Allianz

Allianz Malaysia
25 years of trust,
25 years of securing lives.

A Legacy of Trust
A Future of Confidence

Integrated Annual Report 2025

Cover
Rationale

A Legacy of Trust A Future of Confidence

The cover of Allianz Malaysia Berhad's Integrated Annual Report 2025 reflects a legacy built on trust and continuity. Four children stepping forward together from a solid wooden platform symbolise confidence, unity, and a shared journey into the future.

The platform represents our 25-year presence in Malaysia—founded on trust, reliability, protection, and enduring relationships. From this strong foundation, the next generation moves forward with assurance. The open waters ahead signify resilience, sustainability, and opportunity, while the bright horizon reflects the confidence of Malaysians to embrace change when supported by the right safeguards.

Together, this imagery brings the theme "A Legacy of Trust, A Future of Confidence" to life—underscoring an enduring commitment to secure the future and empower Malaysians, at every stage of life, to move forward with confidence.

Content Index

About This Report

Allianz Malaysia Berhad ("AMB" or "Company") is pleased to present its Integrated Annual Report ("IAR" or "Report") for the financial year ended 31 December 2025 ("FY2025").

References to "Allianz Malaysia", the "Group", "our" and "we" refer to AMB and its subsidiary companies, Allianz General Insurance Company (Malaysia) Berhad ("Allianz General") and Allianz Life Insurance Malaysia Berhad ("Allianz Life") commencing forward, unless stated otherwise in the course of reporting.

Allianz SE is the ultimate holding company of AMB. Allianz SE and its subsidiaries and associated companies are referred to as "Allianz".

The IAR for FY2025 ("IAR2025") has been developed in accordance with the Guiding Principles and Content Elements of the International Integrated Reporting ("<IR>") Framework. It provides interconnectedness between the Group's financial and non-financial data, and a holistic view of the Group's business strategies, sustainability efforts, risks and opportunities, capital trade-offs, governance and future orientation.

Reporting Frameworks and Standards

The IAR is our primary report communicated to our stakeholders. The preparation of this Report is guided by the following statutory provisions, best practices, frameworks, standards and guidelines issued by the relevant governing and regulatory bodies:

- ✓ Bank Negara Malaysia ("BNM") Policy Documents and Guidelines
- ✓ Companies Act 2016
- ✓ Financial Services Act 2013
- ✓ Global Reporting Initiative ("GRI") Universal Standards 2021
- ✓ IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1")
- ✓ IFRS S2 Climate-related Disclosures ("IFRS S2")
- ✓ International Financial Reporting Standards ("IFRS")
- ✓ International Integrated Reporting <IR> Framework
- ✓ Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Malaysia")
- ✓ Malaysian Code on Corporate Governance 2021
- ✓ Malaysian Financial Reporting Standards ("MFRS")
- ✓ National Sustainability Reporting Framework ("NSRF")
- ✓ Sustainability Accounting Standards Board ("SASB") Sector Specific Disclosure

Reporting Scope and Boundary

All information presented in this IAR2025 covers the reporting period from 1 January 2025 to 31 December 2025, unless stated otherwise.

This IAR2025 provides an overview of our core business sectors operating in Malaysia and encompasses data of all operating companies of Allianz Malaysia. It outlines our unique strategic focus, a refreshed materiality matrix, how we engage with our stakeholders and highlights material matters within our sustainability pillars, their risks and opportunities and our stakeholder value creation efforts.

Reporting Boundary For GHG Emissions

Allianz Malaysia measures and reports greenhouse gas ("GHG") emissions using the GHG Protocol Corporate Accounting and Reporting Standard, unless otherwise required by IFRS S2. For GHG Scope 3 boundary definition and categorisation, Allianz Malaysia references the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, which defines fifteen (15) Scope 3 categories.

Organisational Boundary

Allianz Malaysia defines its organisational boundaries applying the operational control approach as defined in the GHG Protocol. Operational control is established when the Group or one of its entities has full authority to introduce and implement its operating policies and thus has operational control of the entity and this represents the most appropriate boundary approach given the ability to influence the operating policies and implement measures to achieve the set targets.

Within this boundary, Allianz Malaysia's GHG Scope 1 and Scope 2 inventory covers operational emissions across Allianz Malaysia.

Scope 1 and Scope 2 GHG emissions relate entirely to the consolidated accounting group. The consolidating accounting group applying IFRS accounting standards aligns with the consolidated group reporting for sustainability related disclosures.

The indirect emissions attributable to Allianz Malaysia arising from the activities are reported as Scope 3 GHG emissions.

About This Report

Operational Boundary

Allianz Malaysia's operational boundary categorises emissions as follows:

Scope 1 (Direct emissions)
Direct GHG emissions from sources that are owned or controlled by operations within Allianz Malaysia's organisational boundary.

Scope 2 (Indirect emissions)
Indirect GHG emissions from the generation of purchased electricity consumed by operations within Allianz Malaysia's organisational boundary.

Scope 3 (Other indirect emissions)
Indirect emissions occurring in Allianz Malaysia's value chain. In the current reporting period, Allianz Malaysia discloses selected Scope 3 GHG emissions for Category 3 (Fuel and Energy-related Activities), Category 6 (Business Travel), Category 7 (Employee Commuting) and Financed Emission Intensity from Category 15 (Investments), consistent with Allianz Malaysia's current reporting maturity and transition relief position under IFRS S2.

Collectively, the sum of Allianz Malaysia's Scope 1, Scope 2 and Scope 3 (Category 3, 6 and 7) is known as Operational GHG Emissions.

Preparation in accordance with IFRS Sustainability Disclosure Standards

Allianz Malaysia has prepared the climate-related disclosures within its Sustainability Statement (refers to Environmental and Climate Action, pages 94 - 104) in accordance with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board ("ISSB"), specifically IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. It is prepared in line with Bursa Malaysia's MMLR.

In preparing this climate-related disclosures, Allianz Malaysia referred to the SASB Standards and considered their disclosure topics as part of the materiality assessment. Refer to SASB-aligned Disclosure Index, on pages 199 - 200 for details.

Besides the climate-related disclosure, Allianz Malaysia also discussed other sustainability matters which are deemed material based on our Double Materiality Assessment process. However, the disclosure on these material sustainability matters is not prepared in accordance with the IFRS Sustainability Disclosure Standards.

For more information, kindly refer to IFRS S1 and S2 Disclosure Index on pages 186 - 198.

First-time Adoption of IFRS Sustainability Disclosure Standards and Transition Reliefs

The Group is adopting the IFRS Sustainability Disclosure Standards for the first time for the FY2025. Accordingly, for the annual reporting period beginning 1 January 2025, the Group has applied the following standards:
- IFRS S1
- IFRS S2

As at 31 December 2025, no additional IFRS Sustainability Disclosure Standards have been issued by the ISSB. In December 2025, the ISSB issued amendments to IFRS S2 Climate-related Disclosures. These amendments are effective for annual reporting periods beginning on or after 1 January 2027, with earlier application permitted. The Group will adopt the amendments when they become effective. The standards provide transition reliefs for the first annual reporting period in which an entity applies the standards. The MMLR of Bursa Malaysia provide further transition reliefs to Main Market listed issuers. The Group has applied the following transition reliefs:
- Climate-first approach, which permits entities to initially focus on climate-related disclosures. The Group has elected to apply this transition relief and, accordingly, its climate-related disclosures for the current reporting period relate primarily to climate-related risks and opportunities in accordance with IFRS S2.
- Comparative information relief, under which the Group is not required to present comparative information in this initial reporting period. Nevertheless, the Group has voluntarily presented comparative information for certain indicators disclosed in the previous reporting period.
- Scope 3 GHG emissions disclosure, whereby Allianz Malaysia has adopted a phased approach for Scope 3 disclosures. Allianz Malaysia discloses selected Scope 3 GHG emissions categories voluntarily covering Category 3, Fuel and Energy-related Activities (not included in Scope 1 and 2), Category 6, Business Travel and Category 7, Employee Commuting. In addition, the Group discloses financed emission intensity arising from Scope 3 Category 15, Investments which has yet to be fully aligned with IFRS Sustainability Disclose Standards requirements.

About This Report

Connectivity with Financial Statements

The climate-related disclosures contain climate-related financial information of the Group and are to be read together with the Group's consolidated financial statements which are prepared in accordance with the MFRS, IFRS and the requirements of the Companies Act 2016 in Malaysia. The reporting period aligns with the consolidated financial statements ("Financial Statements") for the FY2025. The climate-related disclosures connect with other sections of the IAR2025, including the Financial Statements, to present how climate-related risks and opportunities ("CROs") may affect the Group's financial position, performance and cash flows across the short-, medium- and long-term. The Group defines its time horizons consistent with strategic decision-making as follows:

Short-term	Medium-term	Long-term
up to 1 year	1 to 5 years	more than 5 years

The climate-related financial disclosures cover the same reporting entity as the related Financial Statements. In preparing these climate-related financial disclosures, the Group assessed CROs across its own operations and value chain.

Functional and Presentation Currency

The presentation currency of the climate-related financial disclosures is Ringgit Malaysia ("RM"), consistent with the Financial Statements.

Materiality

We apply the principle of materiality to identify the material information that is relevant and material for disclosure in our IAR2025. This Report highlights material matters that are pertinent to our business operations and could influence overall value creation for our stakeholders across the short-, medium- and long-term.

In FY2025, Allianz Malaysia completed a double materiality assessment to identify material matters and their associated sustainability-related risks and opportunities from both impact and financial perspectives. The assessment considered the Group's risks and opportunities, as well as its impacts across the value chain. The Sustainability Committee, comprising members of the Group's top management, reviewed and concurred with the six (6) material matters identified as most relevant and material to the Group. These material matters were subsequently reaffirmed by the Board of Directors ("Board") of AMB.

The six (6) material matters are mapped to the six (6) capitals to enhance oversight, inform risk management, and guide strategic and capital allocation decisions in support of long-term value creation. The Group's strategic responses to these material matters are set out in this Report.

We are committed to a systematic review of our material matters, including the identification of emerging sustainability-related risks and opportunities. We continue to assess dependencies and drivers of impact of each material matter, and how these may reasonably be expected to affect our business model, strategy and long-term enterprise value. This process informs strategic decision-making and the execution of our business model to support sustainable value creation.

Statement of Assurance

Our Financial Statements disclosed in this IAR2025 were independently audited by our external auditors, PricewaterhouseCoopers PLT ("PwC PLT"). Selected indicators in this Report have been subjected to limited assurance by PricewaterhouseCoopers PLT in accordance with recognised assurance standards for the Subject Matter Information. These indicators are marked with an Circled A symbol (Ⓐ) in this IAR2025 and have been approved by the Board of AMB.

More details of the limited assurance report can be found on pages 174 - 179.

Board Responsibility Statement

The Board of AMB acknowledges its responsibility in ensuring the integrity of the IAR2025 and is of the opinion that the IAR2025 presents all matters material to the Group in accordance with the <IR> Framework.

This Report was approved by the Board on 13 April 2026.

About This Report

Forward-looking Statements

This Report contains certain forward-looking statements concerning our targets, future plans, strategies, growth opportunities and performance of the Group. Such forward-looking information are formed based on reasonable current assumptions and are not intended to ascertain future results. Actual results may differ materially from those indicated within the IAR2025 due to unforeseen circumstances, risks, uncertainties and other factors.

Navigation Icons

The following icons are used to improve interconnectivity between narratives presented in the IAR2025, enabling readers to smoothly navigate and identify key sections of this Report.

Cross Reference

Tell you where you can find more information within the report

Links you to related online content

6 Capitals	6 Material Matters	9 Stakeholders	6 Key Risks and Opportunities
F Financial	1 Governance and Ethics	Board of Directors	Financial
I Intellectual	2 Cybersecurity and Data Privacy	Customers	Underwriting
M Manufactured	3 Responsible Products, Investments and Underwriting	Employees	Regulatory Change
H Human	4 Customer Centricity	Investors/Shareholders	Information Security
S Social and Relationship	5 Own Workforce	Intermediaries and Business Partners	Strategic
N Natural	6 Environmental and Climate Action	Suppliers and Service Providers	Climate Change
		Governments, Regulators, and Industry	
		Society and Planets	
		Media and Analysts	

Feedback

We welcome your feedback and comments to help us improve our sustainability and reporting journey. For any feedback, enquiries or further suggestions to enhance the quality of our reporting, you may reach out to **azmycorpcomm@allianz.com.my**.

We are Allianz Malaysia

Who We Are

AMB is part of Allianz SE, which was founded in 1890 in Germany. Allianz is one of the world's leading insurers and asset managers, serving around 97 million private and corporate customers in nearly 70 countries*.

Allianz officially stepped foot in Malaysia in 2001 when it became the controlling shareholder of Allianz General Insurance Malaysia Berhad ("AGIM"). In 2007, the general insurance business of AGIM was transferred to its wholly-owned subsidiary, Allianz General. Following the completion of transfer of the general insurance business, AGIM changed its name to AMB. AMB is an investment holding company that operates through two (2) wholly-owned subsidiaries - Allianz Life and Allianz General.

Allianz General is one of the leading general insurers in Malaysia, offering a broad spectrum of services across personal lines, small to medium enterprises, and large industrial risks. Allianz Life offers a comprehensive range of life and health insurance products as well as investment-linked products and is one of the fastest-growing life insurers in Malaysia.

With 29 One Allianz branches in major cities nationwide, Allianz Malaysia aims to distinguish itself as the most trusted provider of financial services to suit the lifetime needs of Malaysians and at the same time, play its role as a responsible corporate citizen.

* 31 December 2025

Vision

To be the most reliable partner, always delivering in moments of truth.

Mission

Insurance solutions from A-Z.

Values

Customer focus, integrity, high performance culture, open communication, and social responsibility.

Leadership Values

In 2003, Allianz introduced a set of leadership values to its companies worldwide to raise the quality of leadership and accelerate the development of a high performance culture at Allianz, ensuring that leaders share a mutual understanding of our basic aims. These values work hand in hand in achieving our vision of being Malaysia's most desired and trusted financial services provider.

Align strategy and communication

We set and agree on clear targets which are aligned with our strategy. We provide feedback and coaching to our employees to encourage and reward exceptional performance.

Promote a high-performance culture

We work together to deliver a consistent business strategy. One of our main responsibilities is to communicate this strategy to all our stakeholders.

Focus on our customers

We ensure a relentless focus on our customers. We develop and grow strong customer relationships and seek to achieve profitable growth and thereby increase shareholder value. This requires us to deliver excellence in all our products, operations, processes and behaviours.

Develop our employees

We invest in our employees. We select and develop potential according to high standards. We leverage equal opportunity and encourage a culture that respects, values and benefits from different backgrounds and perspectives. We are transparent in the way we create career opportunities based on personal achievements and capabilities. We want to be an employer of choice.

Build on mutual trust and feedback

We build our success based on mutual trust, fairness, integrity, and clear and open communication. We encourage employees to innovate, identify business opportunities, share knowledge and ideas, and provide constructive feedback. Together, it is our priority to achieve and sustain the Leadership Values. Every employee should understand and demonstrate these values not only to enhance Allianz Malaysia's competitiveness and to ensure success but also to achieve our vision of being the most trusted service provider.

We are Allianz Malaysia

Our Market Positioning

AMB through its subsidiaries, Allianz General and Allianz Life offer a wide range of insurance products and services across Malaysia.

For Our Individual Customers

Life, Health and Savings

We address the health, wellbeing and protection needs of our customers. This includes preparing them and their loved ones for long-term financial security.

Home, Motor and Travel

We offer products and services that are designed to provide peace of mind to our customers so that they and their assets are protected against accidental loss. These include motor, accident, property, travel insurance and assistance services.

For Our Business Customers

Liabilities, Operations and Asset Protection

We offer holistic financial protection for our business customers, encompassing business continuity, liability cover and asset protection. We help businesses recover from misfortunes so they can resume their operations as soon as possible.

Group Protection and Personal Accident

We offer products that allow employers to take care of the health and wellbeing of their workforce.

Product Development and Solutions

We develop financial solutions by looking at customers' needs and developing products and services that are accessible and appropriate to the level of risk and financial protection required.

Policy Fulfilment and Assistance

We pay out claims or arrange assistance services for our customers should they need to activate their policies. Our trusted partners support us in creating a smooth claims journey.

Distribution

Our products and services are marketed and distributed by our intermediaries such as agents, brokers and business partners, as well as directly at our branches and online.

Investments

Customers pay deposits for certain savings and investment products, which we invest to earn returns. We also invest our own capital to generate profit for our shareholders and to invest in our business.

In Allianz, we keep building on our strong foundations and reinforce our leading position by focusing our efforts in five (5) fields of actions:

- **Customer** – *Loyalty leadership*
  Making superior customer experience the top priority of all our actions
- **Meritocracy** – *Leading in talent development and inclusion*
  Reinforcing a culture where people and performance matter
- **Digital** – *Digital by default*
  Continuous productivity gains through simplification, harmonisation and legacy reduction
- **Excellence** – *Superior margins and innovation*
  Strengthening our expertise and using data to enhance and personalise our offerings
- **Growth** – *Focus on profitable growth and new platforms*
  Expanding distribution channels and partnerships to address growing markets

We are Allianz Malaysia

Our Nationwide Presence

Scan the QR code to view

You can find our branch locations as well as your closest panel hospitals, clinics, workshops and agents at our Allianz Locator at ***https://az.my/onebranch***

Klang Valley
1. Kuala Lumpur
2. Klang
3. Kajang
4. Desa Jaya

Perak
1. Ipoh
2. Taiping
3. Teluk Intan

Penang
1. George Town
2. Bukit Mertajam

Kedah
1. Alor Setar
2. Sungai Petani

Melaka
Melaka

Johor
1. Johor Bahru
2. Kluang
3. Batu Pahat
4. Segamat
5. Muar

Kelantan
Kota Bharu

Terengganu
Kuala Terengganu

Pahang
1. Kuantan
2. Temerloh

Sabah
1. Kota Kinabalu
2. Sandakan
3. Tawau

Sarawak
1. Kuching
2. Miri
3. Sibu
4. Sarikei

We are Allianz Malaysia

Group Corporate Structure

Allianz Malaysia Berhad
197201000819 (12428-W)

- 100% — Allianz General Insurance Company (Malaysia) Berhad
200601015674 (735426-V)
- 100% — Allianz Life Insurance Malaysia Berhad
198301008983 (104248-X)

Corporate Information

Board of Directors as at 24 March 2026

Zakri Bin Mohd Khir
Chairman
Non-Independent Non-Executive Director

Peter Ho Kok Wai
Independent Non-Executive Director

Tan Sri Datuk Zainun Binti Ali
Independent Non-Executive Director

Anusha A/P Thavarajah
Non-Independent Non-Executive Director

Dr. Muhammed Bin Abdul Khalid
Independent Non-Executive Director

Wong Kok Leong
Independent Non-Executive Director

Dr. Hasnita Binti Dato' Hashim
Independent Non-Executive Director

The Board of Directors' Profiles can be found in Section 5 of this IAR2025

Company Secretary

Rosniza Binti Mohamed Ramli
LS 0010893
SSM PC No. 202508000055
Email : rosniza.ramli@allianz.com.my

Company Website

allianz.com.my

Auditors

PricewaterhouseCoopers PLT
LLP0014401-LCA & AF 1146
Chartered Accountants
Level 10, Menara TH 1 Sentral
Jalan Rakyat, Kuala Lumpur Sentral
P.O. Box 10192
50706 Kuala Lumpur
Tel : 03-2173 1188
Fax : 03-2173 1288

Registered Office

Level 29, Menara Allianz Sentral
203, Jalan Tun Sambanthan
Kuala Lumpur Sentral
50470 Kuala Lumpur
Tel : 03-2264 1188/2264 0688
Fax : 03-2264 1186
Email : investorrelations@allianz.com.my

Share Registrar

Tricor Investor & Issuing House Services Sdn Bhd
197101000970 (11324-H)
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : 03-2783 9299
Email : is.enquiry@vistra.com

Stock Exchange Listing

Listed on Main Market of Bursa Malaysia Securities Berhad

Class of Share	: Ordinary Share
Stock Name	: Allianz
Stock Code	: 1163

Class of Share	: Irredeemable Convertible Preference Share
Stock Name	: Allianz-PA
Stock Code	: 1163PA

Allianz Malaysia at a Glance

Financial Highlights

	MFRS 4	MFRS 17			
	2021	2022[a]	2023	2024	2025
Insurance Revenue/Operating Revenue (RM' million)	6,431.04	4,418.82	4,941.64	5,651.49	**6,236.97**
Gross Written Premium (RM' million)	5,689.57	6,023.00	6,546.50	7,244.80	**7,689.50**
Profit Before Tax (RM' million)	625.59	873.73	956.89	1,005.36	**1,165.65**
Total Assets (RM' million)	23,643.49	23,989.67	25,921.95	28,488.41	**30,494.93**
Shareholder's Fund (RM' million)	4,144.15	4,677.15	5,140.62	5,828.11	**6,287.22**
Capital Expenditure (RM' million)	28.30	126.80	54.10	43.70	**56.00**
Market Capitalisation (RM' million)[b]	4,431.96	4,925.83	6,478.25	7,259.26	**6,984.65**
Interim Dividend per Share					
• Ordinary Share (sen)	63.00	85.00	100.50	89.50[e]	**89.50[f]**
• Irredeemable Convertible Preference Shares ("ICPS") (sen)	75.60	102.00	120.60	107.40[e]	**107.40[f]**
Total Amount of Dividend to the Shareholders					
• Ordinary Share (RM' 000)	111,925.13	151,272.25	178,859.09	161,298.47[e]	**164,906.38[f]**
• ICPS (RM' 000)	127,421.42	171,603.20	202,893.27	178,266.85[e]	**173,937.36[f]**
Return on Equity[c]	11.70%	13.30%	14.80%	14.10%	**15.80%**
Insurance Revenue Growth/Operating Revenue Growth	8.20%	N/A	11.80%	14.40%	**10.40%**
Gross Written Premium Growth	7.20%	5.80%	8.70%	10.70%	**6.10%**
Basic Earnings per Ordinary Share (sen)[d]	197.98	248.48	296.69	401.46	**363.58**
Diluted Earnings per Ordinary Share (sen)	138.29	177.29	211.12	223.21	**279.12**
Net Asset Value per Ordinary Share (RM)	23.35	26.28	28.88	32.46	**34.12**
Diluted Net Asset Value per Ordinary Share (RM)	11.97	13.51	14.85	16.83	**18.16**

a Prior year numbers are restated/updated due to the adoption of new accounting standards on MFRS 17 and MFRS 9.
b The market capitalisation is a combination of ordinary and preference shares.
c The average of the opening (1 January) and closing (31 December) balances of Shareholders' Fund have been used in the computation of Return on Equity.
d The calculation of basic earnings per ordinary share was based on the profit attributable to ordinary shareholders adjusted for preference dividends.
e Inclusive of final dividend of 63.0 sen per ordinary share and 75.6 sen per ICPS under single-tier system amounting to RM238.9 million declared for the financial year ended 31 December 2024 and paid on 16 July 2025.
f Interim dividend of 89.5 sen per ordinary share and 107.4 sen per ICPS under single-tier system amounting to RM338.8 million declared for the financial year ended 31 December 2025 and paid on 13 February 2026.

Allianz Malaysia at a Glance

Non-Financial Highlights

Responsible Business

100%
of employees have received training on anti-corruption
(2024: 100%)

100%
of operations assessed for corruption-related risks
(2024: 100%)

Zero
confirmed incidents of corruption
(2024: 0)

Zero
reportable customer information breaches or complaints
(2024: 4)

Introduced **Gift & Entertainment Tool** to enhance transparency

Implemented **Interim Measures** on Medical Repricing

Launched **Allianz EV EcoMiles** certified sustainable solution

Launched **"Allianz Let's Get Personal... Again"** initiative

Participated in the Perlindungan Tenang Voucher Programme for the **third** time

Resilient Society

Allianz Life and Allianz General recorded Voice of Customers ("VoC") rating of **4.6** out of 5
(2024: 4.5)

Trained a total of **13,560 agents,** recording **517,926 training hours**
(2024: 14,142 agents with 449,141 training hours)

Received the **Great Place To Work®** Certification for the second consecutive year

Achieved **88%** on the Work Well Index+
(2024: 88%)

Named **Employer of Choice** at the HR Stars Awards 2025

Received the **Women at Work and Leadership award** at TalentCorp's Life At Work Awards

Achieved a **90%** Inclusive Meritocracy Index
(2024: 91%)

Liveable Planet

Conducted **quantitative climate risk scenario analyses** for both general and life insurance operations

100%
Scope 2 GHG emissions (market-based) offset and RE100 with the purchase of International Renewable Energy Certificates ("i-RECs")
(2024: 100%)

76.2%
reduction of operations GHG emissions from 2019 baseline, exceeding the 70% reduction target
(2024: 73.7%)

33.3% and **55.9%** reduction of emission intensity in proprietary investment portfolio for listed equity and corporate bonds from 2019 baseline for Allianz Life and Allianz General, progressing towards the **57%** reduction target by 2030
(2024: 37.7% and 60.8% respectively)

Maintained **100%**
of Environmental Management System coverage to all our employees

Allianz Malaysia at a Glance

Awards and Achievements

01 Allianz General named General Insurance Company of the Year at 29th Asia Insurance Industry Awards 2025

02 Anugerah Rakan Korporat Penyelidikan at Anugerah Cemerlang Universiti Malaya (ACUM) 2024

03 FTSE Russel ESG Rating of 4.1

04 Four recognitions at Allianz Asia Summit 2025 Gala Awards Night
- Agency Growth Award
- Cross Functional Excellence Award
- Driver of Property & Casualty Technical Excellence Award
- People & Culture Excellence Award

05 Marketing Excellence Awards 2025 - Silver - Excellence in Marketing Transformation & Bronze - Excellence in Search Engine Marketing Strategies

06 MARKies Awards 2025 - Silver - Most effective use - consumer insight and market research

07 Next Awards 2025 Malaysia - Silver - Most Innovative Digital Marketing Campaign & Bronze - Most Innovative Consumer Insights Marketing Campaign

08 Top 50 ASEAN Public Listed Companies at the ASEAN Corporate Governance Awards 2025

09 3-Star Lister on the UN Global Compact Network Malaysia & Brunei ESG Select List 2025

10 World's #1 insurance brand for the 7th consecutive year; ranked #27 in Interbrand Best Global Brands Ranking 2025

Allianz Malaysia at a Glance

11 HR Stars Awards Malaysia 2024-25 - Employer of Choice Award along with
- Best Flexible Working Strategies
- Best Diversity & Inclusion Strategies
- Best Digital HR
- Best Training Interventions
- Best Workplace Culture & Environment

12 Life at Work Awards by TalentCorp –
- Winner of Women at Work & Leadership
- 1st Runner-Up Best International Organisation
- 1st Runner-Up Digital & Tech Excellence

13 Malaysia's 100 Leading Graduate Employer
- 2nd runner-up in the Insurance Sector
- Top 40 Ranking Position

14 Graduan Brand Awards 2025 - Top 5 Most Preferred Employers in Malaysia's Insurance Sector

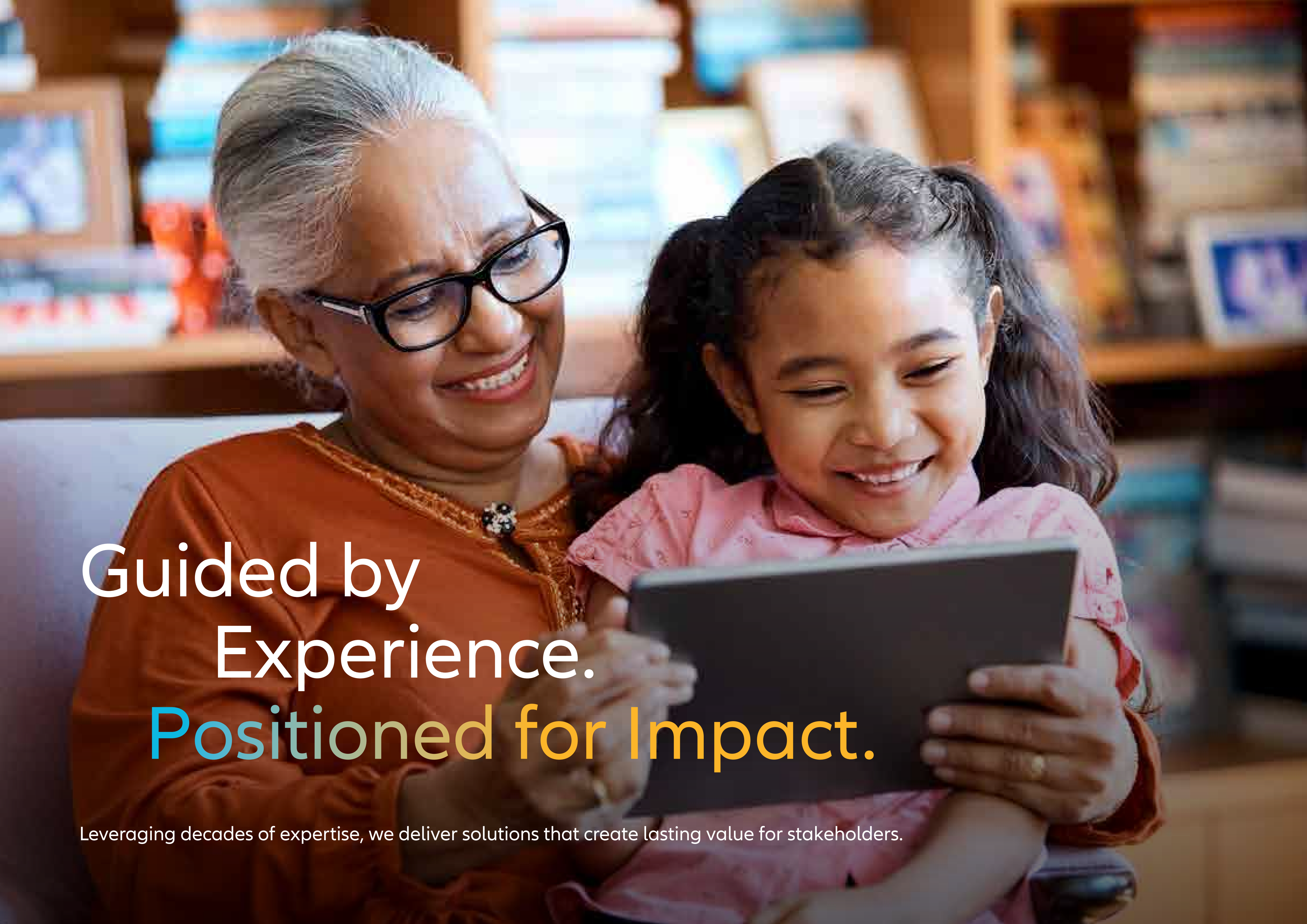
15 Certified as a Great Place to Work® for the second consecutive year

16 Achieved the highest EDGE (Economic Dividends for Gender Equality) certification, earning international recognition for sustained excellence in workplace gender equity

17 Top 10 Overall Excellence Award at the National Corporate Governance & Sustainability Awards 2025

12

13



Guided by Experience. Positioned for Impact.

Leveraging decades of expertise, we deliver solutions that create lasting value for stakeholders.

Chairman's Statement

Zakri Bin Mohd Khir
Chairman, AMB

As we commemorate Allianz Malaysia's 25th anniversary, we reflect not only on the milestones we have achieved, but also on the relationships we have nurtured, the resilience we have built, and the future we have helped shape.

