

Directors

From left to right:
Megat Dziauddin bin Megat Mahmud • Tan Yuen Fah • Sng Seow Wah • Dato' Thomas Mun Lung Lee
Datuk Oh Chong Peng • Kung Beng Hong • Stephen Geh Sim Whye • Ou Shian Waei • Lee Ah Boon



Directors (cont'd)

Directors of Alliance Financial Group Berhad

ALLIANCE FINANCIAL GROUP BERHAD (AFG)

Datuk Oh Chong Peng

(Chairman/Independent Non-Executive Director)

Tan Yuen Fah

(Independent Non-Executive Director)

Ou Shian Waei

(Independent Non-Executive Director)

Dato' Thomas Mun Lung Lee

(Senior Independent Non-Executive Director)

Megat Dziauddin bin Megat Mahmud

(Independent Non-Executive Director)

Kung Beng Hong

(Non-Independent Non-Executive Director)

Stephen Geh Sim Whye

(Independent Non-Executive Director)

Lee Ah Boon

(Non-Independent Non-Executive Director)

Sng Seow Wah

(Non-Independent Non-Executive Director)

Directors of Major Subsidiaries

ALLIANCE BANK MALAYSIA BERHAD (ABMB)

Dato' Thomas Mun Lung Lee

(Chairman/Independent Non-Executive Director)

Kung Beng Hong

(Non-Independent Non-Executive Director)

Kuah Hun Liang

(Independent Non-Executive Director)

Lee Ah Boon

(Non-Independent Non-Executive Director)

Tan Yuen Fah

(Independent Non-Executive Director)

Sng Seow Wah

(Group Chief Executive Officer)

Megat Dziauddin bin Megat Mahmud

(Independent Non-Executive Director)

Ou Shian Waei

(Independent Non-Executive Director)

ALLIANCE INVESTMENT BANK BERHAD (AIBB)

Dato' Thomas Mun Lung Lee

(Chairman/Independent Non-Executive Director)

Kung Beng Hong

(Non-Independent Non-Executive Director)

Sng Seow Wah

(Non-Independent Non-Executive Director)

Megat Dziauddin bin Megat Mahmud

(Independent Non-Executive Director)

Kuah Hun Liang

(Independent Non-Executive Director)

ALLIANCE ISLAMIC BANK BERHAD (AIS)

Megat Dziauddin bin Megat Mahmud

(Chairman/Independent Non-Executive Director)

Assoc. Prof. Dr Abdul Rahman bin Awang

(Independent Non-Executive Director)

Dato' Majid bin Mohamad

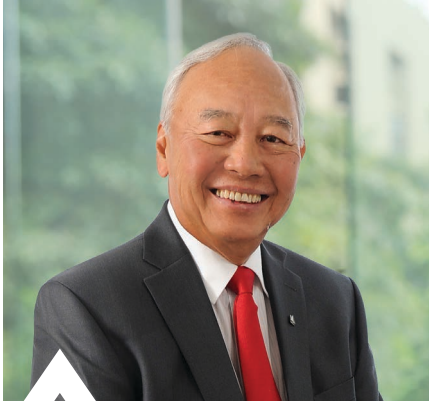
(Independent Non-Executive Director)

Foziakhatoon binti Amanulla Khan

(Chief Executive Officer)

Tuan Haji Md Ali bin Md Sarif

(Independent Non-Executive Director)



Datuk Oh Chong Peng

*(Chairman, Independent Non-Executive Director)
Chairman of Nomination Committee,
Remuneration Committee and Employees'
Share Participating Scheme Committee*

Aged 69, a Malaysian, was appointed Chairman of the Board of AFG on 21 April 2006. He had his accountancy training in London from 1964 and qualified as a Chartered Accountant in 1969. He is a Fellow of the Institute of Chartered Accountants in England and Wales as well as a member of the Malaysian Institute of Certified Public Accountants (MICPA) and Malaysian Institute of Accountants.

Datuk Oh joined Coopers & Lybrand (now called PricewaterhouseCoopers) in London in 1969 and in Malaysia in 1971. He was a Partner of Coopers & Lybrand Malaysia from 1974 and retired as a Senior Partner in 1997. He was with Rashid Hussain Berhad Group of Companies between 1998 and 2003.

Datuk Oh is a Government-appointed member of Labuan Financial Services Authority. He is a Council Member of Universiti Tunku Abdul Rahman (UTAR) and a trustee of the UTAR Education Foundation.

His past appointments included stints as a Government-appointed Member of the Kuala Lumpur Stock Exchange, now called Bursa Malaysia Berhad (1990-1996), member of the Malaysian Accounting Standards Board (2004-2009) as well as a Council Member (1981-2001) and President of MICPA (1994-1996).

