-421 9831 (HP)	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
85	058	RETAIL A	NORTHERN REGION 1	KULIM	Kedah	AmBank (M) Berhad No. 171 & 172 Jalan Tunku Putra 09000 Kulim Kedah	ABB: 5580 & 5581 DL: 04-490 0163 GL: 04-491 3666 04-490 3667 04-490 3669 04-490 6838 04-491 3866 Fax: 04-490 0162 (OPS) 04-490 6993 (HP)	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
86	080	RETAIL B	NORTHERN REGION 1	LANGKAWI	Kedah	AmBank (M) Berhad No. 20 & 22 Jalan Pandak Mayah 5 Pusat Bandar Kuah 07000 Langkawi Kedah	ABB: 5582 & 5583 GL: 04-966 3130 04-966 3133 04-966 3134 Fax: 04-966 3129	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
87	098	RETAIL B	NORTHERN REGION 1	JITRA	Kedah	AmBank (M) Berhad Ground & 1st Floor No. 56 & 57 Pekan Jitra 3 06000 Jitra Kedah	ABB: 5110 DL: 04-917 6725 GL: 04-917 2910 04-917 5555 Fax: 04-917 2911	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
88	213	RETAIL B	NORTHERN REGION 1	KANGAR	Perlis	AmBank (M) Berhad No. 21 & 23 Jalan Bukit Lagi 01000 Kangar Perlis	ABB: 5115 DL: 04-976 3388 GL: 04-976 9161 04-976 9177 04-976 9190 04-976 9157 Fax: 04-976 3201 04-976 4217	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
89	251	RETAIL X	NORTHERN REGION 1	SG PETANI - LAGENDA HEIGHTS	Kedah	AmBank (M) Berhad No. 95,96 & 97 Jalan Lagenda 1 Lagenda Heights 08000 Sungai Petani Kedah	GL: 04 - 420 2382 Fax: 04 - 425 3587	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
90	003	PRIORITY	NORTHERN REGION 2	IPOH GREENTOWN	Perak	AmBank (M) Berhad No. 7, Greentown Utama Jalan Dato' Seri Ahmad Said 30450 Ipoh Perak	ABB: 5308 & 5381 GL: 05-208 5610 05-208 5619 05-208 5625 Fax: 05-208 5607 05-208 5608	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
91	102	RETAIL B	NORTHERN REGION 2	BERCHAM	Perak	AmBank (M) Berhad No. 225, 227 & 229 Jalan Bercham 31400 Ipoh Perak	ABB: 5609 GL: 05-548 7109 05-545 9695 05-545 9697 Fax: 05-545 9702	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

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92	117	RETAIL B	NORTHERN REGION 2	SILIBIN	Perak	AmBank (M) Berhad No. 309 & 401, Jalan Silibin Taman Seri Tahan 30100 Ipoh Perak	ABB: 5133 & 5307 GL: 05-527 7715 05-527 7716 Fax: 05-527 7719	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
93	222	RETAIL X	NORTHERN REGION 2	TANAH RATA	Pahang	AmBank (M) Berhad No. 43, Jalan Besar 39000 Tanah Rata Cameron Highlands Pahang	ABB: 5603 & 5604 GL: 05-491 1088 05-491 1089 Fax: 05-491 1087	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
94	030	RETAIL B	NORTHERN REGION 2	AYER TAWAR	Perak	AmBank (M) Berhad No. 79, Jalan Besar 32400 Ayer Tawar Perak	ABB: 5607 GL: 05-672 2201 05-672 2126 Fax: 05-672 2205	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
95	031	RETAIL B	NORTHERN REGION 2	PANGKOR	Perak	AmBank (M) Berhad No. 5, Main Road 32300 Pangkor Perak	ABB: 5616 GL: 05-685 1051 Fax: 05-685 2161	Mon - Thu : 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
96	032	PRIORITY	NORTHERN REGION 2	TELUK INTAN	Perak	AmBank (M) Berhad No. 1049, Jalan Mahkota 36000 Teluk Intan Perak	ABB: 5119 & 5302 GL: 05-621 1795 05-622 1102 Fax: 05-621 2120 05-622 2721	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
97	033	RETAIL B	NORTHERN REGION 2	LANGKAP	Perak	AmBank (M) Berhad No. 1 & 2, Lorong 1 Projek Perumahan Awam Langkap 2 Pekan Langkap 36700 Langkap Perak	ABB: 5615 GL: 05-659 1227 05-659 2735 Fax: 05-659 2888	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
98	071	RETAIL A	NORTHERN REGION 2	KAMPAR	Perak	AmBank (M) Berhad No. 50, Jalan Balai 31900 Kampar Perak	ABB: 5613 & 5305 GL: 05-465 1964 05-466 5657 Fax: 05-465 1534	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
99	111	RETAIL A	NORTHERN REGION 2	BATU GAJAH	Perak	AmBank (M) Berhad No. 19, Jalan Kemajuan 31000 Batu Gajah Perak	ABB: 5120 & 5304 GL: 05-366 1372 05-366 1442 Fax: 05-366 5009	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
100	115	RETAIL B	NORTHERN REGION 2	MENGLEMBU	Perak	AmBank (M) Berhad No. 5E & 5F, Jalan Tranchell 31450 Menglembu Perak	ABB: 5129 & 5306 GL: 05-281 0402 05-281 0403 05-281 0400 Fax: 05-281 0408	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
101	184	RETAIL A	NORTHERN REGION 2	SITIAWAN	Perak	AmBank (M) Berhad No. 23 & 24 Taman SetiaJalan Raja Omar 32000 Sitiawan Perak	ABB: 5598 & 5599 GL: 05-691 7645 05-691 2496 05-691 2484 Fax: 05-691 6935	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
102	029	RETAIL B	NORTHERN REGION 2	BAGAN SERAI	Perak	AmBank (M) Berhad No. 244-D & 244E Jalan Besar 34300 Bagan Serai Perak	ABB: 5593 & 5594 GL: 05-721 5805 05-721 1808 05-721 1080 Fax: 05-721 1392	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