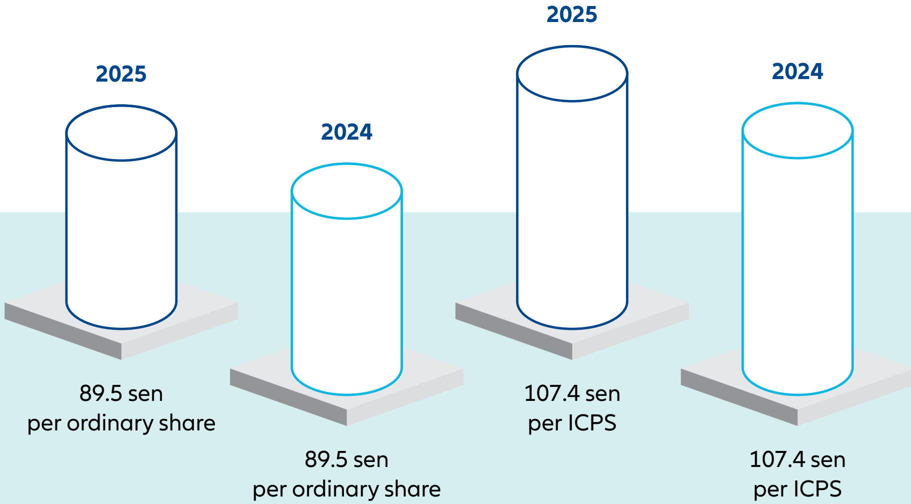
A Legacy of Trust

Dear Shareholders,

I am happy to report that Allianz Malaysia Berhad ("AMB" or "Company") and its subsidiaries, namely Allianz General Insurance Company (Malaysia) Berhad ("Allianz General") and Allianz Life Insurance Malaysia Berhad ("Allianz Life") (collectively referred to as the "Group" or "Allianz Malaysia") recorded positive results during the financial year ended 31 December 2025 ("FY2025"). We recorded a total of RM7.69 billion in Gross Written Premiums ("GWP") for FY2025, reflecting an increase of 6.1 percent from the RM7.24 billion recorded in the financial year ended 31 December 2024 ("FY2024"). Our Profit Before Tax increased by 15.9 percent to RM1.17 billion in FY2025 from RM1.01 billion in FY2024, while Total Assets rose by 7.0 percent to RM30.49 billion in FY2025 from RM28.49 billion in FY2024.

These results reflect the strong performance delivered for FY2025, against a backdrop of industry challenges and broader global headwinds. They underscore the resilience of the Group and our ability to navigate a complex and evolving operating environment with discipline and focus, remaining agile in responding to geopolitical and market uncertainties while continuing to deliver sustainable value for our shareholders.

As a result of the Group's strong financial performance, the Board declared a total annual dividend in FY2025 of 89.5 sen per ordinary share (2024: 89.5 sen) and 107.4 sen per irredeemable convertible preference share ("ICPS") (2024: 107.4 sen).



Chairman's Statement

25 Years of Trust, 25 Years of Protecting Lives

For us at Allianz Malaysia, 2026 is a milestone year as we will be celebrating our 25th anniversary. For a quarter of a century, we have been the trusted partner for Malaysians in protecting what matters most. This milestone reflects the confidence placed in us by our customers, partners, shareholders and employees. As we look ahead, we remain committed to continuing to be the trusted partner in protecting bold ambitions and to serving Malaysians with the same focus and reliability that have defined our journey to date.

This legacy of trust is deeply rooted in the strength of Allianz. For over 135 years, Allianz has been a trusted partner globally in protecting and growing people's most valuable assets. At Allianz Malaysia, we are guided by this heritage and continue to drive smart growth, reinforce productivity and strengthen our resilience in an increasingly complex environment. Guiding every step of our journey is our uncompromising commitment to integrity. It shapes everything we do, driving us to look beyond business, serve the community and make lasting contributions for societal well-being.

Central to our progress is the spirit of One Allianz. Allianz General and Allianz Life have always been aligned under AMB as one company, guided by a common purpose. By refining our processes and strengthening our ecosystem, we are now better positioned to serve Malaysians with clarity, efficiency and consistency. Our integrated branches, shared services and combined customer journeys enable us to deliver more seamless experiences and holistic solutions while fostering greater collaboration across our teams.

Social Responsibility

For over 25 years, our unwavering commitment to social responsibility has been a cornerstone of our identity as a trusted partner, reflected in our dedicated efforts to give back to society through impactful Corporate Social Responsibility ("CSR") initiatives that support the underserved and underprivileged communities. Among the efforts undertaken in 2025 was our flagship environmental and education initiative, Allianz Eco Quest, a programme for primary school students in Pulau Tuba that has now been scaled up to include secondary school students beginning 2026. We look forward to seeing greater environmental awareness, academic progress and overall confidence among the Allianz Eco Quest students. We also continued our partnership with Persatuan Bencana Alam MISAR Malaysia to conduct a flood and sinkhole survival programme for the public, as well as to provide relief to communities affected by floods and the Putra Heights gas pipeline explosion.

Our commitment to uplifting the Persons with Disabilities ("PWD") community started in 2016, when we began providing job opportunities for PWDs – a promise that continues to hold true today. Accordingly, in 2025, in addition to our continuous support of the Economic Empowerment Programmes for PWDs, we extended our commitment by supporting the Sabah Cheshire Home with funds for the refurbishment and renovation of their centre in Sandakan. We also continued our support for Persatuan MOBILITI Kuala Lumpur dan Selangor, a social organisation that provides door-to-door services for wheelchair-bound users, by sponsoring the operation and maintenance costs of their vans.

Chairman's Statement

Strengthening and Institutionalising Governance

We are committed to upholding robust standards of integrity and good governance, practising ethical leadership and maintaining a zero-tolerance policy towards corruption, especially in light of emerging schemes in the market and the systemic nature of corruption. Our financial success is rooted in technical excellence and effective expense management, but we aspire to be more than just a company that delivers good financial results.

> For 25 years, we have been a trusted partner that the Malaysian public can rely on, and this is not something that we take for granted; we continuously strive to reinforce this trust through transparent practices and ethical leadership. By prioritising accountability and fostering a culture of integrity, we aim to set a benchmark in the industry, demonstrating that sustainable success is achieved through principled actions. As we navigate the complexities of the market, we remain dedicated to supporting initiatives that promote good governance and contribute positively to the communities we serve. Our legacy is built on the foundation of trust, and we are committed to preserving and enhancing it for future generations.

Since 2017, we have enhanced our governance efforts beginning with the Allianz Road Rangers, a 24/7 accident and roadside assistance, followed by the revamp of our panel of Persatuan Insurans Am Malaysia ("PIAM")-approved Allianz Authorised Repairers Scheme-certified workshops in 2020, ensuring greater transparency and better service for our motor policyholders.

We then established the Allianz Centre for Governance ("Centre") on 10 December 2024, in partnership with Universiti Malaya. The Centre serves as the nucleus for research on governance and related topics, offering a platform for instilling integrity and promoting good governance in young minds and future leaders. In August 2025, the Centre held the first of its Distinguished Speaker Series, featuring the Former Chief Justice of Malaysia, Yang Amat Berbahagia Tun Tengku Maimun Tuan Mat, who spoke on "The Sanctity of Malaysia's Federal Constitution: Threats, Solutions and Impact on National Governance". This was followed by the Centre's first Forum held in December 2025, featuring the co-founder of SIS Forum & Musawah, Zainah Anwar, discussing religion and governance in a democratic nation state. The Centre will continue to hold further Distinguished Speaker Series, events and forums while working on the first of its research papers. It is our hope that these findings will raise awareness of the causes and effects of corruption, and in the longer term, shape policy decisions at the highest levels.

Chairman's Statement

Looking Ahead

As the industry continues to navigate rising medical insurance premiums, insurers face the ongoing challenge of balancing financial stability with affordability for policyholders. Escalating costs driven by medical inflation, advancements in healthcare technology and higher claims utilisation have necessitated adjustments to pricing models. In response to this, Bank Negara Malaysia ("BNM") in December 2024 announced a series of interim measures to help ease the impact of these increases on policyholders, while supporting the long-term sustainability of the medical insurance system.

Following the introduction of these interim measures, the industry saw a notable level of collaboration across the healthcare ecosystem. The Parliamentary Special Select Committee on Health is beginning to bridge the gap between policymakers, insurers and healthcare providers. This culminated in the RESET (Revamp, Enhance, Strengthen, Expand and Transform) strategy, a landmark framework by the Ministry of Finance, Ministry of Health and BNM. A key strategic thrust of the RESET strategy is the development of a base medical and health insurance/takaful plan which is expected to be made available in 2027.

Building on these measures, 2025 marked a transition from short-term mitigation towards addressing structural cost pressures in a more coordinated manner. Medical repricing continues to reflect the realities of medical inflation, higher utilisation and rising healthcare costs. Maintaining a sustainable system requires careful management of evolving risks to ensure insurers can continue to honour claims while preserving affordability for customers.

In line with the interim measures and broader industry direction, we continue to prioritise transparency and customer engagement. We have provided clearer information to enable customers to make informed decisions about their coverage. We have also focused on product innovation, culminating in the launch of our next-generation investment-linked plan Allianz AssuredLink with medical rider HealthAssured, which incorporates a co-insurance option designed to offer flexibility tailored to customers' financial needs while ensuring continued access to quality healthcare. This has been well received by both new and existing customers as a practical approach to managing medical costs responsibly.

> We will also continue to apply strong discipline in cost containment, claims management and the prevention of fraud and abuse. These efforts remain essential to upholding the promise of protection and ensuring that medical insurance remains sustainable, accessible and trusted over the long term.

The issue of cash trusts gained significant attention in Malaysia due to the need for clearer regulations. While these instruments can serve legitimate purposes, the absence of a comprehensive framework has allowed certain schemes to operate without proper oversight, resulting in potential losses for customers and highlighting the need for stronger consumer protection.

As insurers, our role extends beyond providing insurance solutions to being guardians of trust and integrity in the marketplace. We are actively working to raise awareness, advocate stronger safeguards, and protect customers from such unregulated and unethical activities.

We welcome the government's ongoing efforts to introduce a new law aimed at tightening regulations on cash trust schemes and addressing concerns over high-return products targeting ordinary investors. We hope that these efforts will provide greater clarity and security for all stakeholders.

As a responsible insurer, the Group will work closely with all stakeholders to support a system that is fair, transparent and sustainable for the benefit of Malaysians. Our paramount commitment, as always, is to put our customers at the heart of everything we do, enabling them to plan their financial futures with confidence.

Allianz's recognition as the number one insurance brand worldwide underscores the trust our customers place in us. Not only have we been in Malaysia for 25 years and counting; we also have the backing of Allianz which has protected lives and assets for over a century. We do not take this trust for granted. Our commitment remains to being a lifelong partner to our customers, who have placed their trust in our exceptional services, professionalism, advanced capabilities and strong distribution channels, while staying true to our dedication to upholding Environmental, Social and Governance ("ESG") principles. We will continue to provide meaningful protection and value to our customers and play our part in building and giving back to society while upholding the highest standards of integrity and excellence in all that we do.

Chairman's Statement

Acknowledgements

I wish to take this opportunity to thank Goh Ching Yin, who stepped down as Chairman of Allianz Life and ceased to be an Independent Non-Executive Director of AMB effective 2 January 2026 after serving a cumulative period of nine years with the Group, for his invaluable service and contribution.

I would also like to take this moment to convey my utmost gratitude to Charles Ong Eng Chow, who retired as Chief Executive Officer of Allianz Life on 31 December 2025 after a career spanning more than 30 years in the insurance industry, including over two (2) decades with Allianz Malaysia, for his leadership and significant contribution to Allianz Malaysia over the years. Having been with Allianz Life since 1999, Charles's stewardship has helped build a resilient life insurance business in Malaysia, and I am grateful that he continues supporting Allianz Life in an advisory capacity after his retirement.

It is also my pleasure to congratulate Peter Ho Kok Wai, an Independent Non-Executive Director of AMB and Allianz Life, on his recent appointment as Chairman of Allianz Life.

I also would like to welcome Dr. Hasnita Binti Dato' Hashim for her appointment as an Independent Non-Executive Director of AMB during the year in review. However, Dr. Hasnita has indicated that she will not be able to seek for re-election at the forthcoming 52nd Annual General Meeting of the Company due to personal reasons. I would like to extend our gratitude to Dr. Hasnita for her invaluable contributions during her tenure in AMB.

I would like to extend my congratulations and warmest welcome to Giulio Slavich, former Chief Financial Officer of AMB and Allianz Life, for his appointment as Chief Executive Officer of Allianz Life. Giulio's international experience and understanding of Allianz Life's business will support the continued progress of the Group. His appointment also reflects our strong talent pipeline and commitment to developing leaders who will lead and drive long-term, sustainable growth.

I would also like to thank Ng Siew Gek, who retired as Company Secretary and Head of the CSR arm of the Group on 31 December 2025 after serving for more than two (2) decades with the Group, for her years of dedicated service and contribution to the Group. I am pleased that Siew Gek has assumed an advisory role during the transition, and I am glad to continue working with her in her advisory capacity.

On behalf of the Board, I would like to express our deepest gratitude to our valued shareholders, customers, agents, brokers, bancassurance partners and other business partners for their trust, support and confidence in the Group.

I also wish to sincerely thank the Senior Management and all employees of the Group for their resilience, diligence and commitment to our success.

A note of appreciation also goes to BNM, Bursa Malaysia Securities Berhad and all other relevant regulatory bodies and authorities for their invaluable guidance and support throughout the year.

Thank you.

Zakri Bin Mohd Khir
Chairman
13 April 2026

CEO's Message

Shaping the Future

For 25 years, we have protected Malaysian lives and legacies, and we will continue to build on this trust and excellence as we move forward while driving innovation and contributing positively to the community and environment.

Sean Wang Wee Keong
Chief Executive Officer, AMB

Dear Shareholders,

I am pleased to share that Allianz Malaysia Berhad ("AMB" or "Company") and its subsidiaries, Allianz General Insurance Company (Malaysia) Berhad ("Allianz General") and Allianz Life Insurance Malaysia Berhad ("Allianz Life") (collectively referred to as the "Group" or "Allianz Malaysia") closed the financial year 2025 on a positive note amid challenges in the industry and socioeconomic landscape.

The past year tested us in ways few could have anticipated, as geopolitical and socioeconomic challenges coupled with a rapidly evolving operating environment demanded resilience and adaptability. Yet we navigated the year successfully with determination, strengthening partnerships, embracing digital and technological advancements, and continuing to invest in our people. My gratitude goes out to our employees, agents, intermediaries and business partners, whose dedication and collaboration enabled us to confront obstacles head-on, maintain our commitment to excellence and continue delivering best-in-class services that meet our customers' needs. This collective effort allowed us to not only navigate a demanding year but to emerge stronger, more focused and well positioned for sustainable growth going forward. As we look ahead, we are confident in the solid foundation upon which the Group is built. We continue to invest in people, technology and technical excellence, ensuring that we deliver not only financial resilience but also exceptional service levels that differentiate us from our peers while playing our part as a responsible corporate citizen.

The year 2026 marks Allianz Malaysia's 25th anniversary. As we reflect on this significant milestone in our journey, we take pride in having established ourselves as a trusted partner, delivering not only strong financial results but also embodying values that resonate with our stakeholders, intermediaries and employees. For 25 years, we have protected Malaysian lives and legacies, and we aspire to continue building on this foundation of trust and excellence, driving innovation and looking beyond the business to contribute positively to the surrounding community and environment.

One of our highlights for the year in review was being certified as a Great Place To Work® for the second consecutive year, reflecting our positive and supportive culture where colleagues are empowered to build rewarding careers with us. Our efforts in fostering an inclusive workplace and advancing digital transformation were further recognised by the Life at Work Awards by TalentCorp, where we were named Winner of the Women at Work & Leadership category and First Runner-up for Best International Organisation and Digital & Tech Excellence.

CEO's Message

We were also ranked among the Top 3 in the Malaysia's 100 Leading Graduate Employers Award 2025. In addition, we received the Employer of Choice Award at the HR Stars Awards 2025, securing five (5) category wins that underscore our continued focus on elevating employee experience and commitment to a progressive, inclusive workplace. Further, Allianz Malaysia retained our title as the #1 Insurance and Asset Management Brand worldwide in the Brand Finance Global 500 Ranking 2026, with a brand value of USD60.7 billion and ranking among the Top 21 brands globally.

Great Place To Work®

Winner - Women at Work & Leadership

First Runner-up - Best International Organisation and Digital & Tech Excellence

Top 3 - Malaysia's 100 Leading Graduate Employers Award 2025

Employer of Choice Award

#1 Insurance and Asset Management Brand

We are proud to have expanded our physical footprint with the opening of our Penang One Allianz Flagship Branch. By revitalising a heritage landmark, we have integrated cultural heritage preservation with modern functionality. This investment underscores our commitment to creating sustainable, welcoming spaces that improve customer engagement while honouring the local community's architectural legacy.

In our ongoing commitment to fostering sports and athletic development, we are proud to serve as the official financial services partner of the Badminton Association of Malaysia ("BAM"), supporting both junior and senior badminton players. Our role as the title sponsor for the Malaysia Super 100 badminton tournament further underscores our dedication to the sport. Additionally, our very own Allianz Junior Badminton Championship ("AJBC"), which held its fourth iteration in 2025, provides a platform for grassroots development, encouraging junior badminton players to hone their skills in a competitive setting. Allianz is also the Worldwide Insurance Partner for the Olympic and Paralympic Movements from 2021 to 2032, a commitment mirrored in Malaysia through our partnership with Majlis Sukan Negara ("MSN") which runs from 2022 to 2028. This collaboration supports the development of national para-athletes as they prepare for the Los Angeles 2028 Paralympic Games, reinforcing our dedication to empowering athletes at all levels.

Developing our workforce is fundamental to building resilience, driving productivity and ensuring we are well positioned to meet evolving business and customer needs. During the year in review, we supported the rollout of Allianz Asia Pacific's We-nnovate, a programme designed to make innovation part of our everyday work. We also continued to build our leadership pipeline through structured programmes that reinforce core leadership values and skills, including the Allianz Sustainability Journey, which strengthens sustainability aka, Environmental, Social and Governance ("ESG") awareness across the organisation. The introduction of our Employee Listening Programme, Hear Me, has also been pivotal in ensuring we address the needs and pain points of our people.

Our efforts also focused on strengthening Allianz Malaysia's workforce through our employee inclusion networks – Allianz Beyond and Allianz GRACE. We recorded a strong 90 percent score on the Inclusive Meritocracy Index ("IMIX") and maintained a score of 88 percent on our Work Well Index ("WWI"). In addition, we attained the highest level of certification under The Economic Dividends for Gender Equality ("EDGE") framework, earning international recognition for our sustained excellence in workplace gender equity.

The media has always been a vital stakeholder in our journey, playing an essential role in shaping public perception and helping to amplify our efforts and initiatives. We maintained constant and consistent engagements with members of the media throughout 2025. These included the Allianz Malaysia Media Forum 2025 which highlighted the importance of rider safety particularly within the country's rapidly expanding p-hailing industry, our annual Allianz Media Golf and Media Badminton tournaments, press conferences, media lunches, press release blasts and one-on-one interviews. Indeed, we greatly value our media friends, and we remain committed to strengthening and deepening our relationships with the media.

CEO's Message

Social Responsibility

Our commitment to corporate citizenship remains a cornerstone of our identity. This past year was no different as we aided and supported the underserved and underprivileged communities through various initiatives and relief efforts led by our Corporate Social Responsibility ("CSR") arm. We continued our collaboration with Persatuan Bencana Alam MISAR Malaysia to provide critical flood relief efforts to communities affected by floods in Kelantan, Johor, Sabah, Sarawak, Selangor, Melaka, Terengganu, and Perak, as well as to mobilise urgent support to families affected by the Putra Heights gas pipeline explosion and subsequent fire, reaffirming our role as a resilient partner to the nation during times of crisis. Through our "Allianz We Care – Let's Get Personal…Again" campaign, we also provided one-off cash relief for eligible policyholders affected by the gas pipeline explosion.

Recognising that women's safety is a societal responsibility, we are committed to empowering women while promoting a culture of safety for all. To this end, we partnered with Kelab Marshal Keselamatan Jalan Raya Kuala Lumpur ("RSMC") to organise the 8th Women Street Crime Awareness Campaign, where participants learned essential techniques such as pepper spray handling, detecting hidden cameras, escaping lift attacks and more. We extended our collaboration with RSMC to the P-hailing Bikers Safety & Emergency Survival Programme, which equipped p-hailing riders with safety and emergency training. The programme was launched at our Allianz Malaysia "Rider Safety, A Shared Duty" Media Forum 2025, where experts from the Malaysian Institute of Road Safety Research ("MIROS") and p-hailing platforms discussed the challenges faced by p-hailing riders and collaborative strategies for a safer delivery ecosystem.

As conversation around mental health continues to grow, we recognise its importance and the significant impact it can have on individuals, motivating us to actively address mental health challenges through focused initiatives. We continued our support for Thrive Well Sdn Bhd's community-focused mental health programmes, Keluarga Akrab Mencapai Impian ("KAMI") Sembang which aims to create a safe space for mental health and nurture development among the marginalised communities, and KAMI Juara which empowers underserved youths by building confidence and self-worth through structured workshops. In 2025, both programmes have moved into the ambassador-led stage, reflecting our aim to activate community-led initiatives that build a legacy of impact.

> Not forgetting our own people, employees of the Group are also welcome to seek professional support for mental health concerns, personal development, career counselling and various other issues through our Mind Happiness Programme, an Employee Assistance Programme service funded by the Group.

We also continued to support the Life Insurance Association of Malaysia ("LIAM")'s i-MULA 50, an initiative that offers a subsidy for every policy purchased, designed to make life insurance more accessible and affordable for eligible Malaysians.

Foundation in Governance

At Allianz Malaysia, we are unwavering in our commitment to uphold strong governance principles and accountability, guided by our corporate purpose to create value that extends beyond profits. As a corporate entity, our responsibility is to lead by example, drive reform and support the efforts of the government and surrounding communities in promoting good governance. We are committed to operating our business in an ethical, legal and socially responsible manner that is consistent with the Allianz Code of Conduct.

Accordingly, in 2017, we launched the Allianz Road Rangers, an accident and roadside assistance service that protects customers from tow truck touts. In 2020, we implemented an open tender process for the selection of our authorised repair workshops. Our next step was to establish the Allianz Centre for Governance ("Centre") in December 2024 together with Universiti Malaya.

We look forward to the Centre fostering further dialogue on governance-related issues and the publication of the Centre's first research paper, contributing to a more transparent and accountable future for the country. Notably, our outstanding corporate governance and sustainability practices were duly recognised this past year, with AMB ranking Top 10 in the Overall Excellence Award at the National Corporate Governance & Sustainability Awards 2025 and among the Top 50 ASEAN Public Listed Companies at the prestigious ASEAN Corporate Governance Awards 2025. The Group also received the "Anugerah Rakan Korporat Penyelidikan" at the Anugerah Cemerlang Universiti Malaya 2024, in recognition of the Centre and its efforts.

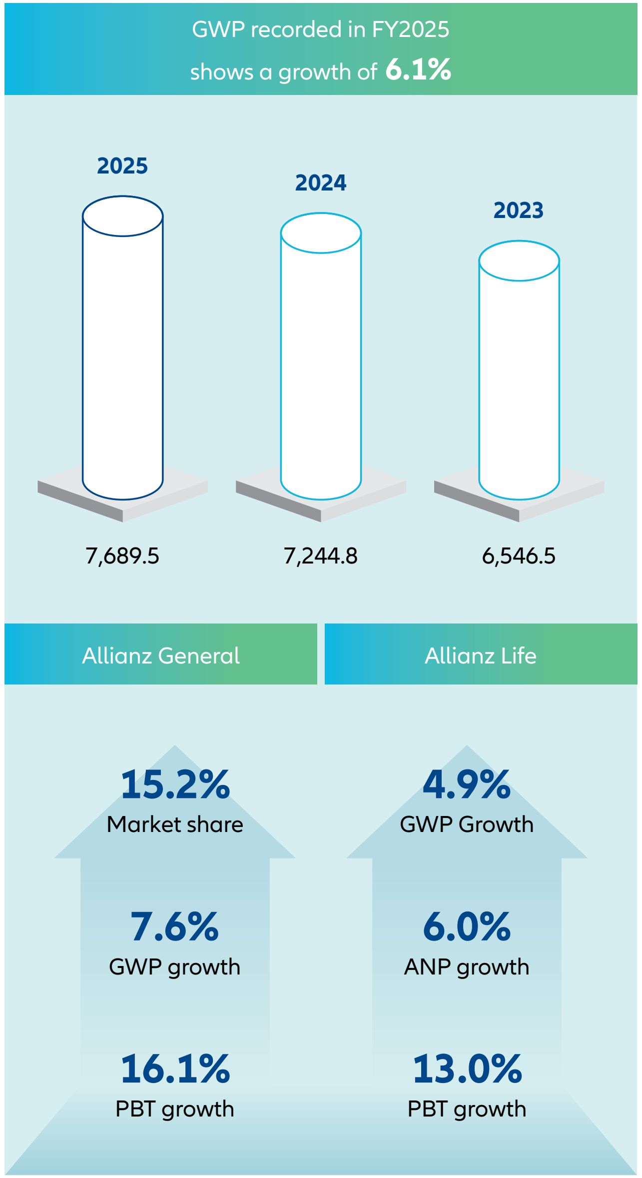
CEO's Message

Financial Results

I am pleased to share that our efforts have also translated into strong financial results for the financial year ended 31 December 2025 ("FY2025"). The Group recorded a total of RM7.69 billion in Gross Written Premiums ("GWP") for the year in review, marking a 6.1 percent growth from the RM7.24 billion recorded in the preceding year. Profit Before Tax ("PBT") rose by 15.9 percent to RM1.17 billion in FY2025 from RM1.01 billion recorded in the FY2024, while Total Assets stood at RM30.49 billion as at 31 December 2025, an increase of 7.0 percent as compared to RM28.49 billion the year prior.

Our general insurance subsidiary, Allianz General, saw its market share surpass the 15 percent mark in FY2025 with a total market share of 15.2 percent, cementing its position as the general insurance market leader in the country. Allianz General's GWP increased by 7.6 percent to RM3.68 billion for the year in focus, as compared to RM3.42 billion posted the year before. PBT stood at RM624.7 million in FY2025, reflecting a 16.1 percent increase from RM537.9 million recorded in FY2024.

Our life insurance subsidiary, Allianz Life, also reported excellent results in FY2025. Allianz Life's GWP rose to RM4.01 billion during the year in review, reflecting a 4.9 percent increase from RM3.83 billion the year before. Annualised New Premiums ("ANP") came in at RM923.9 million, an increase of 6.0 percent from RM871.7 million a year earlier, while PBT grew by 13.0 percent to RM544.8 million from RM482.0 million previously. Allianz Life maintained its number four (4) ranking in the industry with a market share of 11.0 percent as at 31 December 2025.



It is my pleasure to share that for the year in review, the Board of AMB has declared a single tier interim dividend of 89.5 sen per ordinary share (2024: 89.5 sen), and 107.4 sen per irredeemable convertible preference share ("ICPS") (2024: 107.4 sen). The Group expects to maintain a positive dividend trajectory moving forward, driven by the strength of both Allianz General and Allianz Life.

Allianz General

Allianz General outperformed the industry in 2025 and strengthened its market leadership. Our success is derived from our focus on delivering products and services that truly meet our customers' needs, rather than looking solely at the numbers. In 2025, Allianz General launched Allianz Travel XPert, an enhanced travel insurance product which includes a first-in-market fast-track claims process. We also supercharged Electric Vehicle ("EV") coverage by rolling out Allianz EV EcoMiles, a benefit that empowers green habits through rewards for low-mileage battery electric vehicle owners. This is in addition to Allianz EV Shield benefits which include industry-first on-the-spot EV charging to alleviate EV range anxiety.

We also supported the government's Perlindungan Tenang Voucher ("PTV") 3.0 programme with PerlindunganKu Allianz4All, a product which provides comprehensive individual coverage for various aspects such as personal accident, medical and emergency relief at affordable premiums made even more accessible with PTV3.0. In 2025, we distributed the total surplus of the Claims Allocation Fund contributed from PerlindunganKu Allianz4All and Group Personal Accident Allianz4All for FY2024 amounting to RM219,148, to charitable causes.

CEO's Message

Flash floods are now an expected occurrence every year in Malaysia given our geographical location and compounded by factors such as heavy rainfall from monsoon seasons, climate change and rapid urbanisation. Accordingly, Allianz General was on standby to serve flood-affected customers particularly during the monsoon season, mobilising fast flood claims settlements and towing assistance through our team of Adjusters, Road Rangers tow trucks and Allianz-branded 4x4s.

Looking ahead, the Group will continue to conduct climate scenario analyses across both Allianz General and Allianz Life operations, as well as maintain focus on developing more sustainable solutions such as Allianz General's Allianz EV Shield, a coverage for electric cars first rolled out in 2024.

Our efforts did not go unnoticed; we are proud to have been recognised as General Insurance Company of the Year at the 29th Asia Insurance Industry Awards 2025 and we will continue to strive for excellence across our operations and offerings. Going forward, Allianz General is dedicated to optimising operational efficiency and leveraging our resources and cross-selling capabilities to drive business growth, while continuing to differentiate ourselves through technical excellence and prudent cost management to ensure sustained success across our diverse portfolio.

Allianz Life

Despite a challenging year, Allianz Life outperformed the industry with a new business growth rate of 6.0 percent, against the industry new business growth rate of 0.7 percent. We actively participated in the health interim measures initiated by Bank Negara Malaysia ("BNM") in December 2024, which aimed to address the industry challenges posed by rising medical costs and high health inflation. We view these measures as largely positive as they have facilitated collaboration among key stakeholders including the Ministry of Finance, the Ministry of Health, BNM, insurance companies, hospitals and customers, fostering a united approach to managing health costs. Accordingly, we launched Allianz AssuredLink with medical rider HealthAssured, a next-generation investment-linked plan that features a co-payment option. We are pleased to report that our new offering has been very well received in the market, as we are seeing not only new customers but also existing customers embracing this product. Other product launches included AssuredLove, a new feature that offers flexible death benefit annual payouts, as well as Allianz EliteChoice, a competitive and comprehensive plan designed for small and medium enterprises ("SMEs"). Meanwhile, our MyAllianz app has been refreshed with Discover Health, an all-in-one wellness dashboard which gives customers a clear overview of their health statistics and allows them to track their health goals.

We also saw good responses to our offerings for SMEs, and we expect to see greater growth ahead in this area. Meanwhile, we reinforced our collaboration with HSBC Bank Malaysia Berhad ("HSBC") to address legacy planning needs through the launch of HSBC's EliteDiamond, thus enriching our propositions for high-net-worth individuals.

CEO's Message

Our first strategic deployment of artificial intelligence ("AI") took place in 2025 with the rollout of our Gen AI health claims co-pilot within Allianz 360, our digital tool for agents, which has further enhanced our efficiency and customer support capabilities. We also strengthened our partnerships with hospitals through our network of preferred partners, further benefitting our customers and resulting in improved hospitalisation frequency and cost management.

Amid challenging market conditions, we are pleased to have seen strong growth in our agency force and employee benefits offerings. Our agency force benefitted from the adoption of Allianz 360, as this digital productivity solution has elevated our agents' productivity and professionalism. Further propelling our agency force were Kingmaker, our agency transformation programme, and the SheSecures Programme, a transformative initiative launched in 2025 that empowers women through professional development, leadership training and a strong support network, in addition to our collaboration with INSEAD to organise training modules for agents.