Datuk Oh currently sits on the Boards of British American Tobacco (Malaysia) Berhad, Kumpulan Europlus Berhad, Malayan Flour Mills Berhad, Dialog Group Berhad and several other companies.



Dato' Thomas Mun Lung Lee

*(Senior Independent Non-Executive Director)
Member of Nomination Committee,
Remuneration Committee and Employees'
Share Participating Scheme Committee*

Aged 76, a Malaysian, was appointed to the Board of AFG on 26 September 2005. He has been in legal practice as an advocate and solicitor for over 40 years. He is a Barrister-at-Law (England) and holds a Master of Arts (MA) and Master of Law (LLM) degrees from Cambridge University, United Kingdom. He is a member of the Appeals Committee of Bursa Malaysia Berhad and the Steering Committee of Financial Institutions Directors' Education (FIDE) Programme. He is also an arbitrator with the Court of Arbitration for Sport based in Lausanne, Switzerland.

Dato' Lee is currently a Senior Partner of Lee Hishammuddin Allen & Gledhill. He is the Chairman of ABMB and AIBB and a Director of Alliance Trustee Berhad. He is also the Chairman of AIA Berhad, AIA Public Takaful Berhad and AIA Pension and Asset Management Sdn Bhd and a Director of AIG Malaysia Insurance Berhad.



Stephen Geh Sim Whye

*(Independent Non-Executive Director)
Chairman of Audit Committee and Member of
Nomination Committee*

Aged 58, a Malaysian, was appointed to the Board of AFG on 5 May 2004. He is a Chartered Accountant with the Malaysian Institute of Accountants, and a member of the Malaysian Institute of Certified Public Accountants and Malaysian Institute of Taxation.

Since 1984, Mr Geh has been a practising accountant and consultant to several companies. He has wide experience in the financial management of companies involved in tin mining, oil palm and rubber plantations, manufacturing, property development and construction.

Mr Geh was involved in the financial management of a number of Malaysian manufacturing and trading companies with overseas investments, besides serving as their tax adviser.

He is currently the Managing Director of GSW Consultants Sdn Bhd.

Directors (cont'd)



Tan Yuen Fah

*(Independent Non-Executive Director)
Member of Audit Committee*

Aged 69, a Singaporean, was appointed to the Board of AFG on 1 July 2005. He holds a Bachelor of Accountancy degree from the former University of Singapore and a Bachelor of Law degree from University of Wolverhampton, United Kingdom. He also holds a Post-Graduate Diploma in Business Administration from Manchester Business School, United Kingdom. He is a Fellow of the Institute of Singapore Chartered Accountants, Fellow of the Certified Practising Accountants in Australia, Fellow of The Association of Chartered Certified Accountants in the United Kingdom and an Associate of the Chartered Institute of Management Accountants, United Kingdom.

Mr Tan had 11 years of experience in the commerce and industry sector prior to joining the banking and finance sector. He joined Overseas Union Bank Ltd, Singapore in 1979, holding various senior positions and retired in 2002 as Executive Vice President.

He is currently a Director of ABMB, Union (2009) Limited, Wildlife Reserves Singapore Pte Ltd, Singapore Zoological Gardens and The Jurong Bird Park Pte Ltd.



Megat Dziauddin bin Megat Mahmud

*(Independent Non-Executive Director)
Member of Audit Committee, Nomination Committee, Remuneration Committee and Employees' Share Participating Scheme Committee*

Aged 68, a Malaysian, was appointed to the Board of AFG on 26 September 2005. Tuan Haji Megat holds a Bachelor of Science (Econs) (Hons) degree from the Queen's University of Belfast, Northern Ireland, United Kingdom and is a Fellow of the Institute of Chartered Accountants in Ireland as well as a Chartered Accountant with the Malaysian Institute of Accountants.

He has more than 30 years of experience in senior management capacities. He had served Golden Hope Plantations Berhad as Group Director (Finance), Arab-Malaysian Merchant Bank Berhad as General Manager (Operations) and as General Manager (Investment), Bank Simpanan Nasional as Finance Manager and the Accountant-General's Department as Treasury Accountant.

He currently sits on the Boards of ABMB, AIBB, AIS, MNRB Holdings Berhad, MNRB Retakaful Berhad, Malaysian Reinsurance Berhad, Pernec Corporation Berhad and several private limited companies.



Lee Ah Boon

*(Non-Independent Non-Executive Director)
Member of Nomination Committee, Remuneration Committee and Employees' Share Participating Scheme Committee*

Aged 63, a Singaporean, was appointed to the Board of AFG on 18 April 2012. He holds a Bachelor of Accounting (Hons) degree from the former University of Singapore.