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103	113	RETAIL B	NORTHERN REGION 2	KUALA KANGSAR	Perak	AmBank (M) Berhad No. 5 & 6, Jalan Raja Chulan 33000 Kuala Kangsar Perak	ABB: 5191 GL: 05-776 1186 05-776 1195 Fax: 05-776 4008	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
104	114	RETAIL B	NORTHERN REGION 2	KUALA SEPETANG	Perak	AmBank (M) Berhad No. 27, Jalan Trump Kuala Sepetang 34650 Taiping Perak	ABB: 5130 GL: 05-858 1997 05-858 1773 Fax: 05-858 1996	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
105	116	RETAIL B	NORTHERN REGION 2	PARIT BUNTAR	Perak	AmBank (M) Berhad No. 2 & 4, Jalan Temenggong Taman Krian Tambahan 6 34200 Parit Buntar Perak	ABB: 5198 & 5303 GL: 05-716 2366 05-716 1732 Fax: 05-7164287	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
106	121	RETAIL B	NORTHERN REGION 2	SUNGAI SIPUT	Perak	AmBank (M) Berhad No. 181, Jalan Besar 31100 Sungai Siput Utara Perak	ABB: 5132 GL: 05-597 2357 05-597 2355 Fax: 05-597 2359	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
107	185	PRIORITY	NORTHERN REGION 2	TAIPING	Perak	AmBank (M) Berhad No. 52-54, Jalan Taming Sari 34000 Taiping Perak	ABB: 5118 GL: 05-808 7788 05-808 3108 Fax: 05-807 2108	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
108	024	RETAIL A	SABAH	SANDAKAN	Sabah	AmBank (M) Berhad Lot 32-34, Blok HS-3 Sandakan Harbour Square Phase 2, Jalan Pryer 90000 Sandakan Sabah	ABB: 5152 & 5345 GL: 089-215 322 089-212 627 Fax: 089-273 666	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
109	025	RETAIL A	SABAH	KK - PLAZA SHELL	Sabah	AmBank (M) Berhad Ground Floor, Plaza Shell No. 29, Jalan Tunku Abdul Rahman 88000 Kota Kinabalu Sabah	GL: 088-276 726 088-276 720/21 /22/23/25 Fax: 088-276 730	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
110	060	RETAIL B	SABAH	LAHAD DATU	Sabah	AmBank (M) Berhad A154 & 155, Block 24 Sedco ShopHouse 91100 Lahad Datu Sabah	ABB: 5153 & 5344 GL: 089-884 562 089-881 561 Fax: 089-881 778	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
111	061	RETAIL B	SABAH	KENINGAU	Sabah	AmBank (M) Berhad Lot 41 & 42 Ground & First Floor Adika Commercial Complex 89007 Keningau Sabah	ABB: 5775 & 5776 GL: 087-331 393 087-333 745 087-331 088 087-333 150 Fax: 087-331 818	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
112	164	RETAIL A	SABAH	BANDAR PASARAYA	Sabah	AmBank (M) Berhad Lot 77 & 78 Bandar Pasaraya Mile 4, North Road 90009 Sandakan Sabah	GL: 089-218 240 089-213 419 089-208 237 089-218 231 Fax: 089-218 226	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
113	166	RETAIL B	SABAH	KK - METRO TOWN	Sabah	AmBank (M) Berhad Unit 1-3, Block M Metro Town, Jalan Bunga Ulam Raja, Off Tuaran Road 88300, Kota Kinabalu Sabah	ABB: 5161 GL: 088-421 534 088-429 704 088-427 851 Fax: 088-428 830	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
114	167	PRIORITY	SABAH	KK - SAGUNTING	Sabah	AmBank (M) Berhad No. G1-G4, UniAsia Building No. 1 Jalan Sagunting 88816 Kota Kinabalu Sabah	ABB: 5437 GL: 088-280 101 088-280 103 Fax: 088-248 967/ 281 880	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
115	169	RETAIL B	SABAH	KUDAT	Sabah	AmBank (M) Berhad Lot 9 & 10 Sedco Building Jalan Melor P.O. Box 344 89058 Kudat Sabah	ABB: 5158 GL: 088-613 194 088-612 558 088-612 301 Fax: 088-612 253	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
116	170	RETAIL B	SABAH	LABUAN	Wilayah Persekutuan	AmBank (M) Berhad Lot U0205 Jalan Tanjung Kubong P.O. Box 80109 87007 Labuan Wilayah Persekutuan	ABB: 5162 GL: 087-417 891 087-417 898 087-410 778 Fax: 087-418 090	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
117	207	RETAIL A	SABAH	TAWAU	Sabah	AmBank (M) Berhad Lot 13 & 14 Sabindo Square Jalan Dunlop 91007 Tawau Sabah	ABB: 5154 & 5346 GL: 089-770 430 089-764 905 089-764 932 089-763 450 Fax: 089-764 971	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