As a testament to the hard work of our people, Adrian Cheong from ALCP Agency was named 2025 Rookie Insurance Agency Leader of the Year at the 10th Asia Trusted Life Agents & Advisers Awards (ATLAA), an achievement we are extremely proud of. Looking ahead, customer centricity continues to be our focus at Allianz Life as we leverage our technological capabilities and cross-collaboration efforts to introduce offerings that ensure meaningful protection for our customers. We remain committed to driving innovation and operational excellence to maintain profitability for our shareholders, supported by robust growth in our distribution channels.

Sustainability Journey

Our sustainability journey continues with the implementation of initiatives that encourage decarbonisation by reducing emissions across our insurance and investment solutions. These include our certified Sustainable Solutions, namely the aforementioned Allianz EV EcoMiles as well as Environmental Protect Liability Insurance, which offers solutions tailored to the specific environmental risks faced by companies. Meanwhile, our SolarPro All Risk PV solution provides all-risk insurance protection for residential and commercial users of solar photovoltaic panels. On the investment side, we have various investment-linked funds that invest in seven (7) separate target funds that are classified under Article 8 of the European Union's Sustainable Finance Disclosure Regulation ("SFDR"), giving our customers access to investment in funds with environmental or social characteristics.

In 2025, Allianz Life and Allianz General achieved a reduction of 33.3% and 55.9% GHG emission intensity in our proprietary investment portfolio for listed equity and corporate bonds respectively from 2019 baseline, progressing towards the 57% reduction target by 2030. We also met and exceeded our reduction target of 70% by 2030, recording a 76.2% reduction for GHG emissions per employee in our operations, from our 2019 baseline.

We are proud to share that Allianz Malaysia has been recognised as a 3-Star Lister in the ESG Select List 2025 by the UN Global Compact Network Malaysia & Brunei, with recognition under key categories including ESG Breakthrough Innovation, Purposeful Partnership and The North Star ESG Target Setting. Our inclusion in the ESG Select List reflects our measurable progress in embedding Environmental, Social & Governance ("ESG") principles across our business. 2025 also marks the first year that we have adopted the National Sustainability Reporting Framework ("NSRF") in the preparation of our Integrated Annual Report 2025 ("IAR2025").

For more details on our Sustainability Journey and our efforts towards Decarbonisation, Adaptation & Resilience and Promoting Sustainable Growth, please see pages 94 - 95.

CEO's Message

Acknowledgements

On behalf of the Management, I would like to take this opportunity to thank our Board for their stewardship and support in ensuring the Group continues to deliver value to all our stakeholders.

I wish to also express my highest gratitude to Goh Ching Yin, who stepped down as Chairman of Allianz Life and ceased to be an Independent Non-Executive Director of AMB effective 2 January 2026 after serving a cumulative period of nine years with the Group, for his invaluable contribution and guidance extended to the Management.

I would also like to express my utmost thanks to Charles Ong Eng Chow, who retired as Chief Executive Officer of Allianz Life on 31 December 2025, for his immense contribution to the Group since he joined Allianz Life in 1999. Charles has been a steadfast pillar of strength and wisdom within the Group. His exceptional leadership and unwavering dedication have been instrumental to the Group. I wish Charles a very happy retirement and look forward to continuing our close collaboration in supporting the business through his new role as an advisor to Allianz Life.

I also wish to thank Ng Siew Gek, who retired as Company Secretary and Head of the CSR arm of the Group on 31 December 2025, for her years of dedicated service and contribution to the Group. Siew Gek has assumed an advisory role in transition, and I welcome the opportunity to continue working with her.

It is also my pleasure to congratulate Peter Ho Kok Wai, an Independent Non-Executive Director of AMB and Allianz Life, on his recent appointment as Chairman of Allianz Life.

I also would like to welcome Dr. Hasnita Binti Dato' Hashim for her appointment as an Independent Non-Executive Director of AMB during the year in review. However, Dr. Hasnita has indicated that she will not be able to seek for re-election at the forthcoming 52nd Annual General Meeting of the Company due to personal reasons. I would like to extend our gratitude to Dr. Hasnita for her invaluable contributions during her tenure in AMB.

I would also like to welcome the newly appointed Management Team. Firstly, to Giulio Slavich, our former Chief Financial Officer of AMB and Allianz Life, who succeeded Charles as Chief Executive Officer of Allianz Life with effect from 1 January 2026. Giulio brings a wealth of experience to his new role, with 25 years of experience in the insurance industry. His career reflects a deep understanding of global insurance dynamics and adaptability across large insurance groups and I am confident he will take Allianz Life to greater heights.

Secondly, to Chin Xiao Wei on her appointment as Chief Financial Officer of AMB. Xiao Wei is assuming this role in addition to her existing position as Chief Financial Officer of Allianz General. She has contributed to the financial strategy of Allianz General in various capacities including as Head of Actuarial, Head of Strategy and Planning, Chief Actuary and Appointed Actuary, before being appointed Chief Financial Officer in July 2023. I look forward to continuing our joint efforts to drive the financial and business strategies of the Group.

Lastly, to Chia Yuh Woei on her appointment as Chief Financial Officer of Allianz Life. Yuh Woei previously served as Regional Chief Actuary and brings over 25 years of experience in actuarial and financial leadership, having joined Allianz Asia Pacific in July 2012. She is regarded as an actuarial expert and has assumed various roles across the Asia Pacific region. I look forward to collaborating closely with her to steer the Group towards achieving sustainable and strong financial growth.

A word of appreciation goes out to BNM, Bursa Malaysia Securities Berhad and all relevant regulatory bodies and authorities for their guidance. My gratitude as well to our shareholders, customers, agents, brokers, bancassurance partners and business partners for their confidence and belief in our vision.

I would also like to thank all employees of the Group for their unwavering efforts and commitment to delivering the best for our customers. Without you, the Group would not be where it is today.

Let us step forward into the future and achieve meaningful and sustainable success together as we continue to do our best as the trusted partner of Malaysians in protecting lives and bold ambitions for 25 years and counting.

Thank you.

Sean Wang Wee Keong
Chief Executive Officer
13 April 2026

Management Discussion and Analysis

Review of Results

The Group's insurance revenue increased to RM6.24 billion from RM5.65 billion in the previous year, representing a growth of 10.4%. This growth was attributed to a 6.1% rise in GWP, which reached RM7.69 billion during the year under review, primarily due to improved performance across both life and general insurance segments.

Corresponding to the higher revenue, the Group's consolidated PBT for the year under review totalled RM1.17 billion, reflecting a 15.9% increase from RM1.01 billion reported in the FY2024. This resulted in earnings per share of 363.58 sen and a return on equity of 15.8%.

During the FY2025, the Group's tax expense of RM206.9 million was lower compared to RM234.6 million in FY2024. The effective tax rate decreased to 18% in FY2025 from 23% in FY2024, following an assessment of the effective tax rate for FY2025. This impact is non-recurring in nature and does not represent the Group's expected effective tax rate on a normalised basis.

	2023	2024	2025
Insurance Revenue/Operating Revenue (RM' million)	4,941.6	5,651.5	**6,236.9**
PBT (RM' million)	956.9	1,005.4	**1,165.6**
Return on Equity (%)	14.8	14.1	**15.8**
Basic Earnings per Ordinary Share (sen)	296.7	401.5	**363.6**
Diluted Earnings per Ordinary Share (sen)	211.1	223.2	**279.1**

Balance Sheet Review

Throughout 2025, the balance sheet for both insurance subsidiaries within the Group remained robust. Total Assets increased by 7.0% to RM30.49 billion compared to RM28.49 billion in 2024, primarily driven by growth in the investment portfolio. As of 31 December 2025, the investment portfolio expanded by 8.0% to RM27.13 billion. The overall composition of the portfolio remained broadly consistent, comprising government and government related bonds, unquoted corporate bonds, quoted and unquoted equity securities, unit trusts, and bank deposits.

Despite showcasing resilience in FY2025, the operational figures do not fully depict the magnitude of challenges encountered by the business. The Group will persist in leveraging its agility to navigate the evolving business landscape and market sentiments to achieve durable performance outcomes. Given the enduring nature of insurance, particularly life insurance, the Group is committed to upholding its long-term obligations.

Capital preservation and liquidity management will continue to be key priorities as part of the Group's long-term sustainability strategy, especially amid the current uncertain macroeconomic climate. This approach is underscored by the investment strategy, with government and government-related bonds constituting 53.9% of the investment portfolio, which grew by 12.7% to RM14.64 billion. This was followed by unquoted corporate bonds, contributing 23.3% to the investment portfolio.

Type of Investment	2023 (RM' million)	2024 (RM' million)	2025 (RM' million)
Government and government-related bonds	12,084.0	12,982.5	**14,635.2**
Unquoted bonds of corporations	6,118.6	6,282.3	**6,332.0**
Quoted equities securities and unit trust	3,309.9	3,984.4	**4,056.9**
Cash	720.9	998.7	**1,052.2**
Others	819.1	873.1	**1,051.7**
Total	23,052.5	25,121.0	**27,128.0**

Management Discussion and Analysis

Capital Position

In FY2025, the Group's Capital Adequacy Ratio remained above the regulatory requirement of 130%. The capital position supports the Group's ability to withstand economic and financial fluctuations, meet dividend commitments, and pursue planned growth activities. Liquidity management remains a focus to ensure obligations can be met and operational flexibility is maintained, including during periods of market stress.

Moving forward, the Group will uphold rigorous capital management practices to bolster the solvency levels of subsidiaries, foster business expansion, fulfil dividend commitments, enhance return on equity, and sustain capital adequacy above regulatory thresholds. No significant alterations were made to the Group's capital management policies and procedures during the fiscal year. The principal sources of capital comprise retained earnings, ordinary shares, and ICPS.

With earnings per share at 363.58 sen, resulting in a return on equity of 15.8%, our commitment to creating shareholder value remains steadfast. Our dividend policy aims to uphold a minimum payout ratio of 30%, subject to regulatory approval for subsidiaries' dividend. In FY2025, our first interim dividend of RM338.8 million was distributed. Our ability to sustain dividend payouts underscores the importance of effective product strategies, prudent asset and liability management, and robust governance frameworks.

Allianz General

	2023	2024	2025
GWP (RM' million)	3,003.5	3,419.4	**3,678.2**
PBT (RM' million)	556.2	537.9	**624.7**
Combined ratio (%)	85.7	88.8	**87.9**

In the FY2025, we are pleased to report the outstanding performance of Allianz General, highlighted by GWP of RM3.68 billion. This remarkable feat solidifies Allianz General's leading position as the leading player in the general insurance industry. Notably, the Motor segment recorded a notable increase in market share compared to the previous year, further strengthening our competitive position. Our combined ratio stands at 87.9%, supported by disciplined underwriting and effective cost management, with PBT at RM624.7 million. This growth encompasses various sectors including Property, Health, Personal Accident, Liability, and Marine.

In 2025, Malaysia's general insurance sector operated in a strengthening demand environment supported by resilient domestic demand and continued growth in vehicle ownership. Behavioural and structural shifts further shaped market dynamics: a sharp rise in outbound travel, which boosted uptake of travel insurance as Malaysians increasingly sought protection against medical, cancellation, and mobility-related risks amid renewed international movement, and the rapid expansion of the EV market, where EV grew from 3.6% to 7.8% of new vehicle registrations. While this supported motor premium growth, it also introduced higher claims severity and repair complexity due to battery related risks and limited certified workshops. These dynamics supported premium expansion while rising repair costs and evolving motor claims requirements continued to place pressure on underwriting performance, especially within the motor segment, requiring insurers to enhance pricing models, strengthen repair ecosystems, and accelerate digitalisation to meet evolving customer and risk profiles.

During the year, Allianz Travel XPert was launched as a key enhancement to Allianz General's travel insurance portfolio, reinforcing Allianz General's commitment to innovation and elevating the customer experience. The product introduces a more seamless and customer centric service model, including cashless overseas medical access and broader inclusiveness to serve a wider range of travellers. By offering benefits that address modern travel needs, from improved support for travel disruptions to coverage suited for leisure and active pursuits, Allianz Travel XPert strengthens the Group's position as a preferred insurer in an increasingly competitive market. Flexible plan options, including annual coverage designed for frequent travellers, also support deeper customer engagement and recurring premium growth. Collectively, the product enhances our competitive differentiation and aligns with Allianz Malaysia's strategic focus on delivering service excellence and long-term value.

Management Discussion and Analysis

Recognising the growing demand for products that align with global sustainability goals, Allianz General has taken proactive steps to support environmental sustainability through a suite of green-focused insurance solutions. A flagship offering is Allianz EV Shield, launched in February 2024 under our Private Car Comprehensive policy. As the first in Malaysia to provide on-the-go EV charging coverage, EV Shield enables policyholders to access assistance via "EV Rangers" when running low on charge, while also offering protection for home chargers and portable cables. This innovation underscores our commitment to facilitating the transition to electric mobility and positioning us as a trusted partner in the evolving automotive landscape.

Further amplifying our sustainability agenda, Allianz General launched EV EcoMiles, an innovative rewards programme designed to incentivise environmentally responsible driving behaviours. Through this initiative, Battery EV owners insured with Allianz can earn up to 15% cash rewards on their net basic premiums by maintaining low annual mileage. Beyond delivering financial benefits, EV EcoMiles positions Allianz General as a catalyst for behavioural change, encouraging customers to adopt eco-friendly practices that reduce carbon emissions and support a cleaner future.

Apart from driving green products, Allianz General remains steadfast in its commitment to social and financial inclusion, ensuring affordable protection for underserved communities. Through the PTV Programme, we support the government's initiative to deliver basic insurance coverage to lower-income households within the B40 (Bottom 40% income group) segment, marking our third consecutive participation in this programme. This initiative enables eligible individuals to redeem vouchers for essential protection products, thereby strengthening financial resilience among vulnerable groups. Furthermore, Allianz General's involvement in the Insurance Rahmah initiative reinforces our dedication to improving accessibility and affordability for the B40 community, offering competitively priced motor insurance to help ease the financial burden on Malaysians.

For more information, kindly refer to "Responsible Products, Investments and Underwriting" section on pages 69 - 75.

Looking ahead to FY2026 Allianz General remains steadfast in advancing technical excellence while leveraging our strong motor customer base to unlock new cross selling opportunities and strengthen customer relationships. This milestone year underscores our enduring commitment to securing our customers' future as their trusted insurance partner.

Building on a quarter century of resilience and innovation, we will continue delivering comprehensive, forward thinking solutions that anticipate evolving needs, ensuring greater value, protection, and accessibility. With this strategic focus, Allianz General is well-positioned to achieve operational excellence, foster deeper trust, and reinforce our leadership as a general insurer in Malaysia.

Allianz Life

	2023	2024	2025
ANP (RM' million)	757.6	871.7	**923.9**
GWP (RM' million)	3,543.0	3,825.4	**4,011.3**
PBT (RM' million)	411.2	482.0	**544.8**
New Business Value (RM' million)	349.3	365.4	**395.8**

In 2025, Allianz Life maintained its position as the fourth-ranked life insurer by market share in Malaysia and reported continued growth in key business measures through the year's financial results. Notably, the ANP market share has seen a substantial expansion to 11.0%, reflecting growth of 0.6% compared to the previous year. Moreover, the GWP increased by 4.9% to RM4.01 billion, underscoring Allianz Life's sustained market momentum. The PBT recorded a commendable increase of 13.0%, propelled by the exceptional performance of the in-force portfolio. Additionally, the New Business Value ("NBV") also showed slight increment by 8.3%, primarily driven by agency and partnership distribution channel.

Management Discussion and Analysis

In 2025, Malaysia's life insurance sector continued its upward trajectory, supported by resilient domestic demand and strong interest for both investment-linked and protection-based products. Investment-linked policies regained momentum as consumers sought long-term wealth accumulation solutions, while rising medical cost inflation—cited as a persistent pressure point for the industry—reinforced demand for medical riders and comprehensive health-related coverage, contributing to continued premium growth. The market was also shaped by structural trends, including the government's continued push for financial inclusion through microinsurance initiatives under the Perlindungan Tenang programme and the rollout of the Digital Insurance Technology Operator framework, which accelerated digital distribution and widened access to insurance solutions. These combined factors positioned the life insurance sector for stable expansion while heightening the need for innovation in product design, transparent communication and digital servicing to address affordability concerns and evolving customer expectations.

Earlier this year, Allianz Life advanced its product innovation agenda with the introduction of investment-linked plan, Allianz AssuredLink, complemented by the HealthAssured medical rider. Designed to provide enhanced medical protection and greater financial security, HealthAssured offers flexible co-payment options, enabling customers to manage medical inflation while maintaining access to quality healthcare, thereby supporting long-term affordability. In addition, the introduction of Allianz EliteChoice, a tailored insurance solution for SMEs, reinforces our commitment to supporting business continuity and resilience within this important segment of the economy.

On the other hand, Allianz Life continued to strengthen its strategic bancassurance partnership with HSBC, offering flagship solutions like EliteDiamond and Universal AssuredTreasure. This collaboration expands our product suite, delivers comprehensive and tailored insurance solutions for premier customers, and reinforces our position as the Employee Benefits provider of choice, while driving greater cross-sales within our customer base. Together, these initiatives exemplify our strategic focus on delivering innovative, customer-centric solutions that anticipate evolving market needs, strengthening our position as a trusted partner in safeguarding both individual and business aspirations.

In response to ongoing medical cost inflation and to safeguard the long-term sustainability of its medical portfolio, Allianz Life has implemented interim repricing measures in alignment with BNM's regulatory expectations and industry-supported interim measures. These actions form part of a broader portfolio management strategy focused on balancing affordability for policyholders with disciplined risk and capital management. The repricing initiative is intended to stabilise claims experience while creating a strategic window to refine long-term product architecture and pricing frameworks. In parallel, Allianz Life reinforced underwriting, pricing, and cost containment measures, supported by customer transition initiatives, to mitigate rising healthcare costs and preserve portfolio resilience. We also strengthened customer engagement and communication to ensure transparency, reinforce trust, and support informed decision-making. These efforts underscore Allianz Life's commitment to delivering sustainable medical solutions aligned with evolving market dynamics and regulatory expectations, while preserving resilience and customer confidence.

Amid these transformative initiatives, Allianz Life remains committed to strengthening its distribution capabilities through the strategic execution of our agency transformation programme. Central to this effort are key initiatives such as Kingmaker, designed to enhance the effectiveness and resilience of our agency network, empowering agents to drive sustainable growth and deliver exceptional customer experiences. Our Allianz 360 tool serves as a cornerstone for holistic advisory, enabling agents to provide personalised solutions with precision and confidence. Meanwhile, the Career of Excellence and Opportunity ("C.E.O.") Programme stands as a beacon of leadership development, cultivating visionary leaders who champion innovation and organisational transformation. Together, these strategic pillars reflect Allianz Life's unwavering commitment to building a future-ready tied agents, leveraging leadership excellence and digital capabilities to secure long-term market leadership and deliver superior value to customers.

For more information on agency transformation programme, kindly refer to "Customer Centricity" section on pages 76 - 80.

Looking ahead, Allianz Life will continue to drive its strategy with a strong emphasis on digital enablement as a catalyst for delivering exceptional customer experiences and operational excellence. By accelerating the adoption of innovative tools and platforms, we aim to enhance agent productivity and deliver seamless, data-driven interactions. At the same time, product innovation will remain a key growth driver as we expand our portfolio to meet evolving customer and market needs. These strategic priorities will strengthen Allianz Life's market leadership, build organisational resilience, and position Allianz Life for sustainable growth amid a rapidly changing industry landscape.

Management Discussion and Analysis

Overcoming Challenges and Way Forward

As Allianz Malaysia navigates 2026, it continues to operate against a backdrop of heightened global and domestic challenges, including macroeconomic uncertainty, particularly in healthcare costs, as well as tightening financial conditions. These pressures have contributed to rising medical claims costs, ongoing regulatory recalibrations, and intensifying competition across both life and general insurance segments. Against this backdrop, Allianz Malaysia remains firmly focused on disciplined execution of its strategy, with clear priorities on preserving balance sheet strength, optimising portfolio quality, and accelerating customer-centric growth, underpinned by robust governance and risk management frameworks.

Trust remains foundational to sustainable performance. Allianz Malaysia continues to embed ethics, integrity, and accountability across the enterprise through strengthened governance and risk frameworks, transparent disclosures, and consistently applied true customer centricity standards. Governance is underpinned by clear Board oversight, supported by a robust three-lines-of-defence model and a comprehensive set of policies that reinforce organisational integrity. These principles are reinforced through the Allianz Centre for Governance, a strategic collaboration with Universiti Malaya that supports research and advocacy on governance and business integrity, alongside our internal governance frameworks that drive consistency in policy implementation, compliance monitoring and risk oversight across business units.

Complementing these governance efforts, Allianz Malaysia continues to advance community-focused impact initiatives such as Allianz Eco Quest, a long-term environmental and education programme designed to address learning gaps within the Pulau Tuba community.

Allianz Malaysia continues to anchor its strategy on customer centricity, guiding how we design solutions and deliver value to meet evolving customer needs while ensuring accessibility across market segments, while aligning with our Strategic Pillar: Driving Smart Growth. To strengthen this strategic focus, we are investing in the professional development and digital enablement of our tied agents, equipping them with enhanced tools and capabilities that support more personalised and seamless customer experiences, in line with broader digital transformation efforts such as the Allianz 360 platform. These investments are complemented by initiatives such as the Allianz Achiever Model, which establishes a structured framework for agency excellence, driving higher productivity, professionalism, and sustainable performance across our distribution network. In addition, the Allianz SheSecures Programme was launched to empower women through targeted professional development, mentorship, and leadership opportunities, reinforcing our commitment to inclusion and equal opportunities while strengthening the resilience and reach of our tied agents. By fostering a customer-centric culture and developing a future-ready tied agents, we are reinforcing our market positioning and enhancing our ability to support customers effectively in a dynamic industry environment.

Allianz Malaysia is advancing climate resilience and sustainability in line with global and national priorities. We have integrated sustainability and climate-related considerations into underwriting, investments, and operations to strengthen risk management and support the transition to a low-carbon economy. Underwriting policies are being refined to reflect climate risk exposures and adaptation needs, while investment portfolios increasingly favour sustainable assets, and fossil-fuel-based business models are being phased out. Operational decarbonisation initiatives, such as energy efficiency and sustainable travel, are complemented by community and customer programmes that encourage climate-positive behaviours and resilience.

In line with Allianz's climate strategy, we have set ambitious targets: a 57% reduction in emission intensity in our proprietary investment portfolio for listed equity and corporate bonds by 2030 (baseline 2019) and a 70% reduction in emissions from our own operations by 2030 (baseline 2019). These commitments underscore our dedication to responsible business practices and long-term value creation, reinforcing our role as a trusted partner in building a sustainable future and contributing to the creation of a liveable planet.

Amid the evolving dynamics of global and local markets, Allianz Malaysia remains steadfast in its pursuit of resilience and sustainable growth. Guided by a strong commitment to customer centricity, innovation, and disciplined execution, we continue to strengthen our product architecture, deepen our distribution capabilities, and reshape our product portfolio to ensure long-term sustainability. These strategic priorities position us to navigate shifting market conditions while consistently delivering value to our stakeholders and reinforcing our role as a trusted partner in supporting their financial and protection needs.

Accountability that Builds Trust. Governance that Delivers.

Strong governance and transparency remain the foundation of stakeholder confidence.

Our Operating Context

The physical environment, evolving supply and demand dynamics in the insurance market, and broader macroeconomic conditions continue to directly influence Allianz Malaysia. To determine external elements and their potential effects on our business performance, we assess the environment in which we operate. This helps us understand how we can create better value for our stakeholders as well as proactively mitigate potential risks.

Economic

Link to Business Capitals

F S I

Overview

Malaysia's economic growth in 2025 exceeded expectations, with GDP expanding by 5.2%, surpassing the official projection range of 4.0%–4.8%. Growth was supported by strong domestic demand and favourable export performance. The economy expanded by 6.3% in the fourth quarter, reflecting continued momentum across key sectors including services, manufacturing and construction. On the global front, the International Monetary Fund ("IMF") projects world output growth of around 3.3% in 2025, with growth expected to remain steady in the following year amid lingering inflationary pressures, trade frictions and tighter financial conditions.

Within the insurance sector, modest economic expansion and rising household incomes are expected to sustain premium growth across both life and general segments, particularly in health, motor, and protection products. However, subsidy rationalisation and elevated medical and repair costs may tighten consumer spending and affect claims trends. Malaysia's moderate inflation in 2025, as reported by BNM, with headline inflation averaging 1.4% and core inflation averaging 2.0%, alongside expectations of continued moderate headline inflation in 2026, provides a supportive backdrop for insurance penetration and financial inclusion. Core inflation is expected to remain near its long-term average, while ongoing digital and infrastructure investments further strengthen financial system resilience.

Potential Impacts to Allianz Malaysia

- Stronger-than-expected GDP growth and resilient domestic demand continue to support insurance premium growth, particularly in motor and health segments.
- Shifts in household spending amid subsidy rationalisation and inflationary pressure may influence affordability and product mix preferences.
- Rising healthcare and repair costs could affect claims ratios and underwriting profitability.
- Low insurance penetration and Malaysia's ageing population present opportunities for protection and retirement-related products.
- Strong vehicle sales and renewed consumer confidence sustain demand for general insurance coverage.
- The gradual phase-out of blanket fuel subsidies and adjustments in logistics costs may indirectly impact claims servicing and operating expenses.

Our Responses

- Leverage our extensive distribution network (tied agents and banca-partnerships) for life and general insurance products.
- Strengthening market leadership by focusing on business growth through an enhanced product insurance offering, featuring top-tier roadside assistance services for all vehicle types.
- Collaborate with global brokers.
- Deliver growth in strategic partnership with HSBC.
- Enhance relationships with stakeholders to maximise share of wallet.
- Enhance portfolio management by strengthening underwriting and pricing, steering towards preferred risks segments.
- Enhance product sustainability by refining benefit structures, including co-payment features, to manage medical inflation while supporting long-term affordability for policyholders.
- Reinforce underwriting, pricing, and cost-containment measures, supported by customer transition initiatives, to mitigate rising healthcare costs and preserve portfolio resilience.
- Continue addressing increasing protection and retirement needs by offering solutions that support customers' long-term financial security in response to demographic shifts and greater awareness of future planning.

Social

Link to Business Capitals

H S

Overview

Consumer demands and societal imperatives are driving transformation in the insurance industry in Malaysia. There is a growing emphasis on the economic welfare of low-income segments and a focus on responsive, sustainable insurance solutions. The industry is also adapting to the increasing trend of consumers sharing personal information on digital platforms in exchange for incentives, leading to greater efficiency in the underwriting process. This evolution is positioning the insurance sector to better address the diverse needs and challenges of Malaysian society.

Potential Impacts to Allianz Malaysia

- Evolving customer expectations for affordable, transparent, and flexible insurance solutions drive product innovation and digital engagement.
- Growing demand for protection among lower- and middle-income segments presents opportunities to expand micro-insurance and inclusive offerings.
- Greater data sharing and personalisation expectations require enhanced privacy safeguards and responsible data use.
- Shifts in societal trust and preference for purpose-driven brands highlight the importance of customer education and community engagement.

Our Responses

- Establish a cross-functional taskforce to coordinate a customer-centred repricing approach, ensuring clear governance, holistic impact assessment and well-aligned execution across all customer-facing and support functions.
- Set up a dedicated repricing hotline with a specialised team trained in product knowledge and soft skills, providing customers with timely assistance, empathetic guidance and clear explanations amid increased enquiries.
- Strengthen communication transparency through simplified, easy-to-understand materials, including FAQs, infographics, and personalised letters, to help customers clearly understand the changes and make informed decisions.
- Facilitate a seamless customer experience through a conversion option without underwriting, supported by digital tools such as MyAllianz and Allianz 360 to ensure accessibility and convenience throughout the process.
- Pricing strategies discussed with stakeholders from Product, Underwriting, Sales, to ensure customer needs and affordability are considered.

Our Operating Context

Environmental

Link to Business Capitals

N F M

Overview

Climate change continues to influence Malaysia's financial landscape, as evidenced by the increase in floods and heatwaves. Malaysia's transition agenda through National Climate Change Policy 2.0 ("NPCC 2.0") and an expected Climate Change Bill, reflects a strong commitment to mitigating the impact of climate change. This emphasis on sustainability and climate-related measures is prompting financial institutions to align their strategies with the transition towards a low-carbon economy, marking a significant period of transformation within the sector.

Potential Impacts to Allianz Malaysia

- Increased frequency and severity of floods and other extreme weather events may drive higher claims as well as increased reliance on public disaster relief.
- Rising regulatory expectations for climate risk management and disclosure increase compliance requirements.
- Transition to a low-carbon economy may influence investment assets.
- Growing customer and stakeholder demand for climate-aligned and sustainable insurance solutions presents new business opportunities.

Our Responses

- Allocate resources to better understand our exposure to natural catastrophes.
- Conduct scenario analysis to understand the key potential impacts of climate change on both general and life insurance businesses.
- Continue to participate in industry Joint Committee for Climate Change ("JC3") and its sub-committees.
- Continuing efforts to reduce operational GHG emissions through the adoption of more energy-efficient practices.
- Support the transition to a low-carbon economy by aiming to lower emissions in our own operations and proprietary investment portfolios; as well as develop sustainable insurance solutions.
- Proactively help the public to increase resilience against floods via Allianz Malaysia's CSR programmes, for example the Public Flood Survival Programme.
- Continue effort to encourage environmentally conscious behaviour, e.g., Motor coverage that rewards EV owners for eco-friendly driving habits in the form of cash rebates.

Technological

Link to Business Capitals

I S H

Overview

The insurance sector is being transformed by technology, with AI and Internet of Things ("IoT") leading to more tailored and responsive services. However, the increasing reliance on digital platforms has also raised the risk of cyberattacks, affecting businesses across various industries. Malaysia has also experienced a surge in cyber breaches, potentially leading to significant economic impacts.

Potential Impacts to Allianz Malaysia

- Accelerated adoption of AI and automation enhances efficiency and customer experience but increases reliance on digital infrastructure.
- Greater use of data analytics enables improved risk assessment, but also requires stronger data governance and ethical AI oversight.
- Expanding digital engagement channels increase exposure to system outages and third-party cyber vulnerabilities.
- Operational disruptions and data breaches can undermine customer trust, potentially leading to substantial revenue losses and financial penalties.

Our Responses

- Remain alert to developments in AI, while ensuring a secure digital environment and maintaining stakeholder trust.
- Strengthen digital enablement to enhance sales, service and operational excellence, supported by key platforms such as MyAllianz, Allianz 360 and Customer Relationship Management system (OneCRM), which streamline workflows, improve accessibility and provide data driven insights.
- Enhance technical performance in claims, underwriting and pricing through AI-enabled capabilities, including Health Claims Co-pilot, advanced analytics, rules-based decisioning and straight-through processing to drive accuracy, speed and cost efficiency.
- Expand distribution to online channels.
- Natural Catastrophes ("Nat Cat") management using integrated geocoding to manage flood exposure.
- Enhance capabilities in data analytics and apply data-driven discipline in decision-making.