Mr Lee joined Citibank in 1990 and served in a variety of roles in Consumer Banking in Singapore which included Chief Financial Officer, Senior Operations Officer, Head of Credit Card business and Business Manager. In 2005, he started up Citibank's Consumer Business in China and returned to Singapore as Regional Operations Head of Citibank before joining Barclays Bank in early 2009 as International Technology Head for its Global Retail and Commercial Bank businesses.

In September 2010, Mr Lee left Barclays Bank and joined Fullerton Financial Holdings (International) Pte Ltd, a subsidiary of Temasek Holdings (Private) Limited, as the Chief Operating Officer where he stayed for three years until his retirement in November 2013.

Mr Lee is currently the Advisor of Fullerton Financial Holdings (International) Pte Ltd and sits on the Boards of ABMB, Mekong Development Bank and several other companies.



Ou Shian Waei

(Independent Non-Executive Director)

Member of Audit Committee, Remuneration Committee and Employees' Share Participating Scheme Committee

Aged 63, a Malaysian, was appointed to the Board of AFG on 1 July 2010. He holds a Bachelor of Science degree in Chemistry from University of Malaya. Mr Ou started his career with a local bank as a management trainee from 1976 to 1980. He joined IBM Malaysia in 1981 as a trainee System Engineer and held various technical and management positions before retiring as Managing Director of IBM Malaysia in January 2010 after almost 30 years of service.

Mr Ou was the PIKOM (Association of Malaysia Computer Industry) Councillor from 1997 to 1998 and was awarded the 'Key Industry Leader Award' in 2006 by PIKOM (now called The National ICT Association of Malaysia) for his contributions to Malaysia's IT industry. He was also the Chairman of the National International Technology Council (NITC) Taskforce for IT literacy in 1997 and Adjunct Professor for the Department of Economics & Business Administration at Universiti Putra Malaysia from 1998 to 1999.

He currently sits on the Boards of ABMB, AIG Malaysia Insurance Berhad and Private Pension Administrator Malaysia.



Kung Beng Hong

(Non-Independent Non-Executive Director)

Member of Audit Committee, Nomination Committee, Remuneration Committee and Employees' Share Participating Scheme Committee

Aged 69, a Malaysian, was appointed to the Board of AFG on 21 April 2006. He holds a Bachelor of Arts (Hons) degree in Economics from University of Malaya. He is a Fellow of the Institute of Bankers Malaysia.

Mr Kung has 45 years working experience in the banking industry and has held numerous senior management positions, mainly in Malaysia, including Chief Executive Officer (CEO)/Directorship positions in three banks. His experience includes positions held in Citibank N.A. in the United States and Singapore.

He is currently the Advisor of Fullerton Financial Holdings Pte Ltd and sits on the Boards of ABMB and AIBB. He also holds directorships in UOA Asset Management Sdn Bhd, Quill Motorcars Sdn Bhd, Asian Institute of Finance Berhad and Financial Institutions Directors' Education (FIDE) Forum.



Sng Seow Wah

(Non-Independent Non-Executive Director)

Aged 55, a Singaporean, was appointed to the Board of AFG on 18 November 2010. He was appointed as Group Chief Executive Officer and Director of ABMB on 5 July 2010.

Mr Sng has a Bachelor's degree in Accountancy from the National University of Singapore. He attended the Advanced Management Programme at the Wharton School, University of Pennsylvania, United States, as well as the Corporate & Investment Banking Programme at Macquarie University, Australia.

Mr Sng is an experienced commercial banker with more than 30 years of delivering high performance in a few well respected regional and international banks. He was the Managing Director of the Local Corporate Group, Citibank Singapore and joined OCBC Bank Singapore as the Head of Enterprise Banking where he led the successful transformation of the business into a sustainable, high performing unit with a strong reputation for employee engagement, customer focus and service.

Prior to joining ABMB, Mr Sng was the Executive Vice President, Head of Human Resources and Special Projects at Fullerton Financial Holdings, a wholly-owned subsidiary of Temasek Holdings, where he held several directorships across the Asian region.

Mr Sng is currently a Council Member of The Association of Banks in Malaysia and Director of AIBB, Malaysian Electronic Payment Systems Sdn Bhd and ASEAN Finance Corporation Ltd.

Directors (cont'd)



Kuah Hun Liang

Aged 52, a Malaysian, was appointed to the Board of ABMB on 15 December 2011.

He holds a Bachelor of Science (Hons) degree in Applied Economics from University of East London, United Kingdom. He was former Treasurer and Director of the Malaysian-German Chamber of Commerce and former Chairman of the Star Publications (Malaysia) Berhad.

Mr Kuah has 30 years of experience in the financial services industry having started his career in Public Bank. He subsequently joined Deutsche Bank AG as Treasurer and was promoted as Head of Global Markets when the bank ventured into investment banking. He was appointed Executive Director of Deutsche Bank (M) Berhad in 2000 and in 2002, he assumed the role of Managing Director and CEO.