118	019	RETAIL A	SARAWAK	MIRI BOULEVARD	Sarawak	AmBank (M) Berhad Lot 2504 & 2505 Boulevard Commercial Centre KM3 Jalan Miri-Pujut 98000 Miri Sarawak	ABB: 5916 GL: 085-437 908 085-437 909 085-437 910 085-437 912 Fax: 085-437 915	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
119	049	RETAIL A	SARAWAK	MIRI - BEAUTIFUL JADE CENTRE	Sarawak	AmBank (M) Berhad Lot 244 & 246 Beautiful Jade Centre 98007 Miri Sarawak	ABB: 5139 GL: 085-414 988 085-411 257 Fax: 085-419 676	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
120	011	PRIORITY	SARAWAK	KUCHING - JALAN HJ TAHA (SATOK)	Sarawak	AmBank (M) Berhad Ground Floor & Mezzanine Floor Bangunan AmBank Lot 257 Section 8 Jalan Haji Taha 93400 Kuching Sarawak	ABB: 5141 GL: 082-244 597 082-256 594 082-207 299 082-428 925 Fax: 082-244 611 (HP) 082-256 600 (OPS)	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
121	051	PRIORITY	SARAWAK	KUCHING - JALAN ABELL	Sarawak	AmBank (M) Berhad No. 166 & 168 Jalan Abell 93100 Kuching Sarawak	ABB: 5777, 5783 & 5402 GL: 082-244 608 082-244 604 Fax: 082-232 023	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
122	067	RETAIL B	SARAWAK	SERIAN	Sarawak	AmBank (M) Berhad Ground Floor Lot 295 Serian Town District 94700 Serian Sarawak	ABB: 5781 & 5782 GL: 082-875 158 082-875 177 084-875 178 Fax: 082-875 155	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
123	172	RETAIL B	SARAWAK	BAU	Sarawak	AmBank (M) Berhad Ground Floor, Block B, L 273, Jalan Market Bau Town District, 94000 Bau Sarawak	ABB : 5147 & 5339 GL: 082-762 322 082-762 325 082-762 319 Fax: 082-762 320	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
124	226	PRIORITY	SARAWAK	BINTULU	Sarawak	AmBank (M) Berhad Lot 506, Right Wing Bangunan BDA Jalan Sommerville 97000 Bintulu Sarawak	ABB: 5754 & 5755 GL: 086-334 152 086-334 153 086-334 154 Fax: 086-311 400 (HP) 086-332 400 (OPS)	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
125	241	RETAIL A	SARAWAK	KUCHING - JALAN PENRISSEN	Sarawak	AmBank (M) Berhad Ground & First Floor Lot 16, 17 & 18 Golden Court Commercial Centre Batu 4½, Jalan Penrissen 93250 Kuching Sarawak	GL: 082-455 532 082-455 560 082-457 652 (HP) 082-457 930 (HP) Fax: 082-455 596	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
126	243	RETAIL A	SARAWAK	TABUAN JAYA	Sarawak	AmBank (M) Berhad Ground Floor, Lot 41 & 42, Pusat Komersil Tabuan Stutong, Jalan Setia Raja 93350 Kuching Sarawak	GL: 082-361 581 082-360 644 082-360 740 082-360 761 082-360 859 Fax: 082-360 942	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
127	260	RETAIL B	SARAWAK	KUCHING - PREMIER 101	Sarawak	AmBank (M) Berhad Lot 92, 93 & 94, Ground Floor, Premier 101 Jalan Tun Jugah 93350 Kuching Sarawak	GL: 082-466 116 Fax: 082-466 106	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
128	012	PRIORITY	SARAWAK	SIBU - JALAN TUNKU OSMAN	Sarawak	AmBank (M) Berhad Jalam Tunku Osman No. 21 - 25 & Ground & 1st Floor Jalan Tuanku Osman 96000 Sibu Sarawak	ABB: 5915 GL: 084-321 777 (HP) 084-348 746 (OPS) Fax: 084-321 788 (HP) 084-348 745 (OPS)	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
129	065	RETAIL B	SARAWAK	SARIKEI	Sarawak	AmBank (M) Berhad Ground & 1st Floor No. 18A & 18B Lorong Tun Razak 96100 Sarikei Sarawak	ABB: 5779 & 5780 GL: 084-656 804 (HP) 084-655 777 (OPS) Fax: 084-656 764 (HP) 084-655 775 (OPS)	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
130	179	PRIORITY	SARAWAK	SIBU - TANAHMAS	Sarawak	AmBank (M) Berhad Lot 115, 101 & 102 Wisma Sibu Chinese Chamber of Commerce & Industry Jalan Chambers 96000 Sibu Sarawak	ABB: 5140 & 5341 GL: 084-314 126 084-321 789 Fax: 084-318 786	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
131	180	PRIORITY	SARAWAK	SIBU - JALAN PEDADA	Sarawak	AmBank (M) Berhad No. 14-15, Ground Floor Pusat Pedada, Jalan Pedada 96000 Sibu Sarawak	ABB: 5149 & 5342 GL: 084-337 791 084-339 105 Fax: 084-337 736	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