Our Operating Context

Regulatory	Overview
Link to Business Capitals F I	Ongoing regulatory reforms under the purview of BNM and other regulatory bodies, including Bursa Malaysia and the Inland Revenue Board of Malaysia ("LHDN"), continue to reshape Malaysia's insurance and financial sectors. These reforms include the liberalisation of motor and fire tariffs, mandatory e-invoicing, proposed enhancements to the Risk-Based Capital Framework ("RBC") through RBC 2, and the introduction of new sustainability reporting requirements to strengthen ESG transparency and governance. At the same time, escalating healthcare costs have prompted BNM to introduce Interim Measures on Medical and Health Insurance/Takaful ("MHIT") to safeguard affordability while longer-term structural reforms are developed. BNM, together with key stakeholders such as the Ministry of Finance, Ministry of Health, insurers and takaful operators, private healthcare providers and consumer groups, are collaborating on initiatives guided by five (5) strategic thrusts aimed at moderating medical inflation. In the motor segment, BNM has also introduced the Insurers and Takaful Operators–Repairers Code of Conduct, effective January 2025, establishing minimum standards for fair conduct, transparency and collaboration to enhance consumer protection and trust in motor claims management.

Potential Impacts to Allianz Malaysia

- The liberalisation of motor and fire insurance presents opportunities for more effective risk-based pricing, while regulatory efforts to combat fraudulent claims and promote safe driving may help reduce motor claims frequency and severity.
- Implementation of the RBC 2 may require adjustments to capital allocation, risk appetite and investment strategies to meet revised solvency and prudential requirements.
- Interim Measures on MHIT affect how insurers adjust medical premiums, requiring staggered increases, temporary caps, repricing pauses for vulnerable segments, and flexibility in reinstatement arrangements, which may influence profitability, portfolio management and customer retention.
- Heightened regulatory and public scrutiny on medical inflation increases the need for active engagement with regulators, healthcare providers and industry stakeholders to support long-term affordability and sustainability of medical insurance.
- The introduction of the Insurers and Takaful Operators–Repairers Code of Conduct establishes mandatory standards for motor claims settlement, requiring closer coordination with panel repairers and the implementation of internal dispute resolution ("IDR") mechanisms.
- Compliance with expanded sustainability reporting requirements under the NSRF, alongside cybersecurity and technology risk expectations, may increase operational costs related to data collection, system enhancements, assurance and staff training.

Our Responses

- Leverage on technical excellence to enhance price optimisation in phased liberalisation environment.
- Actively participate in collaborative efforts between insurers, government, and private hospitals to address rising medical costs to ensure sustainability of medical insurance beyond interim measures.
- Perform gap analysis and assessment of regulatory changes in order to derive action plans to ensure compliance, with the set-up of project teams if necessary.
- Adopt and implement e-invoicing in accordance with the guidelines and timelines of LHDN.
- Consistently and regularly review our internal policies and guidelines to ensure compliance with relevant laws and regulations, at local and international level.
- Adopt and implement reporting exercise aligning to NSRF.

Our Stakeholders' Expectations

Understanding the evolving needs and expectations of our stakeholders remains central to our value creation. We engage actively through multiple platforms and touchpoints to gather and analyse insights, with the goal of developing solutions that strengthen our positive impact across social, environmental and economic dimensions.

These engagements provide deeper understanding and shared benefits, guiding both our strategic direction and daily operations. We apply a variety of engagement approaches tailored to specific needs and objectives and establish clear indicators to measure the quality and breadth of our interactions.

Our materiality matrix highlights our continuous engagement with diverse stakeholder groups. For further details, please refer to pages 42 - 45. The concerns raised and our responses from various stakeholder groups are also presented in the table below.

Frequency

AWR	As and when required	Q	Quarterly
ToY	Throughout the year	BA	Bi-annually
M	Monthly	A	Annually

Customers

Related material matters 2 3 4

Why do we engage?	Key concerns/ interests	Our strategic response to enhance value creation
• Our customers are at the heart of everything we do • Understanding what's important to our customers is key to our long-term success	• Upholding fair and responsible treatment standards • Clear, timely, and transparent communication • Timely and convenient resolution of queries • Accessible and affordable insurance products • Strong data privacy and security	• Driving digitalisation and innovation to deliver enhanced customer experience • Enhancing cybersecurity resilience and safeguarding data privacy across our digital platforms • Empowering our tied agents to deliver best-in-class services to customers • Designing and introducing products tailored to customer needs, complemented by customer-centric services such as Allianz Care@Home, Allianz Road Rangers • Actively engaging with customers to gather feedback and continuously assess service quality

How do we engage?

- ToY — Customer satisfaction surveys such as Net Promoter Score and Voice of Customer rating
- AWR — Claims Onboarding Courtesy Calls, Welcome Calls
- ToY — Online platforms (e.g., corporate website, social media, smartphone applications and mobile messaging)
- ToY — MyAllianz Customer Portal
- ToY — Allianz We Care Community Platform

Employees

Related material matters 1 2 5

Why do we engage?	Key concerns/ interests	Our strategic response to enhance value creation
• Our employees are key to bringing our purpose to life • Employee engagement is vital to maintain connection, motivation and an engaged workforce	• Fair and responsible employer • Promoting work-life balance • Performance development and remuneration • Career development • Corporate culture, values and leadership	• Facilitating hybrid working through Ways of Working ("WoW") initiatives • Leveraging the SuccessFactors platform to support transparent and holistic performance management • Providing holistic learning environment for continuous development • Offering comprehensive health and wellness programmes and employee benefits • Promoting employee engagement and volunteering initiatives • Ensure annual Allianz Code of Conduct training completion by all employees, reinforcing ethical conduct attestation aligned to Life Insurance Association of Malaysia and Persatuan Insurans Am Malaysia standards • Aligning performance-based remuneration policies with the People Attributes embedded in evaluation criteria • Cultivating an equitable and inclusive workplace for all

How do we engage?

- A — Allianz Engagement Survey
- ToY — Townhall & Talent meetings
- ToY — Corporate & Employee volunteering programmes
- A — Great Place to Work© Survey & Certification
- M — Internal publications
- AWR — Media spokesperson training for CEOs and senior management
- ToY — Employee Listening Programmes, e.g., Pulse Survey, People & Culture Satisfactory, Employee Commuting
- ToY — Learning and development programmes and events
- A — Regular performance evaluation cycles
- ToY — Employee/ Workplace Culture Initiatives & Events

Our Stakeholders' Expectations

Investors/ Shareholders

Related material matters 1 3 6

Why do we engage?	Key concerns/ interests	Our strategic response to enhance value creation
• By understanding our investors' requirements and meeting their expectations of value creation, we grow trust in our organisation, which strengthens our access to capital	• Maintaining stable financial performance • Upholding ethical and responsible behaviour • Integrating sustainability principles into business operations • Climate change mitigation and resilience initiatives to safeguard communities and the environment • Embedding sustainability considerations into insurance product offerings, investment decisions and underwriting processes	• Reinforcing sustainability governance through strong corporate governance structures and comprehensive ESG disclosures • Solid financial performance and dividend pay-outs • Embedding sustainability across the business, reflected in the FTSE Russell ESG Score of 4.1 out of 5 for FY2025 • Integrating sustainability-related risks and opportunities into core business activities, encompassing insurance product design, investment decisions and underwriting practices • Performed climate scenario analysis and stress-testing to assess financial materiality of transition and physical risks, strengthening strategic resilience and guiding capital allocation

How do we engage?

A Annual General Meeting
Q Analyst Briefings
A Annual Reports and Circulars to Shareholders

Intermediaries and Business Partners

Related material matters 1 2 3 4

Why do we engage?	Key concerns/ interests	Our strategic response to enhance value creation
• Our intermediaries and business partners are our means of distribution and outreach as well as feedback from the market • Understanding the needs is thus vital to our success in the long-term	• Upholding fairness and responsibility in all dealings • Ensuring prompt and efficient service delivery • Offering innovative and appealing product propositions • Collaborative and mutually beneficial partnership • Integrity-Driven Governance and Compliance Standards	• Leveraging our bancassurance partnership with HSBC • Enhancing digital tools to empower agents • Providing year-round learning opportunities through structured agency training • Collaborating with partners on the joint development of tools and solutions • Comprehensive C.E.O. Programme for onboarding new agents • Corporate partner of the NEXEA Startup-Corporate Matching Programme • Collaboratively market needs-based products and services • Leveraging a Balanced Scorecard approach to evaluated intermediaries and business partners, supporting performance improvement and strategic alignment

How do we engage?

M Internal publications
ToY Townhall meetings, council meetings, recognition events
ToY Training and development
AWR Feedback through multiple channels
AWR Agencies compliance reviews
A Conferences

Our Stakeholders' Expectations

Suppliers and Service Providers

Related material matters 2 4 5

Why do we engage?	Key concerns/ interests	Our strategic response to enhance value creation
• Our service providers assist us in reaching out to and delivering our promises to customers • We work collaboratively to ensure a seamless experience for our customers	• Strategic collaborative partnership • Fair and timely payment • Upholding ethical and responsible treatment • Strengthening sustainable supply chain management • Ensuring skilled labor to deliver professional customer-focused service • Managing rising labour, medical, and repair costs • Provision of high-quality service to customers • Enhancing cybersecurity and safeguarding data privacy	• Embedding sustainability considerations in Vendor Code of Conduct • Strengthening implementation of the Allianz Sustainable Procurement Charter to embed sustainability principles and drive responsible sourcing across the supply chain • Expanding Roadside Assistance fleet • Providing upfront payments for Allianz Authorised Repairers • Advancing agent training and development programmes to achieve excellence in the dynamic insurance landscape

How do we engage?

- AWR Vendor Integrity Screening and renewals
- ToY Regular audits with panel providers
- AWR Panel workshop tender exercise
- A Panel repairers' sustainability self-assessment questionnaire
- AWR Training and awareness

Government, Regulators, and Industry

Related material matters 1 2 3 6

Why do we engage?	Key concerns/ interests	Our strategic response to enhance value creation
• Regulators and industry peers contribute to shaping our operating environment • We must ensure full compliance with regulatory requirements in order to ensure smooth functioning of our operations	• Upholding ethical and responsible behaviour with sustainability considerations • Developing a holistic understanding of business risks and opportunities • Maintaining well-defined corporate governance • Ensuring regulatory compliance with all applicable regulations • Promoting fair treatment and equitable dealings for financial consumers • Advancing social and financial inclusivity through services and products tailored for underserved and underprivileged communities	• Participating in various industry working groups on key topics such as climate change, digitalisation, products and regulations • Embedding Fair Treatment of Financial Consumers considerations incorporated across our operations • Maintaining system of governance framework supported by robust anti-corruption/ anti-fraud policies • Integrating sustainability and climate related considerations into business operations and product offerings • Introducing products and services tailored to underserved, underprivileged, and special groups, such as Insurance Rahmah, Allianz Ability Life • Ensuring full compliance with applicable requirements

How do we engage?

- ToY Working and advisory groups
- ToY Dialogues, trainings, and meetings

Our Stakeholders' Expectations

Media and Analysts

Related material matters 1 3 6

Why do we engage?

- Media play a significant role in shaping public perception and in sharing accurate information on industry issues
- Cultivating strong, mutually beneficial relationships allows us to communicate our commitment as a responsible insurer, building trust with policyholders and the public

Key concerns/ interests

- Corporate sustainability strategy and performance
- Ensuring regulatory compliance with all applicable local, state, and federal regulations
- Demonstrating social responsibility by providing accessible and affordable insurance products
- Building resilience against business and financial risks
- Upholding Integrity-Driven Governance and Compliance Standards

Our strategic response to enhance value creation

- Maintaining governance framework supported by robust anti-corruption/ anti-fraud policies
- Advancing the Allianz Climate Change Strategy to support a low-carbon transition
- Integrating sustainability and climate related considerations into business operations and product offerings
- Maintaining comprehensive legal registers
- Implementing sound risk management to strategically enhance resilience against business and financial risks
- Disclosing key developments through conferences, investor briefings, press releases and digital platform to maintain transparency

How do we engage?

- AWR Media releases and announcements
- AWR Events and interviews
- A Annual reports
- AWR Our corporate websites

Society and Planet

Related material matters 3 5 6

Why do we engage?

- As a leading insurance company, it is our duty to contribute to the society that we live and work in
- We live our purpose, "We Secure Your Future", through our day-to-day business practices, and through our charitable and community support

Key concerns/ interests

- The rising cost of living and mitigating economic insecurity
- Promoting fair and equal opportunities
- Supporting decent work conditions and fostering sustainable economic growth
- Enhancing societal and environmental health and overall wellbeing

Our strategic response to enhance value creation

- Implementing CSR initiatives built on four (4) pillars: Education, Mental Health, Community Support, and Development and Relief
- Implementing community outreach programmes and relief activities
- Advancing the Allianz Climate Change Strategy to support a low-carbon transition
- Minimising environmental impact through the reduction of organisational GHG emissions
- Knowledge-sharing and awareness-raising with stakeholders
- Celebrating the pursuit of excellence and equal opportunities through Allianz Junior Badminton Championship, as well as supporting the para-athletes through a partnership with the National Sports Council

How do we engage?

- AWR Social organisation Integrity Screenings & Vendor Integrity Screening
- ToY Allianz We Care Community platform
- ToY Corporate giving and volunteering programmes
- ToY Allianz Junior Badminton Championship
- ToY Partnerships with social organisation and enterprises
- ToY Partnership with National Sports Council

Our Key Risks and Opportunities

Understanding and managing key risks and opportunities is fundamental to effective strategic planning. This approach allows us to anticipate challenges, mitigate adverse impacts, and capture opportunities that create long-term value for stakeholders. By adopting a proactive stance, we strengthen resilience and ensure alignment with our business objectives and growth ambitions.

Besides these key risks and opportunities, we also identified sustainability-related risks and opportunities that could impact our operations and prospects over the short-, medium-, and long-term. These processes are seamlessly integrated into our Enterprise Risk Management Framework, ensuring a holistic approach to risk governance.

The principal risks affecting our business are summarised below. These risks may span multiple categories, and our risk management approach, together with key internal controls, is detailed in the **Statement on Risk Management and Internal Control** within this IAR FY2025. Material sustainability matters discussed in the **"What Matters to Us"** section also relate to these risks, while opportunities arising from them inform the development of our strategic objectives outlined in **"Our Strategy and How We Allocate Resources"**.

Financial Risk

Stable

Risk Perspective

Amidst ongoing global political and economic uncertainty, financial market volatility poses risks that extend beyond our immediate environment. Adverse changes such as equity market volatility, fluctuations in investment portfolio valuations, and variations in interest rates might impact the value of our assets and liabilities.

Mitigating Actions

- Defined investment limits and risk appetites with continuous monitoring of exposure
- Asset–liability management strategy to ensure alignment between assets and liabilities
- Maintain sufficient capital and liquidity buffers

Opportunities

- Optimise investment strategy for more efficient use of capital

Link to

F H S I

Underwriting Risk

Stable

Risk Perspective

The uncertain nature of insurance risk trends (e.g., accident trends, medical trends, catastrophe losses) may lead to inadequate premiums and/or insufficient reserves. Our claim costs may also be subjected to inflationary pressure, especially medical inflation. We continue to focus on technical excellence initiatives to overcome this while also considering our customers' needs.

Mitigating Actions

- Established comprehensive underwriting guidelines
- Periodic review of reinsurance programmes
- Robust product development and monitoring process
- Implement claims control measures

Opportunities

- Prevention of underwriting and claims leakages enable us to maintain competitive premiums
- Encourage customers to adopt risk-reduction behaviours

Link to

F H S I

Regulatory Change Risk

Increasing

Risk Perspective

As a publicly listed entity in Malaysia and as part of Allianz, the Group is governed by dynamic and multifaceted regulatory frameworks, requiring adherence to numerous regulatory requirements at both local and global levels. The regulatory landscape is evolving rapidly, presenting ongoing challenges in meeting new expectations and implementing required changes within tight timeframes. Recent developments have included enhanced requirements relating to climate change management, sustainability reporting, medical repricing, expansion of service tax coverage, technology risk management, and capital adequacy.

Mitigating Actions

- Continuous awareness training to all staff
- Conduct regular compliance reviews to evaluate the level of compliance
- Maintain ongoing engagements with regulators

Opportunities

- Build trust among all stakeholders
- Strengthen competitive advantage within the changing regulatory landscape

Link to

F M H S

Our Key Risks and Opportunities

Information Security Risk

▶ Stable

Risk Perspective

Allianz Malaysia started its digitalisation journey a number of years ago and a significant portion of its daily operations now rely on digital services and infrastructure. At the same time, cybersecurity measures are continuously enhanced to mitigate exposure to cyber threats and data privacy breaches. We remain vigilant when adopting new technology such as AI, which supports digitalisation opportunities but may also lead to increased cyber threats without proper safeguards.

Mitigating Actions

- Regular awareness training sessions
- Defined procedures for handling data
- Deploy infrastructure and technologies to monitor and protect against cyber threats
- Adopt effective patch and vulnerabilities management
- Regular penetration testing

Opportunities

- Competent management provides a competitive edge and builds trust for our customers
- Ensure business continuity and safeguard against potential cyber threats

Link to

M H I

Strategic Risk

▶ Stable

Risk Perspective

Allianz Malaysia recognises the risks of potential financial and operational setbacks resulting from ineffective management decisions, unsound business strategies, poor execution of critical transformation projects and workforce lacking capabilities to adapt to changing market conditions. Strategic initiatives are comprehensively discussed and updated as necessary to consider evolving regulatory requirements, shifting industry market trends, changing customer demands, and competitive product offerings in order to continue delivering a strong customer value proposition.

Mitigating Actions

- Annual strategic and planning dialogues
- Stress testing of business plan
- Regular management committee meetings to monitor progress

Opportunities

- Ensure long-term sustainable performance and market relevance
- Introduce value-added services that benefit and attract customers

Link to

F I S H

Climate Change Risk

▲ Increasing

Risk Perspective

Climate change-related risks stem from increasing flood occurrences, regulatory changes, technological advancement, and evolving consumer preferences. As concerns about climate impacts continue to escalate, there are rising stakeholder expectations to reduce carbon footprint and integrate climate considerations into business.

Mitigating Actions

- Incorporate climate change risk management into overall risk management framework
- Integrate climate change and sustainability considerations in investments, underwriting, and products
- Sustainability Committee established to drive sustainability strategy

Opportunities

- Better competitive position by providing products and services to meet emerging customer needs and improve societal resilience to climate change
- Develop and implement strategies to support the transition towards a low-carbon and climate-resilient future

Link to

F N H I S

What Matters to Us

Allianz Malaysia assesses the materiality of sustainability matters to identify and prioritise issues that are most significant to our business and shareholders. A comprehensive materiality assessment is conducted every three (3) years to ensure that our sustainability priorities remain aligned with evolving sustainability trends, global risks, and changes in the external operating environment.

In FY2025, we enhanced our assessment process by adopting a double materiality approach, considering both inside-out and outside-in perspectives. The assessment covers financial materiality, focusing on sustainability-related risks and opportunities from a business perspective, as well as impact materiality, which evaluates our impacts on people and the planet.

The process of our Double Materiality Assessment is outlined as follows:

Double Materiality Assessment in FY2025

STEP 1 ▸ Review of Material Matters and Identification of Impacts, Risks, and Opportunities

We review our existing Material Matters to ensure ongoing relevance and identify associated risks and opportunities from both business and societal perspectives. This includes assessing how Material Matters affect our financial performance and long-term resilience, as well as how our operations impact people, society, and the environment. In this process, we consider internal and external factors such as business strategies, stakeholder expectations, regulatory developments, and emerging global trends. Our assessment also references leading sustainability frameworks and standards, including the NSRF, IFRS, GRI, and SASB, while benchmarking against industry peers to capture evolving risks and opportunities.

This year, we streamlined our Material Matters from fourteen (14) in FY2024 to six (6) in FY2025 to minimise overlaps and improve clarity, with key changes as outlined below:

- **Environmental and Climate Action:** Consolidate Emissions and Climate Change and Direct Environmental Footprint to provide a holistic view of Allianz Malaysia's environmental impact and support integrated management.
- **Customer Centricity:** Integrate Customer Satisfaction and Digital Innovation to reflect enhancements in customer experience through technology-driven efficiency and improved service delivery.
- **Own Workforce:** Consolidate all matters related to our employees such as inclusive workforce practices, Talent Management, Health and Wellbeing and Human Rights for a holistic workforce strategy.
- **Responsible Products, Investments and Underwriting:** Incorporate Social and Financial Inclusion into Responsible Products, Investments and Underwriting in alignment with our product strategy.

STEP 2 ▸ Collection of Input from Stakeholders

The process involves gathering feedback and conducting validation rounds with internal business owners and experts. We engage both internal and external stakeholders to understand their perspectives on sustainability matters that are most relevant to our business and society. This approach ensures diverse viewpoints are considered and key expectations are addressed. Engagement is carried out through surveys. Feedback collected is analysed to identify emerging concerns, validate the relevance of existing Material Matters, and support identification of sustainability-related risks and opportunities. These insights provide a foundation for refining our sustainability strategy and aligning it with stakeholder priorities and global best practices.

What Matters to Us

STEP 3 ▸ Evaluation of Material Matters

We evaluate our Material Matters through a structured assessment process that considers both impact and financial perspectives to ensure a comprehensive understanding of their significance:

- **Impact Materiality (inside-out perspective):** Each Material Matter is assessed for its potential impact on the economy, environment, governance, and society. This evaluation draws on insights from prior impact assessments and incorporates current developments to maintain continuity. The process involves analysing how our operations and activities influence stakeholders and the broader ecosystem, ensuring that sustainability considerations are embedded into our business strategy.
- **Financial Materiality (outside-in perspective):** We assess the materiality of sustainability-related risks and opportunities associated with each Material Matter using established risk parameters. This includes applying qualitative rating scales to evaluate the likelihood and potential financial and reputational impact. The overall rating of a Material Matter is driven by the most significant risk or opportunity under that matter.

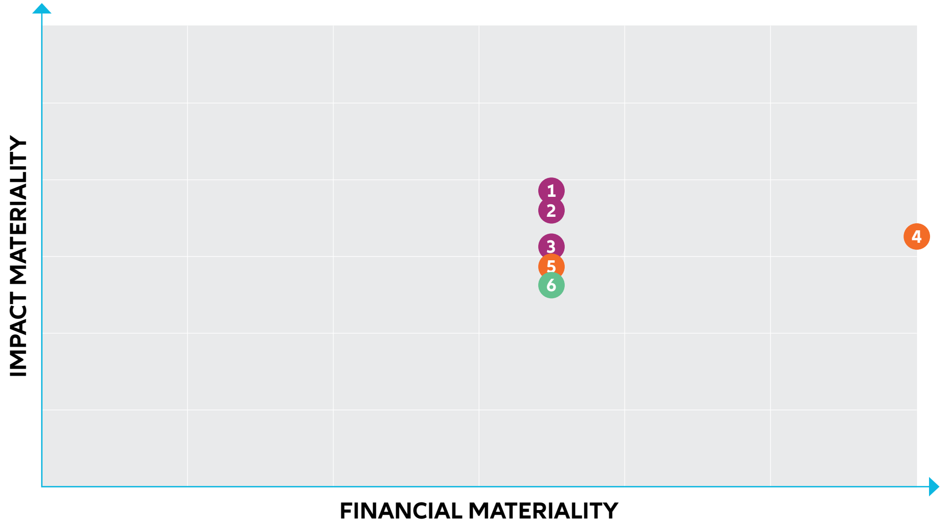
STEP 4 ▸ Prioritisation of Material Matters

Following the evaluation process, we prioritise Material Matters that are significant from both impact and financial materiality perspectives. This prioritisation enables us to allocate resources effectively and strengthen initiatives to address key sustainability-related risks and opportunities. The outcome of this analysis informs the development of the FY2025 Double Materiality Matrix, which plots each Material Matter across impact and financial materiality dimensions. This structured approach ensures that our sustainability strategy focuses on areas with the greatest potential to influence long-term business resilience and stakeholder value. Based on the Double Materiality Assessment, we have prioritised six (6) Material Matters, ranging from medium to high materiality. We will discuss these six (6) Material Matters in this IAR 2025 under **Managing Our Sustainability Impacts section in pages 63 - 105**. Allianz Malaysia has two (2) other material matters, Sustainable Supply Chain and Charitable Community Support, which are assessed as low materiality. Nevertheless, they still remain relevant to the Group and will be subjected to ongoing oversight to appropriately address any potential risks and opportunities.

STEP 5 ▸ Review and Validation of Double Materiality Matrix

The outcomes of the Double Materiality Assessment were presented to the Sustainability Committee for review and endorsement. During this process, the Committee examined the methodology, underlying assumptions, and key insights to ensure accuracy and relevance. Feedback from internal and external stakeholders was also considered to validate the robustness of the assessment. Following the Committee's endorsement, the final Double Materiality Matrix was approved by the Board of Directors, reinforcing strong governance and accountability in managing material sustainability matters.

Double Materiality Matrix



Strategy Pillar 1: Responsible Business

1. Governance and Ethics
2. Cybersecurity and Data Privacy
3. Responsible Products, Investments and Underwriting

Strategy Pillar 2: Resilient Society

4. Customer Centricity
5. Own Workforce

Strategy Pillar 3: Liveable Planet

6. Environmental and Climate Action

What Matters to Us

Allianz Malaysia continuously reviews its business strategy to ensure material matters are effectively managed. This includes evaluating sustainability-related risks and opportunities across our operations, considering external conditions, internal dynamics, and resource dependencies. We assess how these factors influence our strategy, business model, and prospects, including potential impacts on financial position over the short, medium, and long term. These insights guide prioritisation of actions that strengthen resilience and support sustainable growth and long-term value creation.

Material Matters	What It Means to Allianz Malaysia	Why It Matters to Us (Risks and Opportunities)	Stakeholders	Capitals
1 **Governance and Ethics**	Our commitment to promoting responsible, transparent, and ethical business conduct, along with strict adherence to policies and regulatory standards, ensures accountability and fosters trust among our stakeholders.	• Potential regulatory penalties arising from non-compliance with governance and ethical standards • Reputational damage resulting from failures to uphold governance and ethical practices • Effective governance structures can build trust in customers and all stakeholders as well as improve the Group's long-term performance		H I
2 **Cybersecurity and Data Privacy**	Ensuring robust cybersecurity measures to protect data and systems against cyber threats, ensuring the integrity and confidentiality of sensitive information to build customer trust and reinforce our brand reputation.	• Privacy breaches could result in operational disruptions, reputational damage, and potential legal action • Effective management of cybersecurity and data privacy provides a competitive edge and builds trust among our customers		H I M
3 **Responsible Products, Investments and Underwriting**	Our commitment to promote sustainability integration across our insurance product offerings, investment decisions, and underwriting processes to support sustainable development. This commitment includes conducting thorough ESG risk assessments in our underwriting and investment practices, and advancing sustainable portfolio management in line with the Allianz Sustainability Integration Framework with the aim of delivering long-term value for stakeholders. In addition, we are dedicated to promoting social and financial inclusiveness by offering affordable and accessible insurance solutions that cater to diverse customer segments, including underserved and underprivileged communities.	• Products may not align with market needs in terms of accessibility or understanding, leading to limited growth in insurance penetration • Potential regulatory actions if product and services do not meet regulatory requirements • Strengthened brand reputation and increased ability to attract sustainability-conscious customers and investors • Enhanced management of ESG risks		F S N M I

What Matters to Us

Material Matters	What It Means to Allianz Malaysia	Why It Matters to Us (Risks and Opportunities)	Stakeholders	Capitals
4 **Customer Centricity**	Our commitment to deliver customer-centric solutions that address our customers' needs while ensuring exceptional service. Meanwhile, we continuously enhance our processes to improve operational efficiency and leverage technology to provide more targeted and effective solutions. This commitment aligns with our core values of Customer and Market Excellence and True Customer Centricity, placing customers at the heart of everything we do.	• Inability to respond to changing customer expectations shaped by digital adoption, demand for inclusive products, clear product terms, and higher service standards may lead to loss of relevance and competitive disadvantages • Use of AI and advanced analytics improves customer experience through improved operational efficiency and supports competitive differentiation through data-driven decision making		S I F
5 **Own Workforce**	Our commitment to empower our workforce and cultivating a workplace where every employee feels recognised and respected, by promoting inclusion and equal opportunities supporting employee wellbeing, upholding human rights, and implementing strategic talent management, which aligns with our aspiration to be the employer of choice within the industry.	• Inadequate upskilling may result in slower innovation, reduced efficiency, and increased reliance on external hires or consultants • Strengthening equal opportunities across recruitment, development, and leadership unlocks innovation and reinforces Allianz Malaysia's reputation as an employer of choice • Enhanced employee satisfaction and engagement lead to increased productivity and supports talent retention		H S
6 **Environmental and Climate Action**	Our approaches on managing the environmental footprint of our business activities, addressing climate change challenges, and managing climate-related risks and opportunities, while promoting the transition to a low-carbon economy and contributing to global climate goals.	• Inadequate management of climate-related risks can result in underwriting and investment losses • Rising expectations from regulatory bodies for climate risk management and disclosure require substantial resources for compliance and reporting • Stronger competitive position can be achieved by providing products and services to meet emerging customer needs, incentivise sustainable behaviours, and improve societal resilience to climate change *For more details on climate-related risks and opportunities, refer to pages 95 - 100, under Environmental and Climate Action section*		N M F

Identifying Material Information for Reporting

As part of our commitment to transparent and responsible reporting, Allianz Malaysia undertakes a structured process to identify material financial and non-financial information related to sustainability risks and opportunities. This process is guided by the IFRS Sustainability Disclosure Standards and considers industry-specific benchmarks, particularly the SASB Insurance Standard.

Materiality is assessed based on whether the information could reasonably influence investment or financing decisions by users of general-purpose financial reports. Once identified, the information is consolidated and subjected to rigorous validation by the Sustainability Committee before being approved by the Board. The approved disclosures are then integrated into the sustainability section of this Report, ensuring alignment with global best practices and stakeholder expectations.

For more information, please refer to Section 4 "Managing Our Sustainability Impacts" on pages 63 - 105.

Our Strategy and How We Allocate Resources

At Allianz Malaysia, our strategy is centered on creating long-term value through a balanced focus on customer centricity, disciplined execution, and financial strength. Resource allocation is guided with the aim of ensuring investments support strategic priorities and enhance customer experience, reflecting our commitment to service quality and simplified customer journeys.

Improving productivity remains essential in maintaining competitiveness. In 2025, Allianz Malaysia has intensified investments in digital platforms and data-driven processes to streamline operations and reduce structural complexity. These efforts enable faster delivery, more consistent service standards, and greater operating efficiency to maximise our value to customers.

Allianz Malaysia continues to strengthen its multi-channel model by advancing agency productivity, and deepening bancassurance partnerships. These investments ensure broader reach, more consistent service delivery, and scalable growth across markets. On the product side, Allianz Malaysia focuses on harmonising and simplifying offerings through centralised expertise in data analytics, product development, and digital distribution platforms, enabling faster innovation and improved customer value propositions.

In addition, the nature of what we do contributes towards sustainable economies and societies, where we manage risks and help protect lives, assets, and businesses. Our ambitious goal revolves around integrating sustainability across our business, thereby catalysing tangible and meaningful impacts across societies, economies, and the environment.

Our sustainability approach is focused on three key areas: Responsible Business, Resilient Society and Liveable Planet.

Strategic Pillars

Delivering Smart Growth
We are transforming Allianz Malaysia from a world-class product provider into a truly customer-driven organisation. Our success is defined not only by our financial performance, but by our ability to build and sustain enduring customer relationships.

Reinforcing Productivity
We continue to reinforce productivity by simplifying our products, processes, and systems, guided by "Beat-the-Best" principles and supported by the strength of our global footprint. By scaling this simplified business model, investing in our brand and customer relationships, and leveraging the latest generative AI solutions, we accelerate value creation and strengthen our ability to deliver on our growth ambitions.

Strengthening Resilience
Our financial strength and resilience form the foundation of our long-term growth and give us the confidence to pursue new opportunities.
In an increasingly volatile and fast-changing world, we remain committed to consistently meeting our promises to customers and stakeholders.