Mr Kuah currently sits on the Boards of AIBB, Rexit Berhad and MPHB Capital Berhad.



Assoc. Prof. Dr Abdul Rahman bin Awang

Aged 68, a Malaysian, was appointed to the Board of AIS on 11 February 2011.

Dr Abdul Rahman holds a PhD in Islamic Law from University of Edinburgh, United Kingdom, Master of Laws (Comparative Laws) from Temple University, Philadelphia, and a Shariah and Law degree from Al-Azhar University, Egypt.

He has more than 30 years of experience in Islamic law and served in various universities in Malaysia. He is currently an Associate Professor at the Department of Islamic Law, Ahmad Ibrahim Faculty of Laws at International Islamic University Malaysia.



Tuan Haji Md Ali bin Md Sarif

Aged 60, a Malaysian, was appointed to the Board of AIS on 23 March 2011.

Tuan Haji Md Ali holds a Bachelor of Economics degree from University of Malaya and an MBA (Finance) from Universiti Kebangsaan Malaysia (UKM). He also holds a Diploma in Islamic Studies and a Post-Graduate Diploma in Islamic Law from UKM.

He was with Maybank Group from 1976, holding various senior positions until his retirement as Head of Planning, Maybank Islamic Berhad. He has extensive experience in the areas of Islamic banking, corporate planning, asset and liability management as well as banking operations.

He is currently a Distinguished Academic Fellow of the Institute of Islamic Banking and Finance (IIBF) at International Islamic University Malaysia, since 2008.



Foziakhatoon binti Amanulla Khan

Aged 46, a Malaysian, was appointed as CEO and Director of AIS on 24 September 2012.

Puan Fozia holds a Bachelor of Arts (Hons) in Accounting and Finance from the University of Humber, Hull, United Kingdom.

Puan Fozia has over 19 years of experience in the banking industry. She was formerly the CEO and Executive Director of a local Islamic Bank. She had led the Islamic Capital Markets Division of one of the largest banks in Malaysia, where she was instrumental in structuring and advising on fixed income Islamic investment banking products. She also headed the team that concluded the first Residential Mortgage Backed Securities transaction in Malaysia as well as the first Islamic sub debt issuance; her work on these two projects have won numerous awards both locally and regionally.

Puan Fozia is a frequent speaker at local and international seminars and roadshows on matters related to Islamic banking.



Dato' Majid bin Mohamad

Aged 60, a Malaysian, was appointed to the Board of AIS on 6 September 2013.

He holds a Bachelor of Arts (Honours) degree from University of Malaya and a Master of Business Administration degree from Manchester Business School, England. He also attended senior management programmes at Harvard Business School, United States, and INSEAD, France.

He has extensive experience in the setting up, regulatory planning and rehabilitation of finance and insurance institutions. He started his banking career in Bank Negara Malaysia in 1977 and held various supervisory roles across key departments, from audit to economics, and bank and insurance regulation. He was CEO of several life and general insurance companies in Malaysia including Pacific and Orient Insurance Berhad, Malaysia National Insurance Berhad, The People's Insurance Co. (Malaysia) Berhad and Talasco Insurance Berhad. In 2001, he facilitated the successful merger of Talasco Insurance Berhad and The People's Insurance Co. (Malaysia) Berhad. Dato' Majid retired as CEO and President of Labuan Reinsurance (L) Ltd at the end of 2010.

He is currently the Managing Adviser of MBM Advisers (L) Ltd, a consultancy outfit based in Labuan International Business and Financial Centre.

He is an independent board member of AIA Public Takaful Berhad and UniAsia General Insurance Berhad as well as Technical Adviser to Labuan International Insurance Association.

Other Information of Directors of AFG

- (i) **Family Relationship**
None of the Directors have any family relationship with each other and/or major shareholders of the Company.
- (ii) **Conflict of Interest**
None of the Directors have any conflict of interest with the Company.
- (iii) **List of Convictions for Offences**
None of the Directors have been convicted for any offences within the past 10 years.
- (iv) **Attendance of Directors at Board Meetings**
There were 11 Board Meetings held during the financial year ended 31 March 2014. Details of attendance of Directors at Board Meetings are as follows:

Name of Director	Attendance
Datuk Oh Chong Peng	11/11
Dato' Thomas Mun Lung Lee	10/11
Stephen Geh Sim Whye	10/11
Tan Yuen Fah	11/11
Megat Dziauddin bin Megat Mahmud	10/11
Lee Ah Boon	9/11
Ou Shian Waei	11/11
Kung Beng Hong	11/11
Sng Seow Wah	11/11