132	238	RETAIL X	SARAWAK	SIBU JAYA	Sarawak	AmBank (M) Berhad Lot 1195 S/L 37 Ground Floor Block 1 Menyan L.D. Sibu Jaya 96000 Sibu Sarawak	GL: 084-237 849 084-236 978 084-237 030 Fax: 084-237 927	Mon - Thu: 8.45 a.m. to 4.15 p.m. Fri: 8.45 a.m. to 3.45 p.m.
133	013	RETAIL A	SOUTHERN REGION 1	BATU PAHAT - JALAN RAHMAT	Johor	AmBank (M) Berhad No. 35, Jalan Rahmat 83000 Batu Pahat Johor	ABB: 5911 GL: 07-432 4208 07-431 8218 Fax: 07-431 8961	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
134	026	RETAIL A	SOUTHERN REGION 1	PONTIAN	Johor	AmBank (M) Berhad No. 663 & 664 Jalan Taib 82000 Pontian Johor	ABB: 5278 & 5323 GL: 07-687 3171 07-687 3176 07-687 3169 Fax: 07-687 3067	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
135	034	PRIORITY	SOUTHERN REGION 1	KLUANG	Johor	AmBank (M) Berhad No. 21, 22 & 23 Jalan Dato' Teoh Siew Khor 86000 Kluang Johor	ABB: 5693, 5694 & 5695 GL: 07-771 1948 07-772 3178 07-772 1089 Fax: 07-772 6268	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
136	036	RETAIL A	SOUTHERN REGION 1	KULAI	Johor	AmBank (M) Berhad No. 34 & 35 Lorong Dua 81000 Kulai Johor	ABB: 5699 & 5700 GL: 07-663 1567 07-663 4830 07-663 3288 Fax: 07-663 1155	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
137	069	RETAIL A	SOUTHERN REGION 1	SKUDAI	Johor	AmBank (M) Berhad No. 5 & 7, Jalan Nakhoda 1 Taman Ungku Tun Aminah 81300 Skudai Johor	ABB: 5717 GL: 07-556 8031 07-556 6402 07-558 4771 Fax: 07-556 9121 07-558 1927	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
138	228	PRIORITY	SOUTHERN REGION 1	BATU PAHAT - JALAN RUGAYAH	Johor	AmBank (M) Berhad No. 178, Jalan Rugayah 83000 Batu Pahat Johor	ABB: 5690, 5325 & 5390 GL: 07-431 9848 07-431 9846 Fax: 07-431 6214	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
139	253	RETAIL B	SOUTHERN REGION 1	JOHOR BAHRU - BUKIT INDAH	Johor	AmBank (M) Berhad No. 28 & 30 Jalan Indah 16/5 Taman Bukit Indah 81200 Johor Bahru Johor	GL: 07-235 4708 07-235 4722 Fax: 07-235 4834	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
140	007	PRIORITY	SOUTHERN REGION 1	JOHOR BAHRU - METROPOLIS TOWER	Johor	AmBank (M) Berhad Ground & 1st Floor Metropolis Tower Jalan Dato' Abdullah Tahir 80300 Johor Bahru Johor	ABB: 5909 GL: 07-335 0600 07-335 0695 07-335 0696 Fax: 07-335 0469	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
141	044	RETAIL A	SOUTHERN REGION 1	JOHOR BAHRU - MELODIES GARDEN	Johor	AmBank (M) Berhad No. 77 & 79 Jalan Meranti Merah Melodies Garden 80250 Johor Bahru Johor	ABB: 5710 GL: 07-334 1054 07-334 1061 Fax: 07-334 8800	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
142	070	RETAIL X	SOUTHERN REGION 1	PASIR GUDANG	Johor	AmBank (M) Berhad No. 1, Jalan Sejangbak 14 Taman Bukit Dahlia Pasir Gudang 81700 Johor	ABB: 5712 & 5713 GL: 07-251 0164 07-251 0861 07-251 9588 Fax: 07-251 8908	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
143	073	RETAIL B	SOUTHERN REGION 1	SUNGAI RENGIT	Johor	AmBank (M) Berhad No. 33, Jalan Haji Abu Bakar Pengerang Sungai Rengit 81620 Johor	ABB: 5720 & 5721 GL: 07-826 3017 07-826 3013 07-826 3012 07-826 3011 Fax: 07-826 3359	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
144	084	RETAIL B	SOUTHERN REGION 1	PERMAS JAYA	Johor	AmBank (M) Berhad No. 13 & 15, Jalan Permas Jaya 10/1 Bandar Baru Permas Jaya 81750 Johor Bahru Johor	ABB: 5714 & 5715 GL: 07-386 9842 07-387 8978 Fax: 07-387 7748	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
145	104	RETAIL X	SOUTHERN REGION 1	TAMPOI	Johor	AmBank (M) Berhad No. 4 & 6, Ground Floor Jalan Padi Emas 6/1 Pusat Bandar Tampoi 81200 Johor Bahru Johor	ABB: 5070 & 5327 GL: 07-234 1217 07-234 1216 Fax: 07-234 1131	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
146	105	RETAIL A	SOUTHERN REGION 1	JOHOR JAYA	Johor	AmBank (M) Berhad No. 1, Jalan Ros Merah 2/8 Taman Johor Jaya 81100 Johor Bahru Johor	ABB: 5711, 5329 & 5391 GL: 07-355 7759 07-354 7033 07-354 6819 Fax: 07-356 2624	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