Sustainability Approaches

Responsible Business
Our commitment to tackling environmental, social, and governance topics ensures we embed sustainability everywhere, both in our own operations and across our insurance and investment activities.

Resilient Society
Our social approach is based on the belief that business can only thrive as part of an equitable society. Social considerations are embedded into our organisation, our business areas, and our corporate citizenship activities.

Liveable Planet
Our climate approach is grounded in Allianz's Climate Change Strategy. We integrate climate considerations in our organisation and across our business areas.

Our Strategy and How We Allocate Resources

How We Develop Our Strategy

We develop our strategies in line with the process outlined below:

1. Identify risks and opportunities in the market
2. Access our capabilities and resources
3. Develop strategy and align with Regional and Global office
4. Develop execution plans and set Key Performance Indicators ("KPIs")
5. Monitor results and evaluate outcomes

In identifying the risks and opportunities in the market, we assess external environmental conditions and stakeholder concerns. Additionally, as we operate in a highly regulated environment, keeping abreast of changes in regulations is crucial to our operations. To ensure compliance and effective management of regulatory changes, our Legal and Compliance teams, along with the Company Secretarial team, closely monitor these developments. By remaining abreast to changes in the external environment, we ensure that our business remains adaptable to change.

External Environment

Assess factors in the external environment, including macro-economic and micro-economic conditions, industry landscape, PESTEL factors (refer to Our Operating Context) and the competitive landscape.

Stakeholder Concern

Engage with internal stakeholders (fund managers, research analysts) and assess external stakeholder concerns (for example customers, shareholders, regulators, intermediaries and business partners).

Internal Analysis

Assess and access our internal capabilities and resources.

Our Strategy and How We Allocate Resources

Strategic Pillars: Delivering Smart Growth

Objectives

- General insurance GWP growth
- Growth in motor, retail and commercial insurance
- Life insurance ANP growth
- Growth in all distribution channels

Initiatives/ Resources Allocated

Motor
- Expanding market leadership by focusing on targeted business segments and offering enhanced product propositions, including best in class roadside assistance service across all vehicle types — private cars, motorcycles and goods vehicles

Retail
- Leveraging large motor base to drive cross-sell and upsell opportunities
- Adopting a holistic approach to product innovation, improving product features and streamlining claims journey to enhance customer value

Commercial
- Enhancing relationship with key local partners to increase share of wallet
- Branch empowerment through delegation of underwriting authority for improved flexibility and efficiency for preferred commercial business

Agency Transformation
- Continue driving agency growth through Kingmaker Project, focusing on agent recruitment and professionalism
- Ensuring swift adaptation to regulatory changes and guiding customers toward sustainable co-payment solutions

Strategic Collaborations
- Deepening the partnership with HSBC to deliver integrated solutions for premier customers

Employee Benefit Business
- Expanding the SME portfolio with a focus on profitability and innovative solutions to meet evolving client needs

Achievements

- Achieved growth in Motor, Retail and Commercial segment compared to previous year

	2023	2024	2025
GWP Growth	13.1%	13.8%	**7.6%**

- Overall ANP growth of 6.0%

	2023	2024	2025
ANP Growth	14.6%	15.1%	**6.0%**

Outlook

- Enhancing market leadership position by capturing targeted business opportunities and delivering greater value to customers
- Continue diversifying portfolio through expansion in business across key segments, including Motor, Retail and Commercial
- Leveraging our ability to tailor product offerings to meet evolving customer needs
- Continue leveraging Kingmaker for recruitment, with a strong emphasis on increasing the number of active agents and improving productivity
- Evolve offerings for HSBC premier customers and strengthen our position as the Employee Benefits provider of choice, driving greater cross-sales within our customer base
- Continue upgrading our products to meet changing customer needs, focusing on both protection and wealth solutions, sustainability, and value
- Deepening collaboration and synergies between Allianz Life and Allianz General to deliver integrated solutions and unlock cross-selling opportunities for holistic customer protection

Stakeholders **Capitals** F I S H **Material Matters** 3 4 5

Our Strategy and How We Allocate Resources

<table>
<tr><th colspan="4">Strategic Pillars: Reinforcing Productivity</th></tr>
<tr><td>Objectives</td>
<td>• Improve efficiency and cost-effectiveness through process simplification and digitalisation</td>
<td>• Sustain combined ratio CoR
• Ensure sustainability of CoR</td>
<td>• Drive operational excellence and cost efficiency through process simplification and digitalisation, while safeguarding sustainable profitability of Life insurance portfolios within the Group's appetite</td></tr>
<tr><td>Initiatives/ Resources Allocated</td>
<td>• Bundling multi-line coverage in package products to simplify the customer purchase experience
• Increasing digitalisation of processes, including endorsement issuance and expanding self-service capabilities for agents and customers
• Implementing Customer Relation Management ("CRM") system to strengthen customer relationship management and enhance service delivery
• Front end system enhancement to improve agent and customer experience across policy purchase, claims, renewals, and cross-selling opportunities
• Optimising workspace utilisation to support operational efficiency</td>
<td>• Maintain stringent expense management practices to ensure operational efficiency without compromising service quality
• Robust performance monitoring and cost discipline</td>
<td>• Rapid Productivity: Drive superior sales, service, and operational excellence through streamlined processes, digital enablement, and data-driven insights
• Digital Frontend Transformation:
- MyAllianz: Enhance customer experience through improved self-service and engagement features
- Health Claims Co-pilot: Empower claims assessors with smarter, faster decision-making tools
- Customer Relationship Management (OneCRM): Streamline customer service handling and improve engagement quality
- Allianz 360: Increase adoption of the agent productivity app with a focus on lead generation and sales enablement
• Technical Excellence in underwriting, pricing and claims management through co-pilot solutions, advanced pricing analytics, rules-based controls, and straight-through processing enablement to drive cost containment and sustainable portfolio profitability</td></tr>
<tr><td>Achievements</td>
<td>• Achieved PBT growth of 15.9% compared to the previous year
<table>
<tr><th></th><th>2023</th><th>2024</th><th>2025</th></tr>
<tr><td>PBT Growth</td><td>7.9%</td><td>5.1%</td><td>15.9%</td></tr>
</table></td>
<td><table>
<tr><th></th><th>2023</th><th>2024</th><th>2025</th></tr>
<tr><td>CoR (General Insurance)</td><td>85.7%</td><td>88.8%</td><td>87.9%</td></tr>
<tr><td>Expense Ratio (General Insurance)</td><td>26.3%</td><td>25.4%</td><td>25.6%</td></tr>
<tr><td>Expense Ratio (Life Insurance)</td><td>12.1%</td><td>11.2%</td><td>10.8%</td></tr>
</table></td>
<td>• Drive operational efficiency through disciplined expense management while maintaining high service standards.
• The CoR for General Insurance improved to 87.9%.
• The expense ratio for Life Insurance developed favourably by 0.4 percentage points to 10.8%.</td></tr>
<tr><td>Outlook</td>
<td>• Maintained competitive advantage against industry through superior technical excellence capabilities and process innovation
• Continuous focus on cost control and performance monitoring in motor claims, intensifying claims fraud detection and realisation of fraud savings</td>
<td>• Expect heightened market competition, reinforcing the need to leverage technical excellence and maintain pricing discipline
• Maintain a proactive approach to emerging risks, including climate-related events and evolving market trends, to safeguard long-term sustainability</td>
<td>• Accelerate rapid productivity and process optimisation to deliver superior sales, service, and operational excellence through automation and data-driven insights
• Advance digital transformation with enhanced platforms and innovative solutions, leveraging artificial intelligence capabilities to deliver better customer experience, agent productivity, and service quality
• Strengthen technical excellence in underwriting, pricing, and claims management to continuously improving cost containment and sustainable profitability</td></tr>
</table>

Stakeholders **Capitals** F I H S **Material Matters** 1 3 4 5

Our Strategy and How We Allocate Resources

Strategic Pillars: Strengthening Resilience

Objectives	• Optimised return on equity ("ROE") • Ensure profitability of general insurance retail and commercial portfolios within Group's risk appetite	• Dividend stream to shareholders
Initiatives/ Resources Allocated	• Strengthening technical excellence by continuously refining pricing models and leveraging data analytics to stay ahead of market trends and ensure competitive advantage • Enhancing underwriting discipline through improved risk selection and portfolio steering toward preferred segments to maintain sustainable profitability • Enhancing Nat Cat management through integrated geocoding and optimised pricing strategies for flood coverage	
Achievements	• ROE aligned with the Group's appetite	• Declared dividend for a financial year with RM338.8 million paid for FY2025
Outlook	• Maintain ROE within Group's strategic appetite	• Continue to deliver dividend stream targets

	2023	2024	2025
ROE	14.8%	14.1%	**15.8%**

	2023	2024	2025
Dividend declared	381.8	339.6	**338.8**

Stakeholders **Capitals** F **Material Matters** 3 4

Sustainability Approaches: Responsible Business

Objectives	• Embedding sustainability into all aspects of our business operations including product offerings
Initiatives/ Resources Allocated	• Implementing the Allianz Sustainability Integration Framework • Applying ESG screening criteria to its P&C commercial insurance business as well as to its proprietary investments in non-listed asset classes • Consistently reviewing and refining coverage terms to align with sustainable development goals • Guided by the Allianz Sustainable Solutions Framework
Achievements	• Launched two (2) certified Sustainable Solutions — Environmental Protect Liability Insurance and Allianz EV EcoMiles • Launched SolarPro All Risk PV • Has various investment-linked funds that invests in seven (7) separate target funds that are classified under Article 8 of the EU's SFDR classification
Outlook	• Continue to develop and enhance product offerings with sustainability considerations for our customers

Stakeholders **Capitals** M F S **Material Matters** 3

Our Strategy and How We Allocate Resources

Sustainability Approaches: Resilient Society		
Objectives	• Continuously delivering exceptional and personalised customer experiences that adapt to their evolving needs	• Ensuring long-term growth and success for both our people and the organisation
Initiatives/ Resources Allocated	• Adherence to the Allianz Customer Service Charter • Utilise technological innovations to enhance customer experience, such as MyAllianz • Expanded distribution to online channels, such as Shopee and Touch n Go Digital • Frequent engagement with customers through the Voice of Customers ("VoC") initiative • Developed customer-centric solutions to maximise benefits through special product offerings • Implemented agency development programmes such as the Kingmaker Project and C.E.O. Programme	• Continuous professional development programmes • Continuous mentoring and coaching programmes • Performance feedback and evaluation • Continuous leadership circle programme • Enforce compliance with Allianz Code of Conduct • Continuous Allianz Beyond network • Mandating female successors in succession planning • Implementing health and wellbeing strategy covering physical, mental and emotional, and financial
Achievements	• 3.9 million customers with 5.9 million policies in force for Allianz General and Allianz Life • Introduced Refugee Medical Insurance Programme ("REMEDI") • 7.4% growth in the number of C.E.O. Programme new agents from FY2024 • Trained a total of 13,560 agents, recording 517,926 training hours	• 59.6 training hours per employee • 8.1% employee turnover rate • WWI+: 88% • IMIX: 90% • Received Great Place to Work® Certification • Employee Experience Awards 2025 • HR Excellence Awards 2025 • Life at Work Awards
Outlook	• Continually improving and diversifying our product offerings • Enhancing our distribution capabilities to better serve a wider audience and expand market reach • Improving accessibility for all through digital innovation	• Emphasise the ongoing improvement of talent management practices • Consistently support employees' physical, emotional, mental, and financial wellbeing • Continually integrate industry benchmarks to strengthen Allianz Malaysia's dedication to workplace inclusion and equal opportunities • Foster a healthy, empowering work environment for all employees
	Stakeholders **Capitals** S H I M F **Material Matters** 4	**Stakeholders** **Capitals** S H F **Material Matters** 5

Sustainability Approaches: Liveable Planet		
Objectives	• Take actions to support climate change mitigation and adaptation efforts	
Initiatives/ Resources Allocated	• Maintain vigilance and enhance our approaches for identifying and managing climate change risks and opportunities • Invest into data and technology to gain deeper insights into our exposure to natural catastrophes	• Carried out a qualitative assessment to comprehend the impacts of climate change • Performed scenario analyses for both general and life insurance businesses
Achievements	• Emission intensity in our proprietary investment portfolio for listed equity and corporate bonds has been reduced by 33.3% for Allianz Life and 55.9% for Allianz General compared to the 2019 baseline, on track in meeting our target of 57% reduction by 2030	• Recorded a 76.2% reduction in operational GHG emissions from our 2019 baseline, on track in meeting our target of 70% reduction by 2030
Outlook	• Continue supporting the transition to low-carbon economy, as well as supporting the resilience of our customers via sustainable investments, underwriting, and products • Continually exploring initiatives to reduce our own operational GHG emissions	
	Stakeholders **Capitals** N F **Material Matters** 6	

How We Create Value

Value Creation Model

Our Capital Inputs

F
- Shareholders' capital – RM771.0 million (2024: RM771.0 million)
- Retained earnings brought forward – RM3.00 billion (2024: RM2.47 billion)
- Total assets – RM30.49 billion (2024: RM28.49 billion)
- Total equity – RM6.29 billion (2024: RM5.83 billion)

H
- Number of employees – 2,099 (2024: 2,112)
- Amount spent on training and development – RM1.3 million (2024: RM1.5 million) to build strong competencies, effective collaboration, and capable leaders
- Our Employer Value Proposition, "We Care for Tomorrow", creates sustainable value by enabling growth, wellbeing, and long-term impact for our people and business
- Fair rewards and incentive packages that recognise and value employees' contributions
- A strong culture enables high engagement and sustainable value

S
- Innovative products to promote financial inclusion
- Regular engagement with customers
- Number of insurance agents – 13,560 (2024: 14,142)
- Strategic partnership to foster digital innovation and create new value

N
- Integration of sustainability into investment and portfolio management strategies
- Monitor and manage climate-related environmental risks using Climate Risk Management and Scenario Analysis ("CRMSA")

I
- Internal policies, processes, and guidelines
- Digital platforms such as MyAllianz, Allianz 360, Allianz Intelligent Digital Assistant ("AIDA")
- Established actuarial expertise, proprietary data, analytical models and brand equity
- Data privacy frameworks, controls and monitoring mechanisms
- Cybersecurity architecture, systems and capabilities

M
- Distribution channels via Bancassurance, Agency, Franchise, Partnership, Broker

Our Operating Model

Purpose

We Secure Your Future

Our Vision

We aspire to win the hearts of customers by delivering products and services that give them the courage for what's ahead; and by caring for them, for our people and the world around us.

Governance Framework

- Good governance is the cornerstone of our operations

Refer to Corporate Governance Overview Statements for more information

Key Risks

- Financial Risk
- Underwriting Risk
- Regulatory Risk
- Information Security Risk
- Strategic Risk
- Climate Change Risk

Refer to Our Key Risks and Opportunities for more information

Our Strategic Drivers

- Growth Engines
- Technical Excellence
- True Customer Centricity
- Digital by Default
- Inclusive Meritocracy

Operating Environment

- Shifts in household spending
- Strong vehicle sales and renewed consumer confidence
- Rising health awareness and ageing demographics
- Evolving customer expectations for affordable, transparent, and flexible insurance solutions
- Greater data sharing and personalisation expectations
- Rising cybersecurity and data privacy threats
- Increasing flood events and climate change
- Emerging regulatory requirements

Refer to Our Operating Context for more information

Three Strategic Pillars

Delivering Smart Growth | Reinforcing Productivity | Strengthening Resilience

Product Development and Solutions | Policy Fulfilment and Assistance | Distribution | Investments

Our Approach to Sustainability

Responsible Business
- Cybersecurity and Data Privacy
- Governance and Ethics
- Responsible Products, Investments and Underwriting

Resilient Society
- Customer Centricity
- Own Workforce

Liveable Planet
- Environmental and Climate Action

Supported by Policies, Procedures, and Systems

Our Key Differentiators

Products and Services
- Certified Sustainable Solutions
  - Allianz EV EcoMiles
  - Environmental Protect Liability Insurance
- SolarPro All Risk PV
- Inclusion Products
- Insurance Rahmah
- We Care Community

Innovation
- MyAllianz
- Allianz 360
- Digital Distribution Channels

Our People and Partners
- The People Attributes
- C.E.O. Programme
- Kingmaker Project
- #lead Leadership Passport
- CSR programmes
- Great Place to Work®

How We Create Value

Our Outputs and Value Created | Impacted Stakeholders | Trade-Offs & Interdependencies

F

- Consistent and sustainable dividends paid to shareholders – RM338.8 million (2024: RM339.6 million)
- Return on Equity – 15.8% (2024: 14.1%)
- Profit after tax RM958.8 million (2024: RM770.7 million)
- RM206.9 million in taxes paid (2024: RM234.6 million)

Financial capital is fundamental to maintaining the Group's financial resilience and competitive position. In managing short-term financial performance, we make deliberate trade-offs by reinvesting in Human, Intellectual and Manufactured Capital to strengthen capabilities, operational efficiency and risk management, recognising that these interdependencies support sustainable financial returns and long-term value creation for stakeholders.

H

- Rewards and remuneration – RM318 million (2024: RM274 million)
- 59.6 training hours per employee on average (2024: 71)
- 222 new hires
- 1,831 training hours recorded for Sustainability training
- 22,061 training hours recorded for Data Literacy training
- 198 employees have successfully reviewed and obtained the #lead Leadership Passport
- Reduced employee turnover rate to 8.1% down from 8.5% in 2024, demonstrating improved employee retention
- 89% Employee Engagement Index (2024: 91%)
- 67.3% female representation in the workplace (2024: 67.7%)
- Work Well Index+ ("WWI+") of 88% (2024: 88%)
- Embedding a holistic approach to employee well-being, spanning financial, mental, physical and emotional health
- Earned external recognition through respected accreditations and awards, including Great Place to Work® certification, EDGE Certification, HR Star Awards 2025, and Life At Work Awards ("LAWA")

Human capital is strengthened through sustained investment in talent acquisition, employee training, development, and capacity-building programmes for both employees and agents. Attracting the right talent, fostering a positive employee experience, and nurturing a strong, purpose-driven culture are essential to building the skills, professionalism, and technical expertise needed to support evolving products, service excellence, and effective risk management. While these initiatives require upfront financial resources, they deliver long-term value by enhancing engagement, capability, and retention. These interdependencies between Human, Intellectual, and Financial Capital enable consistent service delivery, stronger customer outcomes, and ultimately, sustainable financial performance.

S

- Insurance claims paid – RM4.36 billion (2024: RM4.00 billion)
- Protection for 3.9 million customers (2024: 3.5 million)
- 13,560 agents were trained through agency training programmes
- 517,926 training hours conducted for Allianz Malaysia agency members, representing a YoY increase of 15.31% (2024: 449,141 agents training hours)
- Programmes implemented to empower our agency force, including C.E.O Programme, Kingmaker Project, Allianz Entrepreneur Development Programme
- Broadened access to our products and services through expanded customer touchpoints.
- Joint development of products and services
- Supported national programmes such as Insurance Rahmah and Perlindungan Tenang Initiative.
- Enhanced community well-being and societal impact
- Allianz retained our title as the World's #1 Insurance Brand

Allianz Malaysia strengthened our Social and Relationship Capital by enhancing customer protection, expanding access to products and services, and investing in agency training, all of which require significant resources. Allocating funds to insurance claims, training programmes, and customer support initiatives may increase short-term operational costs and constrain resources for other business priorities. However, these trade-offs are essential to uphold service quality, build agency capabilities, and maintain the trust and confidence of Allianz Malaysia's customers and distribution partners.

N

- Achieved 76.2% reduction in Operational GHG emissions against 2019 baseline
- Emission intensity in our proprietary investment portfolio for listed equity and corporate bonds has been reduced by 33.3% for Allianz Life and 55.9% for Allianz General compared to the 2019 baseline
- 100% renewable electricity in our operations through purchase of International Renewable Energy Certificates ("i-RECs")
- Introduction of certified Sustainable Solution - Environmental Protect Liability Insurance and Allianz EV EcoMiles
- Launched climate-mitigation insurance products like SolarPro All Risk PV
- Has various investment-linked funds that invests in seven (7) separate target funds that are classified under Article 8 of the EU's SFDR classification

Allianz Malaysia integrates sustainability considerations into its business operations through product offerings, as well as guidelines and policies that support the transition to a low-carbon economy in line with the Allianz Sustainability Integration Framework. While achieving positive natural capital outcomes requires upfront financial investment, these interdependencies contribute to enhanced intellectual capability, stronger stakeholder relationships and long-term financial resilience.

I

- Enhanced digital customer experience
- AI-driven chatbot designed to manage product inquiries and service requests
- Partnership initiatives that support start-ups at early stages while promoting digital innovation
- Accessible, timely, and relevant services
- Automation of processes enabled efficient services
- Total collections via electronic channels: 99.7% for Allianz Life and 97.7% for Allianz General

Investments in digital technology strengthen Intellectual Capital by enhancing operational efficiency and enabling seamless, personalised customer experiences supported by secure data and systems. While these initiatives require upfront financial and manufactured capital, including investments in cybersecurity and data privacy controls, they protect customer trust, ensure regulatory compliance and support innovation, service quality and sustainable long-term financial performance.

M

- Expanded customer reach through multiple distribution channels

Manufactured Capital, comprising Allianz Malaysia's buildings and facilities, enables efficient policy administration and supports consistent customer satisfaction. When integrated with Financial, Human and Intellectual Capital, it strengthens business processes, enhances operational efficiency and elevates service quality across the organisation.

Creating Long-term Value in the Communities We Serve

At Allianz Malaysia, long-term value creation is closely linked to the strength and resilience of the communities we serve. Our CSR initiatives are guided by a strategic focus on addressing societal needs while fostering trust, stability and sustainable growth.

Separately, our nation-building initiatives reflect Allianz Malaysia's longer-term commitment to developing human potential, promoting inclusion and strengthening national capabilities through strategic partnerships and sustained engagement.

Together, these efforts contribute to a more resilient social ecosystem. By investing in both community needs and national development, Allianz Malaysia creates shared value that benefits society while supporting the sustainability of our business.

Our CSR efforts have been constructed to take into consideration of our two (2) objectives namely Social Inclusion and Sustainable Futures through our four-pillar approach of Education, Mental Health, Community Support and Development, and Relief, to provide holistic development to our targeted communities.

To effectively reach our target groups, we collaborate with social organisations that bring specialised expertise in each area, ensuring impactful and sustainable outcomes.

Social Inclusion Equalising opportunities and improving social visibility of our target communities		**Sustainable Futures** Fostering and enabling self-sustained livelihoods through societal resilience	
Education	**Mental Health**	**Community Support and Development**	**Relief**
Education and innovative learning methods for target beneficiaries	Mental Health and psychosocial support across various age groups	Community support and development via skills, finance, and resources provision to low-income, persons with disabilities ("PWD") and other vulnerable communities	Natural disasters, emergency and community support such as provision of financial, resource, food aid and medical support

We support beneficiaries from many walks of life who may be from low-income or vulnerable backgrounds, with focus on Youth and Children, Women and PWD.

Youth and Children

Women

PWD

Low-income

Vulnerable Communities

Creating Long-term Value in the Communities We Serve

Education

Allianz Eco Quest

For three (3) consecutive years, we proudly supported the Allianz Eco Quest ("AEQ"), a programme revolves around place-based and eco education, while integrating custom gamified learning to enhance learning experiences and reignite enthusiasm among school students. The programme has successfully fostered environmental awareness as evidenced by consistent assessments, teacher observations, and heartfelt feedback from parents, which confirmed its impact. Students are demonstrating academic improvement and growing curiosity.

Following its successful outcomes, the AEQ programme has been expanded in 2026 to benefit a larger group of students, with its reach extended to secondary schools. The AEQ secondary school programme is a structured initiative designed to engage older learners in deeper, long-term participation. It aims to strengthen connections, support personal growth, and encourage the active involvement of secondary students in advancing the project.

Public Flood and Sinkhole Survival Programme

Our commitment to community safety continues through the public flood and sinkhole survival programme, to educate the public on flood and sinkhole survival skills. The programme featured 18 practical modules including emergency bag preparedness, SOS signaling, 'float to survive' techniques, drowning CPR, air pocket survival, roof-to-boat escapes, and sinkhole rescue drills. It also covered flood evacuation safety measures for children, the elderly, PWD, and pets. By strengthening resilience and building confidence, we help ensure preparedness and safety when it matters most.

8th Women Street Crime Awareness Campaign

In conjunction with Mother's Day 2025, the 8th Women Street Crime Awareness Campaign continued to empower women with practical skills to stay safe and confident in their daily lives. Participants were equipped with essential techniques such as handbag snatch prevention, pepper spray handling, and luggage safety. By empowering participants with knowledge and confidence, community resilience and safety preparedness are strengthened when it matters most.

Creating Long-term Value in the Communities We Serve

Education (continued)

P-hailing Bikers Safety and Emergency Survival Programme

As part of our commitment to protecting vulnerable road users and uplifting the gig-economy community, Allianz Malaysia continues to invest in programmes that enhance rider safety, wellbeing, and preparedness. Our initiative, namely the P-hailing Bikers Safety and Emergency Survival Programme, equips riders with the practical skills and knowledge they need to navigate road risks and respond confidently during emergencies. By working hand-in-hand with industry partners, we aim to build a safer, more resilient P-hailing community and contribute meaningfully to national road safety efforts.

Economic Empowerment Programmes ("EEP") for PWD

We continued our support for the EEP, a programme that provides vocational training for PWD youth and adults, equipping them with essential skills to enhance their employability and financial independence upon graduation. Our contribution covered key programme costs, including training, accommodation, transportation for practical sessions, and job coaching.

Skills Training for Hospitality and Culinary

Skills Training for Pastry

Mental Health

We continue to deliver community-focused mental health programmes under the Keluarga Akrab Mencapai Impian ("KAMI") umbrella and the Building Resilience with Adverse Childhood Experiences ("BRACE") programme, addressing the identified societal need for accessible mental health support.

Creating Long-term Value in the Communities We Serve

Community Support and Development

Operation Support and Van Maintenance

Since 2005, Allianz Malaysia has been supporting operations, enabling thousands of wheelchair-bound users in Kuala Lumpur and Selangor to access affordable and reliable transportation services. This long-standing partnership reflects our commitment to improving mobility and enhancing the quality of life for PWD.

Orang Asli Livelihood Green Economy Programme

We supported green economy initiative on organic farming and agroforestry, which empowers the Orang Asli communities in Pekan, Pahang. Since its inception, it has improved food security, household incomes, and livelihoods among the farmers. The current phase introduces collective farming, centralised infrastructure, efficient logistics, and broader income opportunities, building stronger and more sustainable local economies. A significant milestone has been achieved, with families generating substantial income growth through farming, alongside ongoing infrastructure development such as a mini dam and a gravity-fed water system to support community farming and ensure reliable irrigation.

Medical Initiatives

Medical Initiatives supporting essential care services for paediatric cancer patients and expanding access to preventive health screenings for underserved families.

Creating Long-term Value in the Communities We Serve

Relief

Flood Relief Initiatives

Throughout the year, we have provided vital aid and relief to communities affected by devastating floods in Johor, Sabah, Sarawak, Selangor, and Perak. Our support brought timely assistance to those in need and reflected our shared commitment to compassion and solidarity.

Relief Ambulance Contribution

The provision of a brand-new 4x4 Toyota Hilux ambulance will help eliminate the need for patients to endure a seven-hour journey to Kota Kinabalu from Sandakan for specialised care. Specifically designed to handle Sabah's rugged terrains and flood-prone regions, the ambulance will transform emergency response by enabling faster critical treatment and life-saving transfers.

Putra Heights Fire Relief

Our swift response provided comfort and assistance to families affected by the Putra Heights fire incident.

Our Commitment in Nation Building

As the Worldwide Insurance Partner of the Olympic and Paralympic Games up until 2032, Allianz's commitment to sports is reflected in our global and local partnerships that celebrate the pursuit of excellence and equal opportunities. Locally, Allianz Malaysia continues its collaboration with national sporting bodies such as the National Sports Council ("NSC") and the Badminton Association of Malaysia ("BAM"). These partnerships underscore our dedication to supporting athletes from grassroots to the highest levels of competition, by providing them with the resources to excel.

Under grassroots development, the Allianz Junior Badminton Championship ("AJBC") continues for its 4th year with over 3,100 players engaged across 10 locations nationwide. A structured badminton tournament for boys and girls up to 15 years old, AJBC has produced high-quality players who are chosen for the Talent Identification Programme under BAM, as well as selected for the prestigious Bukit Jalil Sports School. In addition to AJBC, the MSN-Allianz Circuit has been activated since 2024 with over 1,300 para-athletes engaged.

Our partnership with these sports associations extends to customised training programmes such as the enhanced Allianz MoveForward Programme. The enhanced version is activated in 2025 with the aim of equipping national athletes with improved soft skills, financial knowledge, and career opportunities as they transition to a new path after their sports career.

Creating Long-term Value in the Communities We Serve

Volunteering Initiatives

Allianz Malaysia is dedicated to fostering a culture of community engagement through volunteerism. Through CSR programmes, a diverse range of volunteering opportunities were organised encouraging contribution to meaningful causes - promoting social responsibility and making a positive impact in local communities.

Below are the volunteering initiatives throughout 2025:

Volunteering Initiatives

Food Distribution for Homeless

Allianz Malaysia employees brought smiles and nourishment to the community through a volunteering food distribution session with Kechara Soup Kitchen. Seven (7) Allianz Malaysia employees joined in to pack and distribute meal sets to the homeless community around the city.

Equine Assisted Therapy for Autistic Children

In conjunction with Autism Awareness Month, our dedicated employees volunteered their time to assist autistic children during horseback riding therapy session, offering support, encouragement, and care throughout the activity.

Equine-assisted therapy has been shown to improve motor skills, balance, and emotional wellbeing for children on the autism spectrum.

This experience not only brought joy to the children but allowed our employees to gain deeper understanding and empathy.

Volunteering at Animal Shelter

A volunteering session was organised for a group of passionate Allianz Malaysia employees to spend a day at a shelter dedicated to the care and rehoming of stray and abandoned animals.

From cleaning enclosures to spending time with the furry residents, our team rolled up their sleeves to make a meaningful difference.

Creating Long-term Value in the Communities We Serve

Volunteering Initiatives (continued)

Baking Session with PWD Trainees

Allianz Malaysia employees had the opportunity to bake alongside PWD youths, whipping up 400 cookies together. From shaping the dough to packing the cookies, the activity helped the youths build confidence and strengthen their practical skills.

Gotong-royong with PPR Keramat Pangsa Community

Allianz Malaysia employees volunteered in a “Gotong-Royong” session in partnership with Thrive Well Sdn. Bhd. at PPR Keramat Pangsa.

During the session, our employees rolled up their sleeves alongside the warm community of PPR Keramat Pangsa to clean and beautify the surrounding areas. It was a heartwarming display of teamwork and community spirit as everyone gathered to make a positive impact for a cleaner and healthier environment.

Cleanup and Painting Buku Jalanan Chow Kit Centre

In conjunction with the World Cleanup Day 2025, our employees teamed collected a massive 424 kg of recyclable items at their Buku Jalanan Chow Kit centre, turning small actions into a big step for toward a sustainable future.