147	155	RETAIL B	SOUTHERN REGION 1	ULU TIRAM	Johor	AmBank (M) Berhad No. 2, Jalan Badik 15 Taman Putra Wangsa 81800 Ulu Tiram Johor	ABB: 5062 GL: 07-867 1005 07-867 1004 07-867 1002 Fax: 07-867 1006	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
148	215	RETAIL B	SOUTHERN REGION 1	KOTA TINGGI	Johor	AmBank (M) Berhad No. 8F - 8G, Jalan Lombong 81900 Kota Tinggi Johor	ABB: 5696 & 5322 GL: 07-883 3233 07-883 4978 07-882 2095 Fax: 07-883 4507	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
149	264	RETAIL X	SOUTHERN REGION 1	JOHOR BAHRU - SETIA TROPIKA	Johor	Lot No. G3, Tropika Welcome Center Jalan Setia Tropika 1/21 Taman Setia Tropika Kempas 81200 Johor Bahru Johor	Phone: 07-236 1124 Fax: 07-235 1127	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
150	150	RETAIL B	SOUTHERN REGION 2	JASIN	Melaka	AmBank (M) Berhad No. 1800, Pusat Bandar Baru 77000 Jasin Melaka	ABB: 5072 GL: 06-529 4433 06-529 4362 06-529 4361 Fax: 06-529 4363	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
151	038	RETAIL B	SOUTHERN REGION 2	BAHAU	Negeri Sembilan	AmBank (M) Berhad No. 122 & 123, Jalan Mewah 72100 Bahau Negeri Sembilan	ABB: 5667, 5310 & 5383 GL: 06-455 3000 06-455 3001 06-455 3002 Fax : 06-454 3998	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
152	064	RETAIL A	SOUTHERN REGION 2	TAMPIN	Melaka	AmBank (M) Berhad 2430 Jalan Besar Pulau Sebang 73000 Tampin Melaka	ABB: 5684 GL: 06-441 1330 06-441 3301 06-443 4029 Fax: 06-441 4735	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
153	219	RETAIL A	SOUTHERN REGION 2	PORT DICKSON	Negeri Sembilan	AmBank (M) Berhad No. 1001 & 1002 Jalan Bandar 71000 Port Dickson Negeri Sembilan	ABB: 5678, 5679 & 5385 GL: 06-646 1011 06-646 1012 06-646 1013 Fax: 06-647 4033	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
154	006	RETAIL A	SOUTHERN REGION 2	MELAKA -MELAKA RAYA	Melaka	AmBank Melaka Raya 1 & 3 Jalan Melaka Raya 11 Taman Melaka Raya 75000 Melaka	ABB: 5917, 5370 & 5410 GL: 06-282 5785 06-282 5897 06-282 5804 Fax: 06-282 5979	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
155	018	PRIORITY	SOUTHERN REGION 2	MUAR	Johor	AmBank (M) Berhad Ground Floor No. 111 Jalan Abdullah 84000 Muar Johor	ABB: 5912 & 5372 GL: 06-954 0069 06-954 0073 Fax: 06-954 0076	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
156	039	PRIORITY	SOUTHERN REGION 2	MELAKA - JALAN MUNSHI ABDULLAH	Melaka	AmBank (M) Berhad No. 154 & 156, Kompleks Munshi Abdullah Jalan Munshi Abdullah 75100 Melaka	ABB: 5309 GL: 06-282 8114 06-286 6530 06-286 2870 Fax: 06-283 6926	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
157	053	RETAIL A	SOUTHERN REGION 2	SEGAMAT	Johor	AmBank (M) Berhad No. 1-2, Jalan Muhibbah Taman Utama 85000 Segamat Johor	GL: 07-931 9050 07-931 9051 07-931 9052 Fax: 07-931 6159	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
158	149	RETAIL B	SOUTHERN REGION 2	AYER KEROH	Melaka	AmBank (M) Berhad No. 28, Lorong Setia 1 Ayer Keroh Height 75450 Melaka	ABB: 5099 & 5321 GL: 06-232 3866 06-232 3146 06-232 6221 Fax: 06-232 3466	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
159	154	RETAIL A	SOUTHERN REGION 2	TANGKAK	Johor	AmBank (M) Berhad LC 285 Jalan Muar 84900 Tangkak Johor	ABB: 5073 & 5328 GL: 06-978 1331 06-978 9519 06-978 3979 Fax: 06-978 2144	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
160	262	RETAIL X	SOUTHERN REGION 2	BANDAR UTAMA CHENG	Melaka	AmBank (M) Berhad No. 53 & 55, Jalan Inang 3 Taman Paya Rumpit Utama 76450 Melaka	Tel: 06-335 6066 Fax: 06-335 8106	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
161	156	RETAIL B	SOUTHERN REGION 2	YONG PENG	Johor	AmBank (M) Berhad No. 100, Jalan Besar 83700 Yong Peng Johor	ABB: 5078 GL: 07-467 4100 07-467 3766 07-467 3546 07-467 2499 Fax: 07-467 2668	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.