Creating Long-term Value in the Communities We Serve

World Cleanup Day 2025

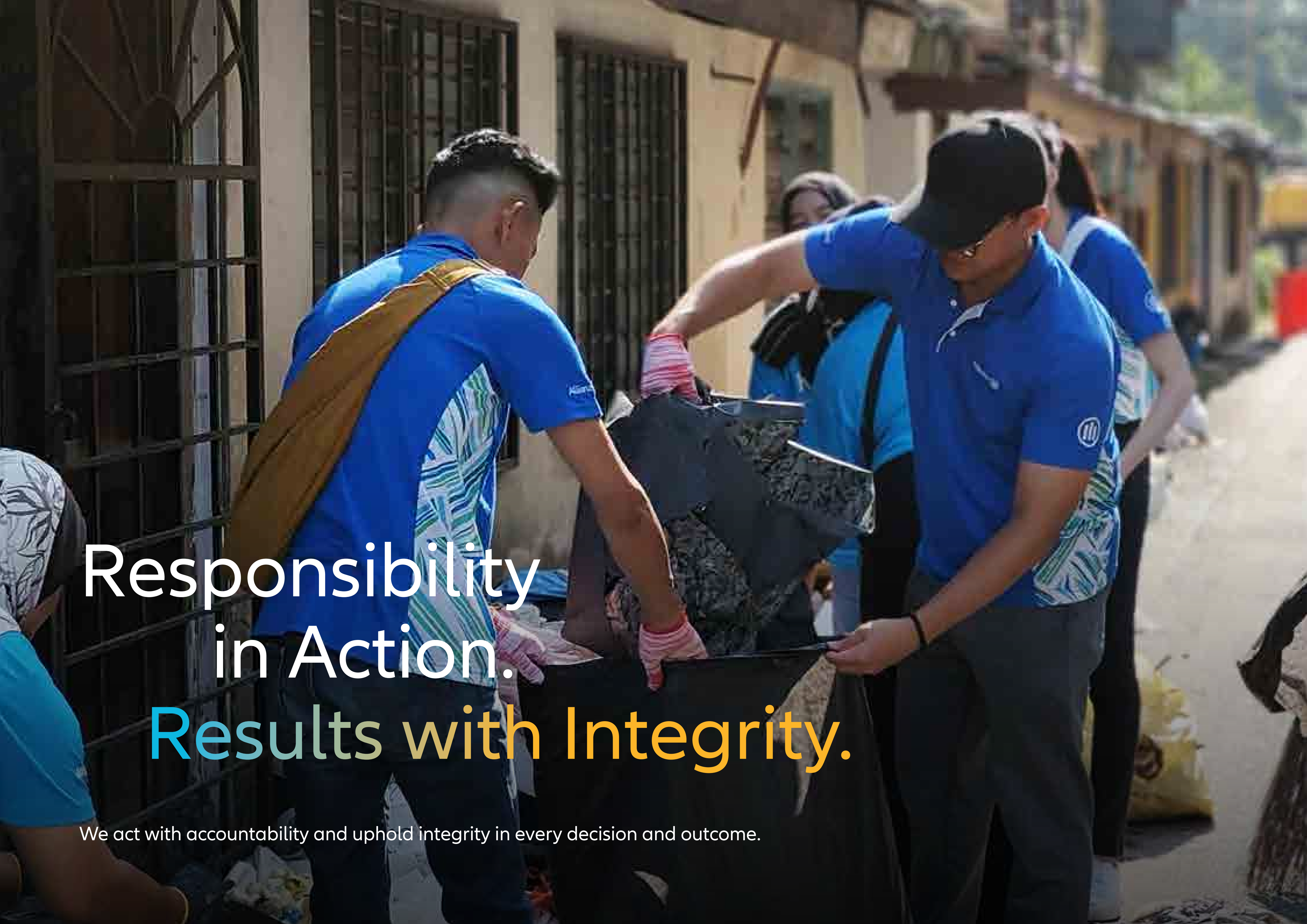
In support of World Clean-up Day 2025, Allianz Malaysia encouraged employees nationwide to organise environmental activities. Seven (7) Allianz Malaysia branches volunteered their time to clean up parks, rivers, and beaches, resulting in 747.4 kg of waste being ethically disposed. This annual initiative promotes a culture of social responsibility and amplifies the positive environmental impact surrounding our operating locations.

Pack and Distribute Groceries with Social Workers

Allianz Malaysia employees teamed up with social workers, lending a helping hand by distributing 100 food packs at the Chow Kit Youth distribution centre. This joint effort brought comfort to underprivileged and vulnerable families.

Back to School Donation Drive

In the spirit of giving, our employees from both our main office and branches across Malaysia have come together for a Back-to-School Donation Drive.



Responsibility in Action. Results with Integrity.

We act with accountability and uphold integrity in every decision and outcome.

Responsible Business

Governance and Ethics

Capitals

H I

Stakeholders Concerned

UN SDGs

Integrity is a core value at Allianz Malaysia and serves as the foundation of our commitment to sound governance and ethical practices across our business operations and business relationships. We ensure that ethics and integrity guide every decision and action across the organisation. We remain zero-tolerance stance toward fraud, bribery, corruption, and any form of misconduct. By upholding transparency and fairness, we work to prevent unethical practices and maintain full regulatory compliance. We remain focused on maintaining the highest standards of conduct in all business dealings, reinforcing our commitment to being a trusted partner to our stakeholders.

Allianz Malaysia faces sustainability-related risks that may impact stakeholder trust and long-term resilience, including potential unethical or corrupt conduct, reputational risks associated with third parties, and weaknesses in whistleblowing or grievance mechanisms. These risks, if not properly managed, may lead to regulatory breaches, financial penalties, and reputational damage, ultimately affecting stakeholder confidence and business continuity. Weak governance practices can also hinder operational efficiency and expose the Group to litigation and compliance failures.

Addressing these risks requires proactive measures such as strengthening internal controls, implementing robust whistleblowing channels, and fostering a strong ethical culture across all levels of the organisation. These efforts not only mitigate risks but also create opportunities to enhance governance standards. By embedding adequate procedures and leveraging strategic partnerships and ecosystem influence, the Group can promote responsible business practices, improve stakeholder trust, and position itself as a leader in sustainable insurance.

Management Approach

At Allianz Malaysia, we are committed to ensuring that all our business conduct and operations consistently comply with regulatory requirements. To safeguard this commitment, the Compliance Department alongside the Governance function plays a critical role in overseeing all compliance-related matters, ensuring that business activities operate within legal, regulatory, and ethical boundaries. The Compliance Department conducts periodic compliance reviews, develops strategies to mitigate compliance risks, and monitors the effectiveness of these mitigation efforts.

Additionally, the Governance and Control Committee fosters collaboration on functional and control-related topics, reinforcing a strong culture of compliance across the organisation.

The Board sets the tone at the top by promoting a culture of integrity and strong governance. Ethical principles are systematically integrated into business strategies, risk management frameworks, and operational practices, aligning with Allianz Malaysia's purpose: "We Secure Your Future". To uphold accountability and transparency, the Head of Compliance provides regular reports to the Board, covering compliance reviews, risk assessments, and monitoring activities, ensuring continuous oversight and adherence to regulatory standards.

The Group has established robust compliance policies and procedures to promote responsible business conduct and embed a culture of compliance throughout our operations. These policies and procedures are aligned with BNM guidelines, Allianz Malaysia standards, and requirements from other relevant authorities such as Perbadanan Insurans Deposit Malaysia and Bursa Malaysia. They are reviewed and updated periodically to reflect the latest regulatory requirements and are formally tabled to the Board and Senior Management for oversight, ensuring transparency and accountability in governance.

Allianz Code of Conduct ("COC")

The COC serves as a guiding framework for ethical behaviour and responsible business practices, applicable to all individuals involved in our business activities, reinforcing integrity and transparency as core values in line with the principle "We Secure Your Future". It addresses anti-corruption, anti-bribery, anti-money laundering, and human rights, while promoting speak-up culture to ensure all actions are lawful, safeguarding the Group's reputation and brand.

Read more at ***Allianz Code of Conduct ("COC")***

Allianz Anti-Corruption Policy

This policy sets clear standards applicable to all Directors and employees, reaffirming the Group's commitment to comply with both local and international laws as part of its governance framework. It prohibits offering, accepting, paying, or authorising any form of bribe or corrupt practice. It also defines key risk areas, reporting obligations, monitoring and auditing activities, and provides awareness training to ensure effective implementation and compliance.

Read more at ***Anti-Corruption Policy***

Responsible Business

Anti-Fraud Policy

This policy reinforces a zero-tolerance stance against all forms of fraud and impropriety through clear standards for fraud prevention, detection, and response. It defines fraud-related events, establishes a governance framework, and sets out investigation and monitoring procedures. The Policy addresses fraud risk through regular risk assessments and training, ensuring integrity in every business conduct while protecting the Group and its stakeholders from potential losses arising from fraudulent acts.

*Read more at **Anti-Fraud Policy***

Whistleblowing Policy

This policy provides guidance for employees, stakeholders and the public to report any inappropriate, unethical and unlawful conduct, including fraud, corruption, antitrust violations, and other potential criminal offences. It promotes a speak-up culture by offering secure reporting channels that allow employees, stakeholders and the public to raise concerns without fear of retaliation. All reported cases are thoroughly reviewed by the Integrity Committee, with the Audit Committee kept informed of the findings and responsible for approving the actions recommended by the Integrity Committee. The effectiveness of the whistleblowing procedures is assessed at least once every three (3) years.

*Read more at **Whistleblowing Policy***

Anti-Financial Crime Standard

This standard provides a framework for addressing financial crime across the Group. It reinforces a zero-tolerance approach to fraud, bribery, and corruption, and ensures compliance with all applicable laws and regulations. The standard prohibits facilitation payments, improper gifts, and political or charitable contributions, and outlines the required investigation and reporting procedures, as well as mandatory training. Allianz Malaysia remains committed to upholding the standard and confirms that no political contributions were made during the reporting year.

*Read more at **Allianz Anti-Corruption Policy***

Allianz Antitrust Standard

Allianz Malaysia adopted the revised Antitrust Standard issued by Allianz SE in FY2025, outlining our commitment to promoting free and fair competition while ensuring compliance with antitrust laws. It sets out behavioural rules that employees must follow when interacting with competitors, customers, and business partners, including during trade association meetings and bidding activities. The Antitrust Code is provided to employees annually as a reminder of our commitment to maintaining awareness and adherence to these principles.

Key Initiatives

We remain committed to strengthening compliance oversight through our Anti-Corruption Programme, as outlined in the Annual Compliance Plan, reflecting our dedication to ethical business practices. We also continue to build employee awareness of ethical standards and responsible conduct through a series of training programmes, reinforcing our culture of integrity.

Annual Training

The 2025 Anti-Corruption and Anti-Fraud training sessions is a continuous effort and covered whistleblowing channels, Anti-Corruption Programmes, policies, scenarios, and case studies, as outlined in our Annual Compliance Plan.

Anti-Corruption Programme

We maintain a zero-tolerance stance on corruption through annual Anti-Corruption Training and awareness programmes. These sessions provide employees with a comprehensive overview of their anti-corruption obligations. In FY2025, we achieved 100% participation among all employees. Our Anti-Corruption programme includes regular compliance reviews, mandatory Vendor Integrity Screening, as well as policies on Gifts & Entertainment, Government Client Dealings, and Sponsoring and Hospitality Dealings.

Rigorous Compliance Measures

We strengthened our regulatory compliance efforts through strong policy frameworks, conducting compliance monitoring, and providing regular training sessions and communications.

Allianz Whistleblowing Tool

We promote an ethical culture through Allianz whistleblowing tool, a secure whistleblowing platform that enables anonymous reporting of incidents. It is accessible to employees and the public for reporting issues such as fraud, theft, corruption, antitrust violations, and conflicts of interest.

Antitrust Training

In 2025, antitrust training was provided to all employees as part of the Annual Compliance Training. We facilitated pre-clearance for industry events and encouraged employees to seek legal advice on compliance issues. When antitrust issues arise, the appropriate stakeholders collaborate to mitigate these risks.

Gift & Entertainment ("G&E") Tool

In 2025, we introduced the G&E Tool, an internal compliance platform that enables employees to manage and report gifts and entertainment record details. This tool enhances the gift-handling process and tracking, ensuring effective management of bribery and corruption risks.

Responsible Business

Allianz Centre for Governance

On 10 December 2024, Allianz Malaysia, in partnership with Universiti Malaya ("UM"), officially launched the Allianz Centre for Governance ("the Centre"), located at the UM's Faculty of Business and Economics.

The Centre is a strategic initiative by Allianz Malaysia and UM to conduct quality, data-driven research on corruption and governance-related topics. It also aims to foster a conducive environment for students and academicians to acquire knowledge and practical experience that will help shape a culture of integrity in the country.

Additionally, the Centre serves as a platform to connect thought leaders, academicians, and the public, encouraging participation in discussions through conferences, symposiums, media forums, and other channels.

In FY2025, the Centre conducted four (4) engagement sessions to promote integrity and governance awareness among the academic community and the public:

- **Special Dialogue Session**
  On 8 April 2025, Allianz Malaysia and UM co-hosted a dialogue titled "Shaping Integrity: Future Voices Against Corruption", focusing on the impact of corruption and the role of governance in building a better future. The session attracted over 80 participants, including students and NGOs.

- **Distinguished Speaker Series**
  Held on 19 August 2025, this session titled "The Sanctity of Malaysia's Federal Constitution: Threats, Solutions and Impact on National Governance", featured Yang Amat Berbahagia Tun Tengku Maimun Tuan Mat, Former Chief Justice of Malaysia, who shared valuable insights on the challenges and solutions to safeguarding integrity. The event attracted more than 250 attendees, further reinforcing the Centre's role in advancing thought leadership in governance.

- **ACG Forum**
  The Centre hosted the first in a series of forums on 10 December 2025, titled "Religion and Governance in a Democratic Nation State – A conversation with Zainah Anwar". The Forum brings together influential voices and thought leaders to explore how governance shapes key aspects of our lives. More than a platform for discussion, it provides a space to learn, reflect, and collaborate as we work towards building a better tomorrow.

- **Movie Screening in conjunction with International Anti-Corruption Day**
  A special screening of "The Rainmaker" movie starring Matt Damon and Danny DeVito, was held on 9 December 2025 for Allianz Malaysia colleagues at the headquarters. The film highlights themes of integrity and justice through a legal battle against a powerful corporation involved in corrupt practices.

Percentage of employees who have received training on anti-corruption

2023	100%
2024	100%
2025	**100%**Ⓐ

Percentage of operations assessed for corruption-related risks

2023	100%
2024	100%
2025	**100%**Ⓐ

Confirmed incidents of corruption and actions taken

0Ⓐ
FY2025

FY2024: 0 cases FY2023: 0 cases

Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which Allianz Malaysia has been identified as a participant

1Ⓐ
FY2025

FY2024: 1 case FY2023: 1 case

The case has been carried forward since 2023, with no new cases reported during the year.

Outlook

We maintain strong ethical and governance standards through updated policies, ongoing training, and robust monitoring frameworks. Customer protection risks are managed via KRIs, while future initiatives include implementing a Regulatory Change Management tool in FY2026 to strengthen compliance oversight. These measures safeguard stakeholder trust and promote integrity, transparency, and accountability across the organisation.

Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

Responsible Business

Cybersecurity and Data Privacy

Capitals

H I M

Stakeholders Concerned

UN SDGs

Cyber incidents continue to rank as the top global business risk in the Allianz Risk Barometer. With advancing technology and increased AI usage, threats like ransomware, data breaches, and IT disruptions are more prevalent. Maintaining strong data privacy and cybersecurity is essential to protect the company's information from theft, extortion, and other cybercrimes that can cause severe financial and reputational damage. At Allianz Malaysia, we prioritise early detection and robust cyber resilience strategies to mitigate impacts, build stakeholder trust, and ensure business continuity.

Allianz Malaysia operates in a digitalised environment where large volumes of customer information are processed. This exposes the Group to cybersecurity threats and risks of non-compliance with the Personal Data Protection Act 2010 ("PDPA") and other applicable regulations. Potential breaches or mishandling of personal data may result in:

- Regulatory penalties and legal liabilities;
- Reputational damage and erosion of customer trust; and
- Increased operational costs for remediation and system recovery.

Cyber threats, including phishing, ransomware, and third-party vulnerabilities, may expose the Group to cybersecurity breaches and potential regulatory liabilities. Failure to manage these risks effectively could impact the Group's ability to maintain its competitive position and influence its cost of capital and access to finance over the short, medium, and long-term.

At the same time, strengthening data governance and security presents a strategic opportunity for the Group to enhance trust, operational resilience, and regulatory compliance. By embedding robust data protection measures and leveraging advanced technologies, the Group can:

- Improve customer confidence and brand reputation;
- Reduce operational risks and compliance costs; and
- Enable secure digital innovation and growth in online channels.

Management Approach

To address these risks and capitalise on opportunities, the Group has implemented:

- Adherence to the PDPA and the Allianz Privacy Standard ("APS") to safeguard personal data.
- Adoption of the ISO/IEC 27000 series-based Information Security Management System, including comprehensive rules, guidelines, procedural frameworks, and organisational structure.
- Alignment with Allianz's Information Security Framework ("GISF") requirements through Allianz Functional Rules for Information Security ("AFRIS"), Identity and Access Management ("AFRIAM"), and Information Risk Management ("AFIRM"), covering key areas such as:
  - Identity and Access Management
  - Cryptography
  - Vulnerability Management and Penetration Testing
  - Network Security
  - Secure Software Development
  - Secure System Configuration
  - Supplier Management (including Outsourcing)
  - Technical Cloud Security
  - Information Security Incident Management
  - Information Security Risk Management
  - Training and Awareness
  - Data Leakage Prevention
- Appointment of Data Privacy Champions in each department to ensure privacy compliance at the first line of defence.
- Establishing a dedicated Data Privacy Information and Data Management Task Force to regularly address ongoing issues, including customer information breaches and complaints.

APS
• The APS forms the foundation of the Allianz Privacy Framework, outlining data privacy requirements and principles for collecting and processing personal data to ensure compliance across Allianz.
Cybersecurity Risk Management
• Managed through defined data handling procedures, effective patch and vulnerability management, and regular risk monitoring. • Oversight by the Risk Management Committee, with quarterly reports to the Board.

Responsible Business

Data Privacy and Cybersecurity Awareness Training
• Conduct annual mandatory privacy training for employees and registered insurance agents. • Phishing campaigns to improve employee resilience against latest phishing threats. • Conduct annual cybersecurity training and Cyber Month initiatives.
Strengthen Cyber Resilience
• Conduct cyber drills to ensure preparedness against potential cyber threats. • Perform IT and disaster recovery tests to confirm system restoration and operational continuity. • Engage independent security providers for comprehensive assessments and penetration testing.
Technologies Upgrades
• To improve detection and response capabilities, Allianz upgrades security tools from time to time to safeguard sensitive customer and corporate data against sophisticated identity-based threats and therefore proactively address vulnerabilities and ensure a unified security strategy across the entire Group.

In 2025, we strengthened our cybersecurity and data privacy governance in alignment with Allianz standards and regulatory requirements. We adopted the updated Allianz's Functional Rules (AFRIS, AFRIAM, AFRIM), which now include dedicated requirements for Shared IT Service providers and also mandated that the usage of AI systems comply with the Allianz Standard for Responsible AI. Additionally, Allianz Malaysia implemented the new Generative AI ("GenAI") Information Security ("IS") Practices Reference, effective January 2025, ensuring robust security measures for GenAI initiatives prior to deployment.

To reinforce oversight, the Information Security Steering Board, comprising the Chief Information Security Officer ("CISO"), Chief Operation Officer ("COO"), Chief Information Officer ("CIO") and Head of Protection and Resilience, continues to align on strategic IS topics and support decision-making. In parallel, we enhanced our Personal Data Incident Management Workflow ("PDI – Workflow") to include mandatory breach notifications to the Personal Data Protection Commissioner, in line with the Personal Data Protection (Amendment) Act 2024. Furthermore, Allianz Malaysia adheres to Allianz's Functional Rule on Personal Data Incident Management ("FR-PDI"), supported by a localised workflow to ensure timely reporting, investigation, and mitigation of customer data incidents, thereby reducing breach risks and safeguarding customer trust.

The Group recognises cybersecurity and data privacy as critical risks within its operations, where increasing digitalisation and reliance on third-party intermediaries heightened exposure to data breaches and regulatory non-compliance. In response, Allianz has embedded cybersecurity and data governance considerations across its strategic and operational decision-making processes.

- **Robust Data Governance and Cybersecurity Policy:** The Group operates under a comprehensive Data Governance Framework aligned with the PDPA. This framework outlines minimum standards for data protection, breach reporting, and system security across all business units and intermediaries. All agents, partners, and service providers are contractually bound to comply with Allianz's data protection standards, including obligations to adopt secure data handling protocols, participate in privacy training, and report incidents promptly. Compliance is verified through onboarding, periodic audits, and risk-based assessments.

- **Competency-based role assignment and training:** The Group recognises that equipping employees and intermediaries with the right skills is fundamental to a secure digital environment. All personnel handling sensitive data must complete mandatory privacy and cybersecurity training. In 2025, the Group achieved 100% completion of AI literacy training and continued to roll out privacy awareness programmes. These initiatives ensure that individuals understand regulatory requirements, ethical technology use, and best practices for data protection.

- **Technology upgrades and digital risk assessment:** The Group leverages advanced tools for threat detection, email encryption, and access control to mitigate cyber risks. Real-time monitoring systems and predictive analytics are integrated into our IT infrastructure to identify vulnerabilities early and prevent breaches. In 2026, we will implement the Allianz Standard for Responsible Use of AI, embedding ethical AI principles into governance and operational frameworks. This initiative ensures responsible deployment of AI-driven solutions while maintaining compliance with evolving regulatory and ethical standards.

The Group previously disclosed key cybersecurity commitments in prior year reports, including goals to strengthen governance, enhance intermediary compliance, and implement advanced security technologies. In 2025, the Group reported the following progress:

- Zero (0) reportable data breaches;
- 100% completion of AI literacy training for employees;
- Ongoing privacy awareness programmes for employees and intermediaries; and
- Deployment of multi-factor authentication and improved encryption tools across core systems.

Key Initiatives

In 2025, we introduced a series of initiatives to strengthen data protection and information security, reaffirming our commitment to safeguarding personal data and preventing privacy breaches.

Cyber Attack Surface Management

- The aim is to reduce Allianz Malaysia's attack surface and strengthen cybersecurity posture by remediating high criticality findings across all assets within the defined remediation timeframes.

Anomaly Detection

- Conduct threat modelling to identify anomaly detection needs and incorporate the anomaly use cases as part of Application Security monitoring.

Responsible Business

AI

- Gen-AI projects must follow a risk-based approach to ensure adequate security controls for key threats are integrated and updated over lifecycle. Ensure information classification (at most confidential), and deviations (if any) are documented via risk, and mitigation plan created.
- Threat modeling and Penetration Test are performed prior to production.

IS Trainings and Awareness

- Training and awareness for Information Security will continue to be executed as per the yearly training plan.
- A particular training focus on threats related to GenAI is included in our 2025 training plan to ensure our employees are equipped with the necessary knowledge.
- We offer various Identity Access Management ("IAM") training modules specifically designed for line managers, service providers, and employees.

Security Technologies

- 24x7 Monitoring: Continuous network monitoring by our Security Operation Centre.
- Firewall Architecture: Implementing a three-tier firewall architecture design.
- Web Application Firewall: Protecting Allianz web applications from external attacks.
- Internet and Email Proxy: Safeguarding internal users from malicious websites and emails.
- Data Loss Prevention: Automatically monitoring and flagging the sending of sensitive information.
- Next Generation Anti-Virus and Endpoint Detection and Response ("EDR"): Detecting and protecting against Advanced Persistent Threat attacks.

We continue to focus on the Identity Access Management Target Operating Model ("IAM TOM"), Data Leakage Prevention and Third Party Cyber Risk Management ("TPCRM") initiatives, aiming for higher levels of maturity:

IAM TOM

- Established and in the process of implementing across all Allianz Operating Entities ("OEs") to ensure authorised individuals have timely access to necessary tools.
- Progress evaluated by assessing IAM maturity across three key dimensions: IAM Model, IAM Governance, IAM Technology.

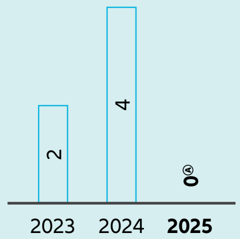
Enhanced Data Leakage Prevention ("DLP") Maturity

- Enhancement of DLP controls to strengthen our internal processes, alongside the deployment of advanced IT technologies to safeguard sensitive information, ensures compliance with data protection standards.

TPCRM

- Continuous monitoring of the third-party portfolio through comprehensive information security risk assessments and due diligence processes.
- Incorporation of relevant information security clauses into contracts to ensure effective management of third-party risks.

Reportable customer information breach or complaint (cases)*



In 2025, Allianz Malaysia reported no incidents of reportable customer information breach or complaint to the Personal Data Protection Commissioner ("PDPC") and BNM. Accordingly, no monetary losses were incurred in relation to data security and privacy.

In addition, we monitor our data protection compliance maturity through our participation in Data Privacy Assessment of Risk and Effectiveness ("DARE"), conducted annually via a self-assessment questionnaire developed by Allianz Malaysia's Privacy. This assessment evaluates the maturity of Allianz Malaysia's privacy compliance programme against the Allianz Malaysia Privacy Standard and related Functional Rules. For 2025, the privacy compliance programmes of Allianz Life and Allianz General have been rated as "Satisfactory", reflecting continued adherence to Allianz Malaysia standards and regulatory requirements.

Note: Prior to FY2025, Allianz reported all substantiated complaints related to breaches of customer privacy or losses of customer data. In FY2025, the indicator was revised to "Reportable Customer Information Breach or Complaint", following amendments to the MCIPD and the introduction of the PDPA Data Breach Notification requirements, only cases meeting the reportable threshold to the PDPC and BNM are disclosed.

Outlook

Looking ahead, Allianz Malaysia aims to strengthen its cybersecurity and data privacy posture by enhancing governance frameworks and aligning with evolving regulatory and ethical standards. In 2026, a key initiative includes the integration of the Allianz Standard for Responsible Use of AI, which promotes ethical AI development through unified organisational and technical principles.

The Group will also adapt to recent regulatory changes, such as the amended PDPA and BNM's updated Policy Document-Management of Customer Information and Permitted Disclosures ("MCIPD"), by refining breach assessment and reporting protocols. Staff training remains a priority, with AI literacy already completed and ongoing privacy awareness programmes in place to ensure all employees and intermediaries are equipped to manage emerging risks.

Technological upgrades will continue, including improved email encryption tools and enhanced access control systems to bolster data protection. These measures complement existing investments in advanced threat detection technologies, AI-driven monitoring, and predictive analysis.

Through these initiatives, the Group reaffirms its commitment to:
- Responsible data management and ethical technology use;
- Regulatory compliance and proactive adaptation to evolving standards; and
- Maintaining customer trust and safeguarding sensitive information.

By embedding these principles into its governance and operational frameworks, the Group positions itself as a trusted insurer in the digital age, ensuring resilience, compliance, and sustainable growth.

Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

Responsible Business

Responsible Products, Investments and Underwriting

Capitals

F S N M I

Stakeholders Concerned

UN SDGs

Allianz Malaysia recognises that environmental and social risks arise not only within our core operations but also through the solutions we deliver to clients. Accordingly, we actively mitigate ESG risks by progressing the decarbonisation of our insurance and proprietary investment portfolios to align with the low-carbon transition and global net-zero objectives. By embedding sustainability considerations into our underwriting and investment strategies, we uphold corporate responsibility while ensuring long-term resilience and sustainable value creation for stakeholders. Guided by Allianz's purpose – We Secure Your Future – we aim to innovate products that provide accessible insurance solutions and expand outreach to underserved communities in need of financial protection.

The Group faces sustainability-related risks within its product, investment, and underwriting activities that could impact trust, regulatory compliance, and long-term resilience. Key risks include stakeholder expectation gaps and potential greenwashing, evolving regulatory requirements for product and customer disclosures, and the risk of product misalignment with market needs. If not effectively managed, these risks may lead to regulatory scrutiny, reputational damage, and weakened customer confidence. At the same time, strengthening ESG risk management and embedding sustainability considerations into product design and underwriting present opportunities to attract new customers and investments, enhance transparency, and reinforce the Group's position as a responsible and future-ready insurer.

Management Approach

Allianz has been a signatory to the United Nations Environment Programme Finance Initiative ("UNEP FI") Principles for Sustainable Insurance since 2014 and submits an annual progress disclosure, demonstrating its accountability in embedding sustainability across insurance practices. Additionally, Allianz joined the UN-supported Principles for Responsible Investment ("PRI") in 2011 to guide responsible investment approach, ensuring that capital allocation supports long-term environmental and social objectives. In line with these commitments, external asset managers are required to be PRI signatories or maintain comprehensive sustainable investment policies, reinforcing Allianz's role in driving responsible finance and managing sustainability risks effectively. Allianz is also a founding member of the UN-convened Net Zero Asset Owner Alliance, which brings together institutional investors in transitioning their portfolios to net-zero GHG emissions by 2050, in line with the 1.5°C ambition of the Paris Agreement. Allianz Malaysia works toward achieving its 2030 interim target for proprietary investment portfolio for listed equity and corporate bonds while rigorously monitoring progress against other key metrics to track alignment with our climate goals.

Allianz Sustainability Integration Framework

Allianz Malaysia's approach to integrating sustainability considerations into insurance and investment processes is guided by Allianz Sustainability Integration Framework, which outlines Allianz's sustainability standards and defines key processes such as the Sensitive Business Guidelines, the Sensitive Countries List, and the sustainability referral process. Sensitive business areas are identified and guided by defined criteria, with relevant transactions subjected to additional due diligence guided by the Group's procedures. As of 2025, there are total of eight (8) sensitive business areas in scope for our due diligence screening, aligning to the emerging sustainability issues which remain relevant to our business.

For more information, kindly refer to: ***Allianz Sustainability Integration Framework***

Responsible Business

Sensitive Business Areas

Allianz Malaysia applies ESG screening criteria to its Property & Casualty ("P&C") commercial insurance business as well as to its proprietary investments in non-listed asset classes, excluding specific sectors, companies and sovereigns that do not align with its principles. These include companies involved in the production or association with controversial weapons, as well as those involved in fossil-fuel based business models, which Allianz Malaysia is actively phasing out. Effective 1 January 2025, deep seabed mining has been classified as a restricted activity under the framework through the introduction of a dedicated guideline, reaffirming Allianz's commitment to avoid direct investment in or insurance of standalone upstream deep seabed mining projects, including exploration, extraction, transportation, and on-site processing. If a potential sustainability issue is identified during the initial screening across any sector or activity, it will trigger a referral process for a detailed assessment.

Additionally, Allianz recognises respect for human rights as both a core value and a key business consideration. In line with the Allianz Human Rights Policy Statement and international standards such as the UN Guiding Principles on Business and Human Rights, human rights considerations are integrated into risk-based due diligence processes across insurance underwriting, investments, and operations. As part of this approach, enhanced screening is conducted for activities in sensitive regions to assess potential impacts related to governance risks, local communities, resettlement, and workforce conditions. Where potential human rights risks are identified, a mandatory referral process is initiated to facilitate further due diligence and determine appropriate mitigation measures.

Allianz Standard for Integration of Sustainability

This internal policy sets out principles, rules, processes, roles, and responsibilities for screening transactions in P&C commercial insurance, and non-listed proprietary investments. It ensures identification of potential or actual sustainability issues in line with the Allianz Sustainability Integration Framework, while broadening the integration of sustainability topics across the Group.

Allianz's Statement on Low-Carbon Solutions

In October 2025, Allianz issued a new Statement on Low-Carbon Solutions, outlining its approach to support the energy transition by enabling insurance and investments in ring-fenced projects or subsidiaries focused on renewable energy, green hydrogen, electric mobility, carbon capture, and other climate-aligned technologies. This approach applies even where parent companies are restricted under fossil fuel policies, provided the subsidiaries are primarily focused on low-carbon solutions. The Statement applies to proprietary investments, P&C commercial insurance, and facultative reinsurance, with strict governance and eligibility criteria to ensure alignment with a 1.5°C pathway.

*For more information, kindly refer to: **Statement on Low-Carbon Solutions***

Sustainability in Investments

Allianz Malaysia's sustainable investment strategy guides the allocation of capital to support the transition to a low-carbon economy and advance solutions to environmental and social challenges aligned with the United Nation Sustainability Development Goals ("UN SDGs"). Apart from the Allianz Sustainability Integration Framework, sustainability in proprietary investments is further guided by the Allianz Functional Rule for Sustainability in Investments ("FRSI"), which together cover climate change, social impact, responsible investment, human rights, and governance.

Responsible Business

For listed assets, Allianz Malaysia applies ESG scoring during the evaluation and review processes through the Adverse Impact Steering ("AIS") process. Assessments are conducted against a range of sustainability-related criteria spanning environmental, social, and governance dimensions, including carbon emissions, product carbon footprint, toxic emissions and waste, labour management, privacy and data security, and business ethics, among other relevant indicators. These assessments draw on sustainability ratings from MSCI ESG Research, with trigger points set for identified risks, controversies, or adverse impacts. Companies flagged with AIS trigger points undergo further review, often together with our internal asset managers, and are monitored through regular sustainability review meetings.

For unlisted assets, evaluations are conducted across all holdings, including those in sensitive business areas, to support the effective management of ESG risks. When negative sustainability impacts are identified during screening in any of the sensitive business areas, a referral process is triggered, leading to a decision to proceed, proceed with conditions, or decline the transaction.

Regular sustainability review meetings are also held with external asset managers to address sustainability concerns in funds managed by external fund managers. Risk dialogues with external asset managers are initiated to discuss significant sustainability risks, enabling Allianz Malaysia to better understand these risks and evaluate the mitigation measures in place.

Allianz Malaysia achieved its end-2024 decarbonisation target of a 30% reduction in emissions intensity across its proprietary investment portfolio for listed equity and corporate bonds relative to the 2019 base year. Following this milestone, the Group has set a new interim target aligned with Allianz Malaysia's broader decarbonisation pathway, targeting a 57% reduction in emissions intensity for the same portfolio by 2030, relative to 2019. As at end-2025, Allianz Life recorded a 33.3% reduction in emissions intensity, while Allianz General recorded a 55.9% reduction, both against the baseline year of 2019. Allianz Malaysia also remains committed to achieving net-zero GHG emissions across its proprietary investment portfolio by 2050.

In line with our decarbonisation target and net-zero commitment, the investment team regularly evaluates the proprietary investment portfolio's carbon footprints and reports the findings to the Investment Committee, which convenes quarterly to review the analysis and monitor the progress of decarbonisation efforts. As a proactive measure to address sustainability concerns, a sustainability engagement programme will be implemented. This approach aims to enhance the sustainability performance of the investee companies while reinforcing our commitment to PRI. Through active ownership, we manage sustainability-related risks that may impact financial performance, ensuring a resilient and responsible investment strategy.

Sustainability in Insurance

We advance positive sustainability outcomes by regularly reviewing and updating our coverage terms to align with the UN SDGs, ensuring that our insurance products remain relevant to customer needs and promote sustainable industry practices. Product governance structures are in place across Allianz Malaysia to oversee product development and ensure alignment with sustainability considerations, market demands, business and distribution requirements, and compliance with applicable laws and guidelines. For Allianz Life, the Product and Market Committee acts as the oversight body for product-related matters, including initiatives that support sustainability objectives, and reviews and approves all new product launches prior to implementation.

Similarly, for Allianz General, the Profitability Committee and Motor Committee are established to focus on monitoring business performance, approving new product proposals and enhancements, and ensuring these products adhere to regulatory standards. These efforts support the company's commitment to sustainable growth and strategic decision-making. To further embed sustainability considerations, we introduced Sustainable Solutions within our P&C insurance business, guided by the Allianz Sustainable Solutions Framework. The framework provides a comprehensive approach for qualifying products as sustainable and ensuring alignment with the EU Taxonomy. It outlines eligible objectives and suitable product categories, addressing both environmental and social goals. These include climate change mitigation, pollution prevention, transitioning to a circular economy, conserving biodiversity, promoting socially responsible behaviour, and increasing access to insurance for disadvantaged groups.

This framework will act as the cornerstone for all new product development and enhancement for our P&C insurance business. All newly developed products and services will be assessed under the Sustainable Solutions Framework as part of the product development process. This approach underscores our aspiration for offering more sustainable insurance solutions that drive tangible real-world impact while actively supporting our customers in transitioning to sustainable choices.

Social and Financial Inclusion

As part of our broader social responsibility, we strive to develop inclusive products that expand access to insurance for all segments of society. Our offerings are continuously refined to meet the needs of diverse customer groups across age ranges, income levels, and socioeconomic backgrounds. By promoting social and financial inclusion, we aim to provide affordable, appropriate protection solutions, fully aligned with our sustainability strategy of Empowering Lives, Strengthening Communities.

Responsible Business

Key Initiatives

Allianz General introduced innovative offerings, reinforcing its commitment to delivering sustainable insurance solutions.

Certified Sustainable Solutions

Environmental Protect Liability Insurance

In FY2024, Allianz General launched its first certified Sustainable Solution in the Allianz Asia Pacific ("AZAP") region—Environmental Protect Liability Insurance. This product addresses specific environmental risks, offering coverage for pollution-related incidents. It supports climate change mitigation and social impact by offering coverage for cleanup and restoration efforts, as well as legal defence following incidents of pollution or environmental damage. These initiatives contribute to Allianz's sustainability agenda and align with the purpose: "We Secure Your Future".

Allianz EV EcoMiles

In FY2025, Allianz General launched its second certified Sustainable Solution product with the introduction of Allianz EV EcoMiles. Designed for Battery Electric Vehicle owners, this benefit encourages eco-friendly driving by offering cash rewards for low annual mileage. By integrating this reward system into its insurance portfolio, Allianz Malaysia supports the transition to greener mobility while enhancing customer engagement through financial incentives, reinforcing its commitment to sustainability principles and its role as a forward-thinking insurer. We continue to enhance our sustainable product portfolio in alignment with the P&C Sustainable Solutions Plan 2025–2027, which targets more certification of Sustainable Solutions. This highlights our ongoing commitment to sustainability and value creation for customers and the environment.

SolarPro All Risk PV

This is a pioneering solar PV system insurance solution underwritten by Allianz General. Understanding the challenges faced by solar PV system owners—such as inadequate support services, high maintenance costs, and lack of compensation for damages—this product offers comprehensive all-risk protection. It covers losses or damages to solar PV systems, as well as income or savings lost due to system downtime. Allianz General has partnered with leading solar panel providers to extend insurance coverage for their products, underscoring its commitment to supporting Malaysia's green agenda while advancing a safer, more inclusive, and sustainable future for the development of solar energy in Malaysia.

Investment-Linked Fund

Allianz Life supports sustainability integration through its investment-linked products. To date, Allianz Life has various investment-linked funds that invests in seven (7) separate target funds that are classified under Article 8 of the EU's SFDR classification. These funds provide customers across both agency and Bancassurance channels with access to investments that promote environmental and social characteristics, or have explicit sustainable objectives aimed at creating a positive impact on the environment or society.

Allianz Life All China Equity Fund
A fund that aims to invest in the equity markets of the People's Republic of China, Hong Kong, and Macau, covering both onshore and offshore markets.
Allianz Life World Healthscience Fund
A fund that seeks to maximise returns through global investments in healthcare, pharmaceuticals, medical technology, supplies, and biotechnology equities.
Allianz Life ESG-Integrated Multi-Asset Fund
A fund that focuses on sustainable investments, with its total assets managed in line with the underlying funds' ESG Policy to promote long-term value and positive societal impact.
Allianz Life Global Unconstrained Equity Fund
A fund that invests in companies across developed and emerging markets, adhering to an ESG policy that evaluates the management of ESG risks, opportunities, and long-term financial impact. Analysis is conducted on companies with heightened ESG risks, high carbon emissions, and controversial business activities.
Allianz Life Global Artificial Intelligence Fund
A fund that targets global equity markets, focusing on artificial intelligence, guided by the Sustainability KPI Strategy (Relative). It aims to outperform the target fund's sustainability KPI benchmark while delivering competitive returns and advancing sustainability goals.
Allianz Life Total Return Asian Equity Fund
A fund that aims to invest in the equity markets of Korea, Taiwan, Thailand, Hong Kong, Malaysia, Indonesia, Philippines, Singapore, and China, following the Sustainability KPI Strategy (Relative).
Allianz Life World Technology Fund
A fund that focuses on investing globally, in a manner consistent with principles of ESG, in the equity securities of companies whose predominant economic activity is in the technology sector.

*For an overview of the investment-linked funds, kindly refer to: **Fund Factsheets - Allianz Malaysia***
*Fund Performance details are available in **Fund Performance Report**.*

Responsible Business

Enhancing Our Product Offerings

We actively provide customer-centric solutions that maximise their benefits through special product offerings.

Our offerings are regularly refined to meet the needs of different age groups, lifestyles, and socioeconomic segments, ensuring that everyone has access to affordable and meaningful coverage. By focusing on inclusivity and customer value, we aim to provide solutions that genuinely support financial security and long-term well-being.

HealthInsured
Flexible medical insurance with deductible choices to match customers' coverage preferences and affordability.
HealthAssured
Medical insurance that rewards customers who do not make medical claims.
Allianz Value Guard Series
Savings plan with flexible payment and coverage terms tailored to savings and protection needs.
Allianz EverLink Plus and Allianz Everlink Signature
High coverage plans with flexible coverage terms tailored to protection needs.
AssuredLove
A rider to the Allianz EverLink series of products that enables the sum assured to be paid out over a period of time, helping secure the family's future when the customer is no longer around.
Allianz Care@Home
Medical home monitoring which includes home visits, therapy, 24/7 helpline and assistance in hospital admission if required, provided for Allianz Life's Individual Hospitalisation and Surgical customers.

Interim Measures on Medical Repricing

In December 2024, BNM introduced the Interim Measures on Medical Repricing to mitigate the impact of rising medical costs on policyholders and ensure that Medical and Health Insurance/Takaful ("MHIT") products remain affordable for Malaysians. In alignment with BNM's directive, Allianz Life has fully implemented key initiatives, including the interim measure and the launch of a new insurance product featuring a mandatory co-payment option.

The interim measures address affordability concerns by spreading repricing adjustments over time, cushioning the financial impact on policyholders while maintaining access to essential medical coverage. Notably, at least 80% of Allianz Life's retail medical customers experienced repricing of less than 10% per annum, reflecting the company's commitment to minimising financial strain. For policyholders aged 60 and above who have no downgrade options, Allianz Life has delayed the repricing implementation by one year, demonstrating inclusivity and consideration of long-term implications. Additionally, customers who surrendered or lapsed their policies in 2024 due to repricing were offered reinstatement without underwriting, along with the ability to spread repricing costs further, ensuring continuity of coverage and supporting long-term insurance needs.

Complementing this measure is the introduction of a new insurance product designed to encourage responsible consumption and transform customer behaviour. The product incorporates a mandatory co-payment feature alongside a no-claim discount, encouraging policyholders to manage their healthcare consumption. By requiring co-payment, the product aims to enhance long-term affordability, reduce waste and misuse, and contribute to stabilising medical inflation. Allianz Life is actively promoting this solution to customers, particularly those with lower affordability concerns, encouraging them to transition from plans without co-payment to this more sustainable option. This approach ensures continued access to necessary treatments while supporting long-term cost efficiency.

Allianz Let's Get Personal... Again

Allianz Malaysia has launched a campaign, "Let's Get Personal... Again," demonstrating its commitment to enhancing customer care by offering additional financial support and peace of mind during challenging times. Running from 7 January to 30 June 2025, the campaign targets members of the Allianz We Care Community with eligible plans, including Allianz Shield Plus, Smart Home Cover, MediCure, Travel Care (Annual), and selected motor policies.

The campaign underscores Allianz Malaysia's commitment to customer well-being and emphasises personalisation. Participants can access complimentary healthcare and lifestyle benefits via the dedicated campaign microsite. In addition, Allianz Malaysia offered a one-time cash relief of RM2,500 for hospital stays exceeding four (4) consecutive days due to specified insured conditions such as accidents, dengue, Zika, and malaria.

Responsible Business

Perlindungan Tenang Voucher ("PTV") Programme

As part of our commitment to social and financial inclusion, Allianz Malaysia is proud to participate for the third time in the PTV Programme, a government-backed initiative aimed at strengthening social protection for lower-income populations. Under PTV 3.0, launched on 1 September 2025, eligible recipients of Sumbangan Tunai Rahmah receive a RM30 voucher to purchase or renew affordable insurance or takaful products under the PTV scheme. The voucher is available to estimated 2 million recipients and can be redeemed from 1 September to 31 December 2025.

Through its PerlindunganKu Allianz4All product, Allianz General seeks to make insurance more accessible and affordable, providing essential coverage for typically underserved communities. In addition, Allianz Life supports the PTV Programme through products such as A-Z Protect and Allianz Kasih Hayat, further demonstrating Allianz Malaysia's commitment to providing insurance coverage to low-income households.

i-MULA 50 Programme

The initiative, led by the LIAM, aims to make life insurance more accessible and affordable for first-time buyers, particularly youth and young families. Under this programme, eligible customers receive a RM50 subsidy when purchasing qualifying life insurance policies. Coverage options include benefits such as death, total and permanent disability ("TPD"), critical illness, medical expenses, and hospital income, ensuring affordable plans for financial security. Four (4) Allianz Malaysia products qualify for the subsidy: Allianz 1Cover, AllianzBoleh Cover, A-Z Protect, and AllianzKasih4All.

As of 31 December 2025, 9,899 customers have benefited from this coverage under the programme.

Driven by the Ministry of Domestic Trade and Consumer Affairs, the Insurance Rahmah initiative introduces products designed to enhance insurance accessibility and affordability, targeting the B40 community. Under this initiative, Allianz Malaysia offers PerlindunganKu Allianz4All, Allianz Motorcycle Plus, Allianz Kasih4All, and Allianz Private Car Comprehensive Cover, Allianz Private Car Third Party, Fire and Theft Cover, ensuring insurance remains affordable and accessible for all:

PerlindunganKu Allianz4All
A budget-friendly personal accident insurance product introduced in 2022 under BNM's Perlindungan Tenang initiative.
Allianz Kasih4All
Launched in 2023, Allianz Kasih4All offers death and accidental death coverage without requiring medical underwriting, ensuring a simple and accessible purchase process.
Allianz Motorcycle Plus
Tailored to safeguard motorcycle riders and passengers, the enhanced plan now includes pillion rider coverage along with complimentary flood relief for flood-damaged motorcycles.
Private Car Comprehensive and Third Party, Fire and Theft Rahmah package
Provides B40 policyholders added benefits at no extra cost, including Accidental Death and Permanent Disability coverage, Hospital Income, and Compassionate Flood Cover.

Responsible Business

Allianz Malaysia remains committed to supporting BNM's Perlindugan Tenang initiative and continues to offer four (4) products under this category: PerlindunganKu Allianz4All, Allianz KampungKu, Allianz Kasih Hayat, and Allianz A-Z Protect.

Allianz Kasih Hayat
Life insurance product that provides a death benefit of RM10,000 or RM20,000, with customers only required to undergo a simplified underwriting process.
Allianz A-Z Protect
Simple, affordable product offering death coverage, additional payout for accidental death (including from COVID and dengue), and daily hospital income for accident, COVID, or dengue-related admissions, without requiring medical underwriting.
Allianz KampungKu
Offer coverage for previously uninsured wooden houses against flood, windstorm, and fire, strengthening customers' climate resilience and accelerating recovery efforts.

Other products that have been launched to promote social and financial inclusion while addressing the diverse needs of community include:

Allianz Ability Life
This insurance plan is specifically designed to provide financial protection for persons with disabilities, including coverage in the event of death. With affordable premiums, it ensures that the insured family's immediate financial needs are taken care of, offering peace of mind and security in unforeseen circumstances.
Pos LifeCare
This product offers affordable premiums that provides death coverage, additional payouts for accidental death (including due to COVID and dengue), and daily hospital income for admissions due to accidents, COVID, or dengue. Distributed by Pos Malaysia, it ensures convenient access to life insurance nationwide, including rural areas.

Refugee Medical Insurance Programme ("REMEDI")

Introduced in FY2024, this product was developed in collaboration with the United Nations High Commissioner for Refugees ("UNHCR"), with the coverage specially designed to provide medical assistance and personal accident coverage to refugees and asylum-seekers registered with UNHCR in Malaysia aged from 18 to 60 years old. This initiative reflects our commitment to social responsibility and demonstrates our dedication to offering essential insurance coverage to vulnerable groups.

Outlook

Allianz Malaysia remains committed in integrating sustainability into investment decisions and product development. We aim to foster social and financial inclusion for wider and underserved communities, while aligning new offerings with BNM's interim measures to mitigate medical inflation. Our efforts extend to supporting sustainable projects and introducing low-carbon solutions, underscoring our long-term commitment to responsible growth.

Resilient Society

Customer Centricity

Capitals

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Stakeholders Concerned

UN SDGs

Delivering consistent, intuitive, and high-quality experiences is core to how we serve our customers. As expectations continue to shift, we are strengthening our customer-centric approach by simplifying our processes, improving fulfilment and engagement, and ensuring every interaction is easy, reliable, and personalised. Guided by the Allianz Customer Model, we are enhancing our digital platforms, advancing self-service features, and using customer feedback to refine journeys across sales, service, and claims. Through better tools, stronger frontline capabilities, and smarter use of technology—including AI-enabled support—we aim to create a seamless customer experience that builds trust, improves satisfaction, and supports long-term retention.

The Group is positioned in an environment where customer-related risks may, if not appropriately addressed, influence satisfaction, loyalty, and long-term competitiveness. These risks can include the need to keep pace with evolving customer expectations, maintain clear and consistent communication of product terms, and manage data and privacy considerations associated with the use of customer insights and AI.

With appropriate focus and governance, these areas can be proactively managed to sustain customer trust and confidence. Conversely, insufficient attention may result in lower customer engagement, higher churn, reputational considerations, and reduced ability to differentiate in a rapidly evolving market. Strengthening customer practices also supports regulatory compliance, cost efficiency, and the development of deeper, more value-driven customer relationships.

Management Approach

Enhancing Our Customer Experience

At Allianz Malaysia, our commitment to delivering exceptional service is anchored in the four (4) pillars of our Customer Service Charter, which emphasise transparency, integrity, and accessibility. These pillars are aligned with the standards set by BNM and the Malaysian Insurance and Takaful Associations, ensuring that our service approach consistently meets industry expectations and supports responsible customer outcomes.

- Insurance made accessible
- Timely, transparent and efficient service
- Know your customer
- Fair, timely, transparent claims settlement process

We believe credibility, integrity, and fairness form the foundation of strong, long-term relationships with our customers. Our standards are further reinforced by our adherence to the Treat Customers Fairly Charter, which aligns with BNM's Fair Treatment of Financial Consumers ("FTFC") principles.

Customer Service Charter: ***Service Charters - Allianz Malaysia***

Guided by our charters, we:

- Prioritise understanding and meeting customer needs through continuous feedback and engagement
- Uphold high quality service standards - especially in claims handling - with efficient and transparent processing
- Invest in continuous training to ensure our employees and agents deliver top-tier customer service and provide timely and effective support

Resilient Society

In line with our commitment to customer centricity, we remain focused on elevating customer journeys across sales, service, and claims, ensuring that every interaction is seamless, accessible, and reliable. We implemented strategic initiatives aimed at better serving our customers, as outlined below:

Leveraging Technology and Digitalisation

We continue to enhance the customer experience through digital tools and simplified processes. Our MyAllianz platform, accessible via web and mobile, allows customers to manage policies, submit and track claims, request e-Guarantee Letters, access roadside assistance, and use an expanding range of health services — all in one place.

We also streamlined the claims experience through the Imagine platform, which enables agents to submit E-Personal Accident ("E-PA") and E-Medical claims quickly by uploading required documents directly. This reduces processing time and offers a smoother experience for customers. Our utilisation targets remain at 20–30% for E-PA and 60–70% for E-Medical claims.

Ensuring Accessible, Clear and Transparent Products for Our Customers

To strengthen accessibility and meet evolving customer needs, Allianz Malaysia continues to broaden its distribution channels across agency, bancassurance, digital platforms, partnerships, and direct channels. This multi-channel approach ensures our diverse product portfolio remains widely available, affordable, and easy to purchase. By making insurance accessible across various touchpoints, we empower customers to choose the most convenient way to engage with our products and services.

Product information is communicated transparently through multiple channels, including resources on Allianz Malaysia's website and supporting documentation provided by intermediaries such as Product Disclosure Sheets and sales illustrations. All product related materials and policy documents comply with regulatory requirements, using plain language as much as possible to support clear customer understanding. These materials help customers assess key features, benefits and risks before making a purchase decision. Upon policy issuance, customers promptly receive their policy documents for review of the terms and conditions. Customers may also seek clarification from intermediaries, customer service teams or branch representatives at any stage, while welcome calls are conducted to confirm understanding of key policy terms. Together, these measures help reduce the risk of miscommunication and potential disputes.

Allianz Malaysia maintains regular communication with customers throughout the policy lifecycle. Updates such as renewal and expiry notices, annual statements, fund reports and sustainability information are shared via email and made accessible through the MyAllianz app. This enables customers to stay informed about their coverage, monitor relevant fund performance and access information that supports their long-term financial and protection goals.

Across Allianz Malaysia, we cultivate a forward-thinking culture that encourages collaboration, creativity, and continuous learning while keeping customer needs at the centre of every decision. By staying attuned to market trends and adopting emerging technologies, we aim to develop solutions and value propositions that evolve in step with customer expectations, while ensuring clarity, transparency, and fairness in every interaction.

Key Initiatives 2025

Customer Feedback and Engagement

Regular engagement with our customers is essential to understanding their needs, expectations, and pain points. By proactively gathering feedback and monitoring satisfaction levels, we are able to identify areas for improvement, refine our offerings, and strengthen the overall service experience. This continuous cycle of listening, learning, and taking action ensures that our products, services, and processes remain aligned with what customers value most.

To support this approach, we use a combination of structured feedback tools and service quality measures:

- **Voice of Customer ("VoC")** surveys provide actionable insights at key moments of the customer journey, using a 5-star rating system to assess service quality and understand customer sentiment in real time.
- **Net Promoter Score ("NPS")** is actively tracked and analysed to measure customer loyalty and advocacy, using the insights to strengthen service delivery and enhance long-term relationships.
- **Issues Resolution Journey** has been implemented to streamline customer feedback processes. Under the Customer Service Charter, our goal is to answer calls within 30 seconds and deliver resolutions within three (3) working days.

To support this approach, all staff complete a minimum of 45 hours of customer service training, aimed at enhancing staff competency and reinforcing consistent, high-quality service delivery across the customer journey.

Resilient Society

Enhancing Our Agency Force

We continue to emphasise ethical conduct and compliance as foundational elements of good customer experience. Agents undergo dedicated training on the Code of Ethics and Conduct, reinforcing professionalism, integrity, and responsible sales practices across all interactions.

1 Technical Knowledge

The Technical Knowledge training pillar equips agents with the technical skills and expertise required for effective and accurate performance. It enhances agent proficiency in essential tools, technologies, and methodologies, enabling them to deliver high-quality advisory and service. This pillar also reinforces a strong culture of compliance and ethical conduct, ensuring agents clearly understand their responsibilities and the importance of adhering to all applicable laws and internal policies, including the PDPA, the Code of Conduct, and Data Ethics guidelines.

2 Recruitment

The Recruitment training pillar develops the skills, knowledge, and strategies agents need to effectively source, assess, and onboard new prospects. It focuses on building recruiters with the right mindset, skillset, and consistent recruitment habits, while strengthening their ability to identify talent that aligns with our goals and values. The programme also streamlines the onboarding process to ensure efficiency, effectiveness, and a smooth transition for new agents into the organisation.

3 Personal Development

The Personal Development training pillar supports agent personal and professional growth by strengthening essential life and communication skills, enhancing emotional intelligence, and promoting overall well-being. Through this focus on holistic development, agents become more effective, resilient, and fulfilled in both their professional roles and personal lives.

4 Estate Planning

The Estate Planning training pillar equips agents with the knowledge, skills, and tools needed to guide clients effectively through the estate planning process. It builds a strong understanding of the legal and financial implications involved, while helping agents develop strategies to preserve and transfer wealth according to clients' wishes. This ensures agents can provide clear, informed, and responsible guidance in an area that is critical to long-term financial security.

5 Leadership

The Leadership training pillar develops key leadership capabilities, focusing on strategic thinking, informed decision-making, effective communication, and emotional intelligence. It equips agency leaders with the skills needed to manage day-to-day operations, drive recruitment and retention, and lead their teams in a way that supports a profitable, sustainable, and productive business.

Aligned with our commitment to empowering our tied agents to deliver outstanding service and meet evolving customer expectations, below is an overview of the key programmes established:

Estate Planning

This initiative strengthens the ability of agency members to provide informed and professional estate planning guidance while supporting the promotion of investment-linked products. It equips agents with the skills, tools, and mindset to incorporate estate planning naturally into their financial conversations, helping them better understand client needs and offer a holistic approach to wealth accumulation and transfer. By embedding estate planning into broader financial discussions, agents can guide clients in aligning their assets with their intentions and securing the future of their loved ones.

Allianz Pinnacle Excellence Programme x INSEAD

In collaboration with INSEAD, a leading global business school, this programme empowers our Life and Health tied agents to excel in leadership, service, and innovation. Built around four (4) key modules—Communications, Customer Psychology, Leadership, and Entrepreneurial Mindset & Strategies—the programme strengthens agent business management capabilities, enhances productivity, and supports their personal development. It also prepares agents to navigate industry change and step into future-ready leadership roles.

In 2025, a total of 92 agents successfully graduated from the programme, underscoring Allianz's commitment to developing highly skilled, customer-focused tied agents that can meet evolving customer needs.

Allianz Power Talk

Allianz Power Talk is a weekly bite-sized knowledge-sharing session designed to strengthen the skills and confidence of our agency members. Each session covers a focused topic—ranging from recruitment techniques and sales concepts to product knowledge, underwriting, claims, and other technical areas—providing practical insights that agents can apply immediately in their day-to-day activities. Through concise, impactful learning moments, Power Talk supports agents in improving their sales effectiveness, sharpening their technical understanding, and enhancing overall performance in both sales and recruitment.

Resilient Society

Million Dollar Round Table ("MDRT") Achievers Community

The MDRT Achievers Community is designed to build a high-performing agency environment by promoting strong ambassadorship from top producers. Through curated learning sessions, agents gain access to industry best practices, practical insights, and proven strategies shared by experienced MDRT achievers. Supported by a dedicated team of learning partners, participants receive guidance that helps them strengthen their skills, refine their approach, and progress toward achieving MDRT-level performance.

Career of Excellence and Opportunity ("C.E.O.") Programme

Launched in 2020, the C.E.O. Programme is a structured 24-month professional development plan designed to nurture top-tier agents and strengthen Allianz Malaysia's market presence. The programme offers monthly financial support, intensive estate planning training, and personalised coaching, enabling agents to pursue both financial and personal excellence.

In FY2025, the number of new C.E.O. agents grew by 7.4% compared to FY2024, reflecting the programme's continued effectiveness in outreach and its alignment with Allianz Life's long-term growth objectives.

Allianz Entrepreneur Development Programme ("AEDP")

Building on the strong results achieved in 2024, where 591 participants joined the programme, AEDP was expanded to two (2) batches in 2025. The programme continues to target college and university students as well as fresh graduates, offering them an opportunity to develop their entrepreneurial mindset and gain real-world experience. Participants can earn up to RM1,300 over the six-month programme while acquiring essential knowledge and hands-on exposure to the insurance and financial services industry.

Kingmaker Project

The Kingmaker Project is a transformative initiative designed to cultivate a new generation of professional agents while driving growth and performance improvement across Allianz Life. With a strategic ambition to double overall business performance within the next five (5) years, the project places strong emphasis on capability building as a core priority. Training is delivered through a digital platform and focuses on strengthening agents' soft skills in customer engagement, deepening product knowledge, and fostering a goal-oriented mindset. This approach equips agents with the skills and strategies needed to support the Kingmaker vision and contribute to sustained business growth.

Allianz SheSecures Programme

The Allianz SheSecures Programme is a career development initiative aimed at empowering women in the insurance sector. It equips female Allianz Life Changer with the industry knowledge, skills, and confidence needed to advance in their careers. The programme includes leadership training, mentorship, and networking opportunities that support professional growth and help strengthen the pipeline of women leaders within the tied agents.

We have implemented several digital platforms to accelerate business growth and improve customer experience:

MyAllianz

MyAllianz is a versatile customer portal and mobile app that simplifies the management of Life and General insurance policies. Customers can access policy details, submit and track claims, download medical cards, make payments, update personal information, and request services such as Guarantee Letters or Roadside Assistance. The platform also offers a growing suite of Health Services, including appointment scheduling, health evaluations, prescription delivery, and preventive care services such as eye and dental check-ups, dietitian consultations, and home physiotherapy.

Introducing Discover Health in 2025

In FY2025, MyAllianz expanded into preventive wellness with the launch of Discover Health, a simple and intuitive wellness dashboard available on both the portal and app. Customers can sync their devices via Google Fit, Apple Health, or Health Connect to monitor daily steps, calories burned, BMI, and progress toward personalised activity goals.

With Discover Health, MyAllianz extends beyond insurance servicing to become a holistic wellness companion, supporting customers in managing both their protection needs and their health within a single integrated ecosystem.

Resilient Society

Allianz 360

In FY2025, we unified the Allianz 360 application across all agencies, creating a seamless platform that supports daily operations, performance tracking, and customer engagement. Key enhancements to the Goal Excellence Tool ("GET") strengthened its lead management capabilities, including automated event lead capture, campaign-based filtering, and integration with Imagine (Point of Sales Application) to streamline the lead-to-policy process. GET now also incorporates leads from Guaranteed Issuance Offer ("GIO") Marketing Campaigns, enabling faster follow-up and better visibility for agency leaders.

To support recruitment, a new "Be An Allianz Life Changer" microsite was introduced within Allianz 360 as a guided presentation tool for potential recruits. Ongoing training and short instructional videos ensure agents continue to fully utilise the platform.

Through these upgrades, Allianz 360 remains a unified and future-ready tool that enhances productivity and strengthens service delivery for customers.

Allianz Intelligent Digital Assistant ("AIDA")

AIDA is an AI-powered chatbot that manages product inquiries and service requests, including vehicle "No Claim Discount" checks and claims status updates. It offers customers 24/7 assistance, improving convenience and response efficiency. In FY2025, AIDA handled more than 10,000 interactions monthly, with its motor claim status enquiry function recording a fivefold increase in usage from the previous year, underscoring its growing role in customer engagement.

Insurance Offerings on the Allianz Malaysia website

The Allianz Malaysia website offers a convenient platform for both Life and General insurance, allowing customers to easily explore a variety of products. Users can review features, compare options, and purchase insurance solutions that fit their needs, reflecting Allianz Malaysia's dedication to customer-focused services.