No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
162	087	RETAIL A	SOUTHERN REGION 3	BALAKONG	Selangor	AmBank (M) Berhad No. 5-13, Taman Indah Batu 11 Cheras Balakong 43200 Selangor	ABB: 5621 & 5349 GL: 03-9074 4120 03-9074 4078 03-9074 4013 Fax: 03-9074 4148	Mon - Thu: 9.00 a.m. to 4.30 pm Fri: 9.00 a.m. to 4.00 p.m.
163	123	RETAIL B	SOUTHERN REGION 3	BANDAR BARU BANGI	Selangor	AmBank (M) Berhad No. 43-G-01 & 43A-G-01 Jalan Medan PB 2B, Seksyen 9 Bandar Baru Bangi 43650 Bangi Selangor	ABB: 5087 GL: 03-8925 1124 03-8925 3313 03-8926 9728 Fax: 03-8925 2005	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
164	134	RETAIL A	SOUTHERN REGION 3	SEMENYIH	Selangor	AmBank (M) Berhad No. 43-G & 45-G, Ground Floor Jalan Semenyih Sentral 1 43500 Semenyih Selangor	ABB: 5088 & 5318 GL: 03-8723 9897 03-8723 7605 03-8723 9609 Fax: 03-8723 9571	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
165	135	RETAIL X	SOUTHERN REGION 3	SEPANG	Selangor	AmBank (M) Berhad No.56, Jalan Besar 43900 Sepang Selangor	ABB: 5086 GL: 03-3142 2250 03-3142 2171 Fax: 03-3142 2170	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
166	137	RETAIL A	SOUTHERN REGION 3	SERI KEMBANGAN	Selangor	AmBank (M) Berhad No. 7 & 9, Jalan Perusahaan 2, Off Jalan Kolej Taman Jinma, 43300 Seri Kembangan Selangor	ABB: 5283 & 5353 GL: 03-8942 5364 03-8942 5370 Fax: 03-8942 5373	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri : 9.00 a.m. to 4.00 p.m.
167	186	RETAIL A	SOUTHERN REGION 3	KAJANG	Selangor	AmBank (M) Berhad No. 6 & 7, Jalan S10/1 Section 10 Off Jalan Bukit 43000 Kajang Selangor	ABB : 5670 & 5671 GL: 03-8736 8177 03-8737 6272 03-8737 8700 Fax: 03-8736 7333	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri : 9.00 a.m. to 4.00 p.m.
168	234	PRIORITY	SOUTHERN REGION 3	PUTRAJAYA	Wilayah Persekutuan	AmBank (M) Berhad Lot G02, Ground Floor Alamanda Shopping Complex 62000 Putrajaya Wilayah Persekutuan	GL: 03-8888 3898 03-8889 5241 03-8889 5298 03-8889 5326 Fax: 03-8889 5352	Mon - Fri: 10.00 a.m. to 4.30 p.m. Sat: 10.00 a.m. to 12.30 p.m. (Opened on all Saturdays except public holiday) Sun: 10.00 a.m. to 1.00 p.m. (Open on all Sundays except public holiday)
169	250	RETAIL B	SOUTHERN REGION 3	BANDAR MAHKOTA CHERAS	Selangor	AmBank (M) Berhad No. 36 & 38 Jalan Temenggung 1/9 Bandar Mahkota Cheras 43200 Cheras Selangor	GL: 03-9010 5901 03-9010 5902 03-9010 5903 Fax: 03-9010 5896	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

No	Branch Code	Branch Category	Region	Branch Name	State	Branch Address	General & Fax Line	Banking Hours
170	009	PRIORITY	SOUTHERN REGION 3	SEREMBAN - JALAN PASAR	Negeri Sembilan	AmBank (M) Berhad Unit No. 5-G, 5-1, 6-G & 6-1 AmBank Business Centre Jalan Pasar 70000 Seremban Negeri Sembilan	ABB: 5908 GL: 06-764 7734 06-764 7735 Fax: 06-764 1536 06-764 1537 06-764 1538	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
171	090	RETAIL X	SOUTHERN REGION 3	NILAI	Negeri Sembilan	AmBank (M) Berhad Lot PT 7437 Jalan BBN 1/2F Putra Point 1 Bandar Baru Nilai 71800 Nilai Negeri Sembilan	ABB: 5687 & 5315 GL: 06-850 0648 06-850 0649 06-850 0650 Fax: 06-850 0647	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
172	146	RETAIL A	SOUTHERN REGION 3	MANTIN	Negeri Sembilan	AmBank (M) Berhad No. 48A, Jalan Besar Mantin 71700 Mantin Negeri Sembilan	ABB: 5091 & 5314 GL: 06-758 3630 06-758 3631 06-758 1240 06-758 2798 Fax: 06-758 2251	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
173	147	RETAIL A	SOUTHERN REGION 3	RASAH JAYA	Negeri Sembilan	AmBank (M) Berhad No. 3820 & 3821 Jalan RJ 6/8 Taman Rasah Jaya 70300 Seremban Negeri Sembilan	ABB: 5094 GL: 06-632 8463 06-632 8420 Fax: 06-632 8382	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.
174	148	RETAIL A	SOUTHERN REGION 3	SEREMBAN - JALAN DLFY	Negeri Sembilan	AmBank (M) Berhad No. 22 & 23 Jalan Dato' Lee Fong Yee 70000 Seremban Negeri Sembilan	ABB: 5089 & 5317 GL: 06-762 4463 06-763 5201 Fax: 06-763 5905	Mon - Thu: 9.00 a.m. to 4.30 p.m. Fri: 9.00 a.m. to 4.00 p.m.

Note:

- * Gateway KLIA closed at 26 January 2018.
- ** Realignment 13 Regions to 12 Regions at April 2018.
- *** AmBank Islamic Branch - UIA Gombak, Putrajaya & Bandar Baru Bangi Branch.

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FORM OF PROXY



AmBank Group

AMMB HOLDINGS BERHAD
(223035-V)
(Incorporated in Malaysia)

No. of Shares Held	Telephone No.	CDS Account No.	
		Proportion of holdings to be represented by each proxy	
		Proxy 1 _____ %	Proxy 2 _____ %

I/We _____ (Full Name in capital Letters)

NRIC/Passport/Company No. _____ of _____
_____ (Full Address)

being a member of AMMB Holdings Berhad, hereby appoint _____

NRIC/Passport No. _____ of _____
_____ (Full Address)

or failing him/her _____

NRIC/Passport No. _____ of _____
_____ (Full Address)

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 Twenty-Seventh (27th) Annual General Meeting of the Company to be held at the Grand Ballroom, First Floor, Sime Darby Convention Centre, 1A, Jalan Bukit Kiara 1, 60000, Kuala Lumpur, Malaysia on Tuesday, 31 July 2018 at 10.00 a.m. or at any adjournment thereof.

Please indicate with a 'X' or '✓' in the boxes below how you wish your vote to be cast. In the absence of specific directions, your proxy will vote or abstain as he/she thinks fit. My/our proxy is to vote as indicated below:

Ordinary Resolutions	No.	For	Against
To approve the payment of a final single-tier dividend of 10 sen per ordinary share for the financial year ended 31 March 2018.	1		
To approve the payment of Directors' fees for the financial year ended 31 March 2018.	2		
To approve the payment of benefits payable to the Directors for the period from 1 June 2018 until the next AGM of the Company.	3		
To re-elect Soo Kim Wai as Director.	4		
To re-elect Seow Yoo Lin as Director.	5		
To re-elect Farina binti Farikhullah Khan as Director.	6		
To re-appoint Messrs Ernst & Young as Auditors and to authorise the Directors to determine their remuneration.	7		
To empower Directors to allot and issue new ordinary shares for the purpose of the Company's Dividend Reinvestment Plan.	8		
To empower Directors pursuant to Sections 75 and 76 of the Companies Act 2016 to allot and issue shares.	9		
To approve the Proposed Renewal of Existing Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Australia and New Zealand Banking Group Limited Group.	10		
To approve the Proposed Renewal of Existing Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Amcorp Group Berhad Group.	11		
To approve the Proposed Renewal of Existing Shareholder Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature with Modular Techcorp Holdings Berhad Group.	12		
Special Resolution		For	Against
To approve the Adoption of a New Constitution of the Company.			

Dated this _____ day of _____ 2018.

Signature of Shareholder
(If the shareholder is a corporation, this part should be executed under seal)

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Notes:

- (1) A member of the Company entitled to attend and vote at the Annual General Meeting ("AGM") is entitled to appoint not more than two (2) proxies to attend and vote on his/her behalf. Where a member appoints two (2) proxies, the appointments shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy. All resolutions set out in the Notice of the 27th AGM will be put to vote by way of poll.
- (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 attend and vote at the AGM shall have the same rights as the member to speak 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 not more than two (2) proxies 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 are 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 are specified in the instrument appointing the proxies.
- (5) The instrument appointing a proxy in the case of an individual shall be signed by the appointor or of his attorney duly authorised in writing or, in the case of a corporation, the instrument appointing a proxy or proxies must be under seal or under the hand of an officer or attorney 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 instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Symphony Share Registrars Sdn Bhd at Level 6, Symphony House, Pusat Dagangan Dana 1, Jalan PJU 1A/46, 47301 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time appointed for holding the AGM or any adjournment thereof.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak 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.

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AFFIX
STAMP

The Share Registrar for AMMB Holdings Berhad
SYMPHONY SHARE REGISTRARS SDN BHD
Level 6, Symphony House
Pusat Dagangan Dana 1
Jalan PJU 1A/46
47301 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Please fold here to seal

AMMB HOLDINGS BERHAD (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 2031 6453