Strategic Partnerships to Foster Digital Innovation and Create New Value

Allianz Malaysia continued to advance its digital innovation efforts through strategic partnerships that strengthen its ecosystem and support local start-ups. In FY2025, Allianz General marked its sixth consecutive year of collaboration with NEXEA, a leading startup accelerator in Malaysia, reinforcing its commitment to nurturing early-stage businesses and deepening engagement with emerging companies to explore new avenues for insurance distribution.

Metrics and Targets

Both Allianz Life and Allianz General achieved an overall 4.6 out of 5 stars in the VoC rating for FY2025, reflecting continued improvements in customer experience and service quality.

Both Allianz Life and Allianz General continued to perform above the market average based on NPS measurements, reflecting strong customer advocacy and satisfaction.

Key Performance Indicator	FY2023	FY2024	FY2025
Total Number of Customers	3.2 million	3.5 million	**3.9 million**Ⓐ
Number of policies in force (Allianz General)	3.8 million	4.7 million	**4.9 million**Ⓐ
Number of policies in force (Allianz Life)	0.9 million	0.9 million	**1.0 million**Ⓐ

Key Performance Indicator	FY2023	FY2024	FY2025
Total Agents, Including agents from Agency, Intermediaries, and Bancassurance channels	12,429	14,142	**13,560**Ⓐ
Agents' training hours resulted from the collaborative programmes	379,844	449,141	**517,926**Ⓐ

Allianz Malaysia Retains Our Title as the World's #1 Insurance Brand

In FY2025, Allianz Malaysia once again retained our position as the world's No. 1 Best Global Insurance Brand—marking our seventh consecutive year at the top. This follows a historic year in 2024, when Allianz Malaysia entered the ranks of the world's 30 most valuable brands for the first time, rising to 27th in Interbrand's Best Global Brands Ranking. Our brand value continued its strong upward trajectory, reinforcing the trust our customers place in us and our unwavering commitment to our purpose, "We Secure Your Future".

Outlook

Looking ahead, we will continue strengthening our customer experience by using data, technology, and smarter service design to deliver interactions that are simpler, faster, and more personalised. The Allianz Malaysia Data Platform will play a key role in this effort, enabling a more complete view of customer needs, harmonising data across the organisation, and supporting the use of AI-driven tools such as lead scoring, advisory support, and enhanced self-service features. These capabilities will help us improve fulfilment, reduce friction across customer journeys, and make service more intuitive at every touchpoint. By combining stronger analytics with continuous improvements in frontline capabilities, we aim to build deeper customer trust, improve retention, and support long-term sustainable growth.

Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

Own Workforce

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Stakeholders Concerned

UN SDGs

We recognise that our people are central to driving long-term growth and fulfilling our purpose: "We Secure Your Future". Our People and Culture strategy is anchored in an inclusive meritocracy where people and performance thrive through trust, collaboration, and continuous learning.

We invest in learning and development initiatives to build future-ready capabilities, while prioritising employee wellbeing through robust health, safety, and wellness programmes. Upholding human rights remains fundamental to creating a respectful, inclusive, and non-discriminatory workplace.

These efforts strengthen engagement, enhance retention, and support a high-performing workforce that contributes to sustained organisational success.

We proactively identify workforce-related sustainability risks that may affect long-term organisational performance, culture, and resilience. Key risks include insufficient reskilling or upskilling employees to support digital and strategic transformation gaps and inclusion and equity practices across the employee lifecycle, and potential shortcomings in human rights compliance. By addressing these risks early, we aim to safeguard productivity, reduce attrition, and strengthen our ability to attract and retain talent.

Effectively addressing workforce-related risks requires deliberate and proactive measures such as strengthening reskilling and career mobility pathways, advancing inclusive and equal opportunity practices, and upholding robust human rights standards across the organisation. These efforts not only mitigate risks but also create opportunities to build a more engaged, capable, and future-ready workforce. By embedding inclusive practices, enhancing leadership accountability, and reinforcing ethical labour standards, we strengthen organisational resilience, foster employee trust, and position ourselves competitively in an increasingly dynamic talent market.

Management Approach

At Allianz Malaysia, our workforce approach is grounded by strong governance, clear values, and alignment with Allianz's global People & Culture strategy. Our workforce-related policies are implemented within a structured governance framework that ensures compliance with Malaysian labour regulations while reflecting global standards on ethical conduct, inclusion, and responsible employment practices.

Let's Care

Our core values—fair and inclusive behaviour, integrity, transparency, honesty, responsibility, and respect—are embedded in the Allianz Code of Conduct ("CoC"), which all employees are required to attest annually. These values are brought to life through our Employer Value Proposition, "Let's Care for Tomorrow", built on four (4) pillars that define how we support our people:

- We care for your future career development
- We care for your inclusion and equal opportunities
- We care for your health and wellbeing
- We care for tomorrow's society and planet

Read more at: Allianz Code of Conduct ("COC")

Oversight and governance of these initiatives are provided by the People & Culture Department, ensuring that employee programmes, policies, and practices consistently reflect our values and foster an inclusive, responsible, and high-performing workplace. Our culture is further shaped by Allianz's People Attributes—Customer & Market Excellence, Collaborative Leadership, Trust, and Entrepreneurship—which are embedded into performance evaluation criteria and reinforced through regular communications and leadership engagement.

Resilient Society

We Care for Your Future Career Development

Our talent management approach is guided by Allianz Malaysia's functional People & Culture frameworks and reinforced through our local tailored practices, ensuring a structured, fair, and future-focused system for attracting, developing, and retaining talent. Through this approach we align employees not only with the requirements of their roles, but also to the culture, values and behaviours that define Allianz Malaysia and support our long-term strategic objectives.

We embed a set of core Talent Management principles that guide how we identify, develop, and support talent across the organisation:

Support business strategy

Align talent management with our strategic objectives.

Mobility for experience

Promote internal and cross-functional mobility as a key enabler for building the breadth of experience.

Empowerment

Empower employees for success in current and future roles.

Early identification of potential

Identify and develop talent early to ensure readiness for future challenges.

Employee ownership

Emphasise individual ownership of careers, fostering learning.

Inclusion and equal opportunities

Embed inclusion and equitable principles to ensure fair, transparent and consistent processes across the organisation.

Embrace diverse career paths

Encourage diverse career journeys, including lateral moves, expert tracks, and project management roles.

Bias reduction

Provide standard processes and guidelines to minimise biased decisions and discrimination.

Attracting, Developing and Retaining Talent

Allianz Malaysia takes a structured and principles-driven approach to talent management, ensuring that employees have fair access to opportunities, clear development pathways, and a supportive environment to grow. We prioritise attracting and retaining talent through fair and competitive remuneration practices, transparent recognition, and career progression frameworks aligned with Allianz's global People & Culture strategy.

We support continuous growth by providing employees with access to learning pathways that strengthen leadership, technical expertise, digital fluency, and future-ready capabilities. Talent reviews and internal mobility remain central components of our approach, enabling employees to explore diverse career journeys and gain broader exposure across the business.

Our commitment to inclusion ensures that development and leadership opportunities are accessible to all, supported by clear policies and bias-reduction mechanisms across recruitment, assessment, and promotion processes.

We reinforce the employee experience through continuous listening channels, such as engagement surveys and feedback platforms, to inform improvements and maintain a workplace where people feel heard, connected, and supported.

Externally, our employer value proposition is strengthened through recognised certifications such as Great Place To Work® and EDGE, reflecting our commitment to building a fair, inclusive, and future-focused workplace.

Resilient Society

We Care for Inclusion and Equal Opportunities

At Allianz Malaysia, we are committed to creating an inclusive workplace where every employee is treated fairly and given equal access to opportunities, regardless of gender, age, ethnicity, disability, religion, or cultural background. This commitment is embedded across the full employee lifecycle—from recruitment and development to performance management and remuneration—ensuring that all decisions are guided by principles of fairness, respect, and non-discrimination.

Our commitment to inclusion and equal opportunities is founded on policies and guidelines. These include:

Allianz CoC

Reinforces ethical behaviour, respect for human rights, and zero tolerance for discrimination, with all employees required to attest compliance annually.

Anti-Harassment and Anti-Discrimination Functional Guideline

Establishes expectations for a safe, respectful work environment and outlines procedures for addressing misconduct.

Whistleblowing Procedures

Provide confidential channels for employees to speak up about concerns without fear of retaliation.

Fair Remuneration Policy

Ensures equitable and bias-free compensation practices across roles and levels.

To ensure inclusivity principles are consistently practised, we maintain a robust communication approach supported by leadership visibility and multi-channel engagement. Senior leaders reinforce cultural expectations through town halls, internal updates, and ongoing dialogue, while digital platforms, such as SAP SuccessFactors and the intranet, provide employees with timely access to policies, training, and inclusion resources. Participation in global employee networks further strengthens awareness, belonging, and community-building across the organisation.

Through these measures, we uphold a workplace culture built on fairness, transparency, and equal opportunities, supporting both employee wellbeing and long-term organisational performance.

We Care for Your Health and Wellbeing

At Allianz Malaysia, we are committed to providing a safe, healthy, and supportive workplace where employees can thrive. Our **Work Well @ Allianz Malaysia** framework takes a holistic approach to wellbeing, covering physical, mental/emotional, and financial health. This is supported by clear policies, including our Occupational Safety and Health Act ("OSHA") guidelines, which underpin our responsibility for workplace safety and employee welfare.

Physical Health and Wellbeing

Promote a safe and health-conscious work environment through initiatives that encourage physical fitness, safety awareness, and preventive care.

Mental and Emotional Health and Wellbeing

Support mental resilience through ongoing communication and resources such as wellness newsletters, mental health campaigns, and workshops that help employees manage stress and maintain work-life balance.

Financial Health and Wellbeing

Recognise and reward employee contributions through competitive remuneration and benefits, helping to strengthen financial security and overall engagement.

To further enhance wellbeing, we adopt flexible work practices under the **Ways of Working ("WoW")** approach, which supports hybrid and remote arrangements. These models promote autonomy, improve work-life integration, and contribute to higher satisfaction and productivity.

Through these efforts, we foster a workplace that prioritises safety, supports personal wellbeing, and enables our employees to perform at their best.

Resilient Society

We Care for Human Rights

As a signatory to the United Nations Global Compact ("UNGC"), Allianz Malaysia upholds internationally recognised human rights and labour standards across all operations. These principles, including non-discrimination, the prohibition of child and forced labour, and equal pay for work of equal value, are embedded in the Allianz CoC, which all employees are required to attest to annually.

We conduct an annual human rights risk assessment in line with Allianz's processes and the German Supply Chain Act, with results reported to the Sustainability Committee and the Allianz Human Rights team. Our whistleblowing channels remain accessible to employees and external stakeholders, ensuring concerns can be raised safely and confidentially.

We comply fully with Malaysian labour laws, including strict prohibitions against child and forced labour, and maintain a robust age-verification process during recruitment to ensure no minors are employed. Mandatory sustainability training, covering human rights and ethical conduct, is provided to all employees to reinforce expectations.

Allianz Malaysia also respects the freedom of association and the right to collective bargaining, consistent with the International Labour Organisation ("ILO") conventions. We comply with minimum wage requirements, uphold fair and equitable compensation practices, and ensure working hours adhere to legal and occupational health standards. These measures reflect our broader commitment to employee wellbeing, ethical conduct, and responsible workforce management.

Key Initiatives

We view learning as an integral part of everyday work. By nurturing a culture of lifelong learning and continuously enhancing our development ecosystem, we enable employees to build the skills and capabilities to succeed in a rapidly evolving environment. This approach supports adaptability, innovation and compliance amid industry change, digitalisation, and regulatory complexity. Our key learning and development initiatives include:

Continuous Professional Development Programmes

We encourage continuous learning through workshops, seminars, webinars, and online courses that help employees enhance their technical and professional competencies. Key programmes include:

- **Life Office Management Association ("LOMA")**
  Globally recognised education in life insurance, covering operations, product development, risk management, and insurance law. Employees are supported in earning LOMA designations to deepen industry knowledge.
- **Professional Commercial Underwriting Certification**
  An in-house certification accredited by the Asian Institute of Insurance ("Aii") as an Associate Level 1 qualification and recognised at Bronze level by the Global P&C Academy. This programme strengthens underwriting capabilities, with 210 graduates year-to-date.
- **Asian Institute of Insurance**
  Through our collaboration with Aii, employees pursue industry recognised certifications and specialised training in insurance and risk management.
- **Start Right Business Development Manager Certificate**
  A six-month programme that equips new Business Development Managers and Marketing Executives with foundational skills, strategic insights, and coaching to excel in intermediary management.

Digital and Technical Learning

We continue to expand learning pathways that strengthen digital literacy, data capabilities, and technical expertise to support Allianz Malaysia's digital transformation journey.

- **AllianzU Learning Platform**
  A unified digital learning space offering just-in-time content via Degreed, accessible across devices and covering thousands of learning topics.
- **Data Literacy Programme**
  Mandatory for all employees, with progressions from Bronze to Silver levels. The programme dedicates 25% of employee learning time to building data and digital capabilities.
- **Allianz Partner Academies**
  Technical academies, such as the Global P&C Academy, Life & Health Academy, and Operations & IT Academy, offer specialised training led by Allianz experts to strengthen underwriting, pricing, claims, risk, and AI capabilities.

We-nnovate

AZAP's innovation programme designed to make everyday innovation practical and accessible. Built on three pillars—Change, Learn, Share—it empowers teams to experiment, collaborate, and turn ideas into outcomes through masterclasses, bootcamps, and "show & tell" sessions featuring real use cases. The programme fosters a future-ready culture by providing toolkits, resources, and opportunities to co-create solutions that enhance customer and employee experiences.

Resilient Society

Leadership Development

We continue to build a strong leadership pipeline through structured programmes that reinforce core leadership behaviours and future-focused skills.

- **#lead The Allianz Leadership Passport**
  A global leadership journey that equips managers with essential soft skills such as resilience, creativity, emotional intelligence, and digital collaboration. Annual renewal requires at least 43 learning hours across designated modules. In FY2025, 198 employees successfully renewed their Passport.
- **Allianz Sustainability Journey**
  In FY2025, a total of 1,831 learning hours was recorded for the Allianz Sustainability Journey, underscoring our commitment to building sustainability awareness across the organisation.

Compliance and Regulatory Training

We ensure adherence to global and local requirements through mandatory annual training, including:

- Allianz CoC
- Allianz Sustainability training (covering ESG, human rights, sustainable finance, and operations emissions)
- Data literacy and data protection courses
- Corporate Sustainability Reporting Directive ("CSRD"), Anti-Money Laundering/Counter-Terrorism Financing, and other regulatory modules
- #lead 2025 global focus skills and Gen.AI fundamentals for people managers

Young Talent Development

We support early-career development through structured programmes and direct mentorship:

- **Internships for Undergraduates**
  Providing real business exposure and a pathway for future recruitment. In FY2025, 156 interns participated.
- **TalentX**
  An Internal Talent Marketplace launched to help employees showcase untapped skills, connect to projects, and take ownership of their career development.
- **Mentoring Programmes**
  Connecting experienced leaders with employees seeking structured guidance and career support.
- **C.E.O. Programme**
  A 24-month development journey supporting agency-side young talent through training, coaching, and financial support.

Collaboration, Knowledge Sharing and External Engagement

We foster learning through internal collaboration and external partnerships:

- **Campus Engagement**
  In FY2025, Allianz Malaysia conducted five (5) campus engagements with Asia Pacific University, UM, Sunway University, Universiti Teknologi MARA ("UiTM") Seremban, and UiTM Puncak Alam.
- **Leadership Circle**
  A platform for people leaders to share insights, align strategy, and build stronger leadership cohesion across departments.
- **University & Graduate Career Fairs**
  Participation in career fairs at Taylor's University, Graduan, The Actuary's Odyssey, Universiti Tunku Abdul Rahman Kampar, and TalentBank.
- **Partnership with Management & Science University**
  Providing internships, job placements, exchange programmes, industrial talks, and CSR collaborations.
- **Sprint Learning**
  A bite-sized, fast, and focused upskilling approach aligned with real-time business needs—covering tools such as Macro development, Power Query, Power BI, and Excel.

Performance Feedback and Evaluation

We foster continuous dialogue through quarterly and annual reviews, supported by SuccessFactors for seamless multi-rater assessments that incorporate manager, peer, and upward feedback. This ensures fair, transparent, and comprehensive evaluations. In FY2025, 100% of employees completed their performance evaluations.

Resilient Society

In line with our commitment to fostering equal opportunities and building an inclusive workplace, Allianz Malaysia continues to strengthen initiatives that promote fairness, advance inclusion, promote fairness, and ensure that all employees feel respected, represented, and supported. Our key initiatives in FY2025 include:

Employee Inclusion Networks

- **Allianz Beyond Network**
  A community dedicated to disability inclusion, ensuring that differently-abled employees have access to resources, support, and a safe space for disclosure.

  In FY2025, we introduced practical upskilling workshops (e.g., Excel, PowerPoint) to enhance digital skills, confidence, and career progression. Additionally, we continued our efforts to improve workplace accessibility and tailored support for our people with differently-abled employees.

- **Allianz GRACE Network**
  A global network promoting nationality and ethnicity inclusion across Allianz. In FY2025, we strengthened cross-cultural dialogue and awareness through internal campaigns and resource sharing. We supported attraction and retention of talent across the organisation with 14 local networks.

Inclusion and Equal Opportunity Programmes

We invest in training and awareness programmes because understanding differences and practicing equity empowers every employee to create a respectful, inclusive workplace.

- **Inclusion & Equal Opportunity Training**
  Regular training for all employees to deepen awareness on unconscious bias, cultural sensitivity, and respectful communication, reinforcing equitable behaviour and decision-making.
- **Annual Celebrations and Awareness Events**
  Workshops, seminars, and observances of International Women's Day, International Men's Day, International Day of Persons with Disabilities, and major cultural festivals. These initiatives enhance employee understanding of diverse perspectives and strengthened organisational empathy and mutual respect.
- **Inclusive Communication Training**
  Sessions designed to promote inclusive workplace communication, including guidelines on gender-neutral and stereotype-free language to support respectful interaction.
- **Manager Training on Bullying and Harassment Handling**
  Annual capability-building for managers on appropriately responding to and managing harassment, discrimination, and misconduct cases.
- **Unconscious Bias Awareness Sessions**
  Conducted for all employees to promote fairness, mitigate bias, and strengthen inclusive decision-making.

Strengthening Equal Opportunity Practices

- **Gender-Diverse Succession and Selection Practices**
  - Female successor mandates incorporated into succession planning to strengthen leadership inclusion.
  - Gender-diverse interview panels implemented to reduce bias during hiring and ensure balanced decision-making.
- **Merit-Based Recruitment and Fair Remuneration**
  Structured, bias-reduced recruitment processes and annual reviews of compensation and promotion practices to maintain fairness and equity across all roles and levels.

Accessibility and Workplace Adjustments

We continue to enhance physical and digital accessibility for employees with disabilities, including tailored workplace adjustments and accommodations to enable full participation and performance.

Reporting, Transparency and Accountability

We uphold accountability and strengthen trust by:

- Providing confidential reporting channels for discrimination, harassment, or misconduct.
- Tracking and reporting incidents of policy violations and inclusion-related employee sentiment.
- Conducting regular compliance reviews, with quarterly reporting to senior leadership and annual disclosures to support continuous improvement.

We continue to strengthen our commitment to holistic employee wellbeing across physical, mental/emotional, and financial dimensions. In FY2025, Allianz Malaysia expanded its programmes to support a healthier, safer, and more engaged workforce.

Resilient Society

Physical Health and Wellbeing Initiatives

WoW Strategy

Our flexible work strategy supports better work-life integration.

FY2025 outcomes:

- 60.9% of employees adopted hybrid work arrangements.
- Employees received a one-time home-office allowance and training on ergonomics and safety.
- Office spaces were redesigned with hot desks, collaboration zones, meeting booths, and hybrid-enabled rooms to support flexibility and productivity.

Annual Medical Examinations

Comprehensive screenings—including imaging, blood tests, and specialist consultations—are provided to support early detection of health risks.

Boleh-lympic 2025

An organisation-wide sports and wellness event designed to strengthen teamwork, promote active lifestyles, and enhance employee engagement across all fitness levels.

Health and Wellness Series

A learning series dedicated to improving energy, productivity, and long-term wellness through practical health tips and guided activities.

Occupational Safety and Health (“OSH”) Administration Initiatives

We continue to maintain a strong safety culture through proactive risk management and compliance with OSH regulations.

Key measures and FY2025 outcomes:

- **OSH Committees** established at all offices and branches with more than 40 employees, meeting quarterly to review safety matters.
- **OSH Coordinators** appointed at branches with more than five (5) employees to ensure compliance with the OSH (Amendment) Act 2022.
- **2,177 employees trained** in OSH requirements, emergency response, and safety standards.
- **CERT-trained emergency volunteers** (First Aiders and Fire Wardens) appointed; training for the remaining Sarawak branches is scheduled for next year.
- **Annual fire drill with Fire and Rescue Department (Bomba)** conducted to strengthen emergency preparedness and ensure compliance with fire safety regulations.
- **Quarterly workplace inspections** carried out to identify hazards and implement risk controls.
- **Chemical Health Risk Assessment and Ergonomic Risk Assessment assessments** completed for Menara Allianz, Plaza Sentral, KL, and Johor Bahru branches; assessments to be extended to additional branches.
- **Automated External Defibrillator equipment** installed at headquarters to support emergency response.
- Safety reminder emails regularly communicated on ergonomics, emergency contacts, and hazard awareness.
- A centralised emergency response management team established to support employees during natural disasters or crisis situations.
- Safety measures extended beyond employees to protect visitors, contractors, vendors, and persons with disabilities.

Mental Wellness Initiatives

- **The Mind Happiness Programme**
  In collaboration with Thrive Well, the programme provides confidential access to mental health professionals and practical tools to improve emotional resilience. In FY2025, coverage extended to 100% of employees, including interns, part-time, and temporary staff.
- **World Mental Wellness Month (October 2025)**
  Organised under the theme “Eat. Play. Work.”, featuring restorative and engaging activities such as mindfulness sessions, batik painting, karaoke, darts, snooker, pickleball, and onsite massages. Employees were encouraged to leave work at 3:00 PM on 10 October 2025 to prioritise self-care.
- **Emotional Wellbeing Series**
  A series of expert-led sessions covering resilience, stress management, mindfulness, and emotional intelligence to help employees navigate personal and professional challenges.

Financial Health and Wellbeing Initiatives

- **Allianz Free Share Programme**
  Eligible employees receive free shares, reinforcing a sense of ownership in Allianz Malaysia’s long-term success.
- **Employee Share Purchase Plan**
  For every €3 contributed by employees, Allianz Malaysia contributes an additional €1—supporting wealth-building and long-term financial wellbeing.
- **Benchmarking Total Rewards**
  Collaborations with professional consultants ensure remuneration practices remain competitive and aligned with market standards. In FY2025, periodic adjustments were made to salary and benefits packages based on benchmarking results.

Resilient Society

Key Highlights

Great Place To Work®

Allianz Malaysia was certified as a Great Place To Work® for the second year running, reflecting strong employee trust and a workplace culture grounded in respect, fairness, and collaboration. This recognition affirms our commitment to employee wellbeing, high performance, and a positive work environment.

Allianz Engagement Survey ("AES")

We continued to engage employees through the AES to better understand their experiences across job satisfaction, leadership effectiveness, and overall workplace climate. Insights from the survey guide targeted actions to strengthen employee experience, address concerns promptly, and support long-term organisational success.

Hear Me – Employee Listening Programme

Our global Hear Me programme established consistent feedback touchpoints across the employee lifecycle, from onboarding to career development and exit conversations. With an integrated analytics dashboard, leaders receive timely insights that improve engagement, inclusion, and workplace culture.

Work Well Index+ ("WWI+")

In 2025, Allianz Malaysia achieved a favourable **WWI+ score of 88%**, indicating low psychosocial stress and a strong sense of safety, belonging, and support. Employees reported confidence in speaking up, appreciation for flexible work arrangements, and access to continuous learning opportunities—reinforcing our commitment to a secure, inclusive, and future-ready workplace.

HR Stars Awards 2025

Allianz Malaysia was named Employer of Choice at the HR Stars Awards 2025, alongside wins in:

- **Best Diversity and Inclusion Strategies**
- **Best Flexible Working Strategies**
- **Best Training Interventions**
- **Best Workplace Culture and Environment**
- **Best Digital HR**

These awards reflect our continuous efforts to elevate employee experience and foster a progressive, inclusive workplace.

Life At Work Awards ("LAWA")

At TalentCorp's prestigious LAWA, Allianz Malaysia received the Winner - **Women at Work & Leadership award**, recognising our commitment to empowering women and strengthening inclusive leadership. Additional recognition included:

- **1st Runner-Up** Best International Organisation
- **1st Runner-Up** Digital & Tech Excellence

These accolades demonstrate our leadership in shaping a future-focused workplace guided by inclusion, equal opportunities, and digital enablement.

Resilient Society

Monitoring Systems and Tracking

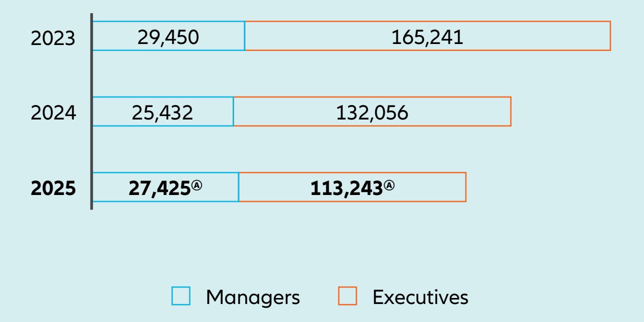
We track the effectiveness of our workforce initiatives through a combination of engagement surveys, pulse checks, and adoption metrics for key programmes. Participation in learning, leadership development, wellbeing activities, and flexible work arrangements helps us assess engagement and identify gaps.

We also monitor indicators such as gender representation, pay equity, internal mobility, and retention to evaluate progress on inclusion and equal opportunities. Qualitative insights from focus groups complement these metrics, while external certifications—such as Great Place to Work® and EDGE—provide independent validation of our efforts.

Metrics and Targets

Total expenses for employee training	Total training/ learning hours	Average training hours per employee	Average training days per employee	Number of internships hosted
RM1.3 millionⒶ	**140,668**Ⓐ	**59.6**Ⓐ	**7.5**	**156**Ⓐ
FY2025	**FY2025**	**FY2025**	**FY2025**	**FY2025**
FY2024: RM1.5 million FY2023: RM1.6 million	FY2024: 157,488 FY2023: 194,691	FY2024: 71.0 FY2023: 95.7	FY2024: 9 FY2023: 12	FY2024: 150 FY2023: 104

Total training hours by employee category



Inclusive Meritocracy Index ("IMIX")

Inclusive Meritocracy is one of our priorities in shaping workplace culture. The IMIX, an internal metric derived from assessments of leadership, performance, and corporate culture, measures our progress toward fostering a work environment where both performance and people are valued.

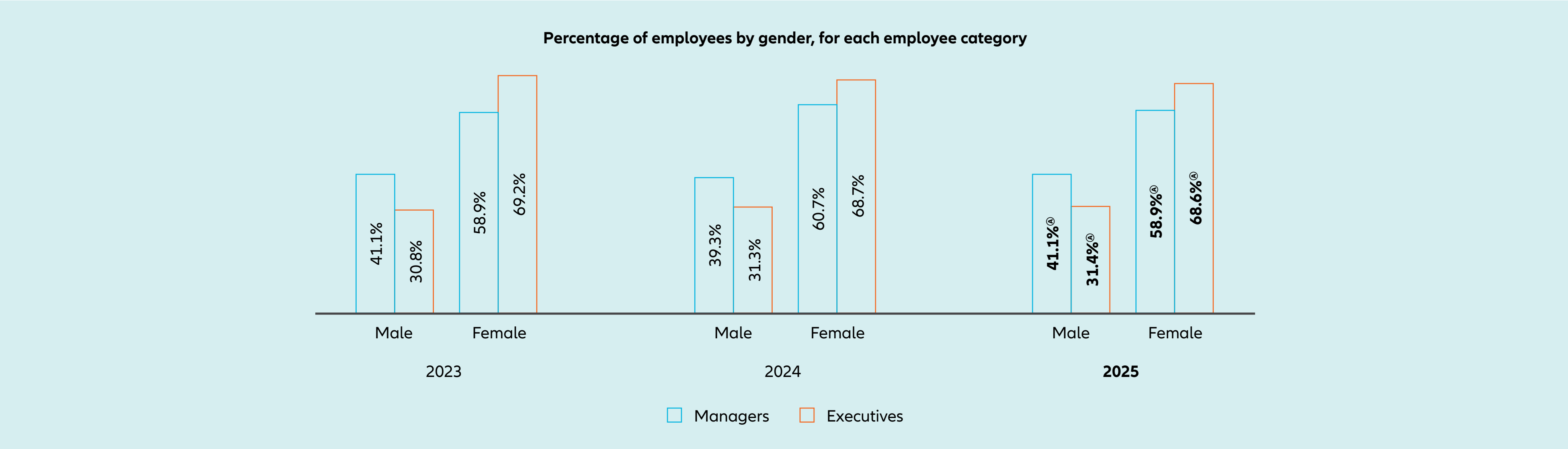
In FY2025, we successfully maintain a positive score of 90%.

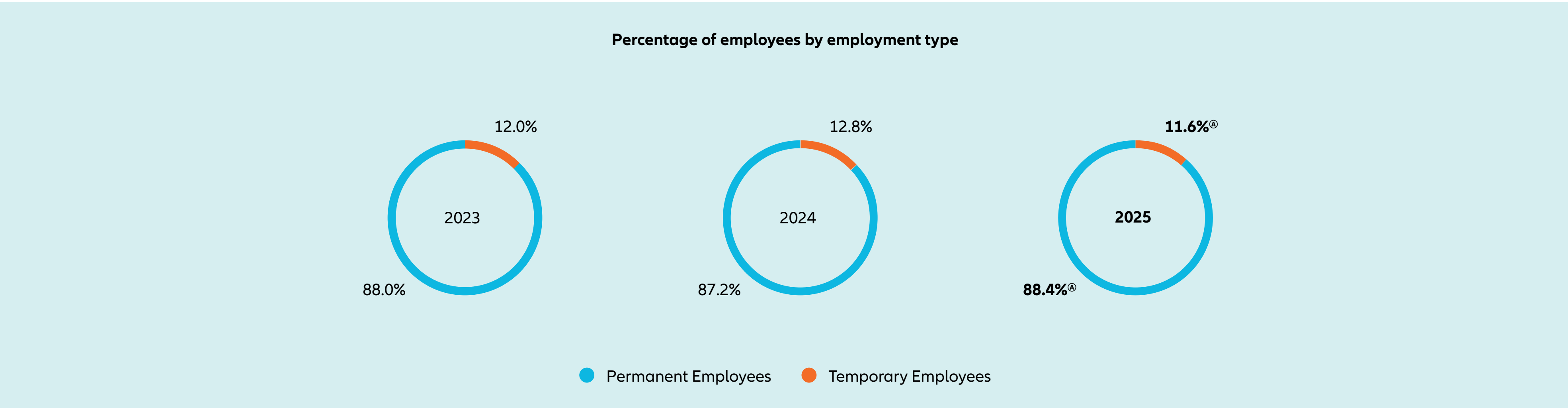
EDGE Certification

Allianz Malaysia has achieved the highest EDGE certification - EDGE LEAD, earning international recognition for sustained excellence in workplace gender equity. Allianz Malaysia earned this by exceeding global benchmarks in gender representation, inclusive policies, and equitable employee experiences.

Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

Resilient Society





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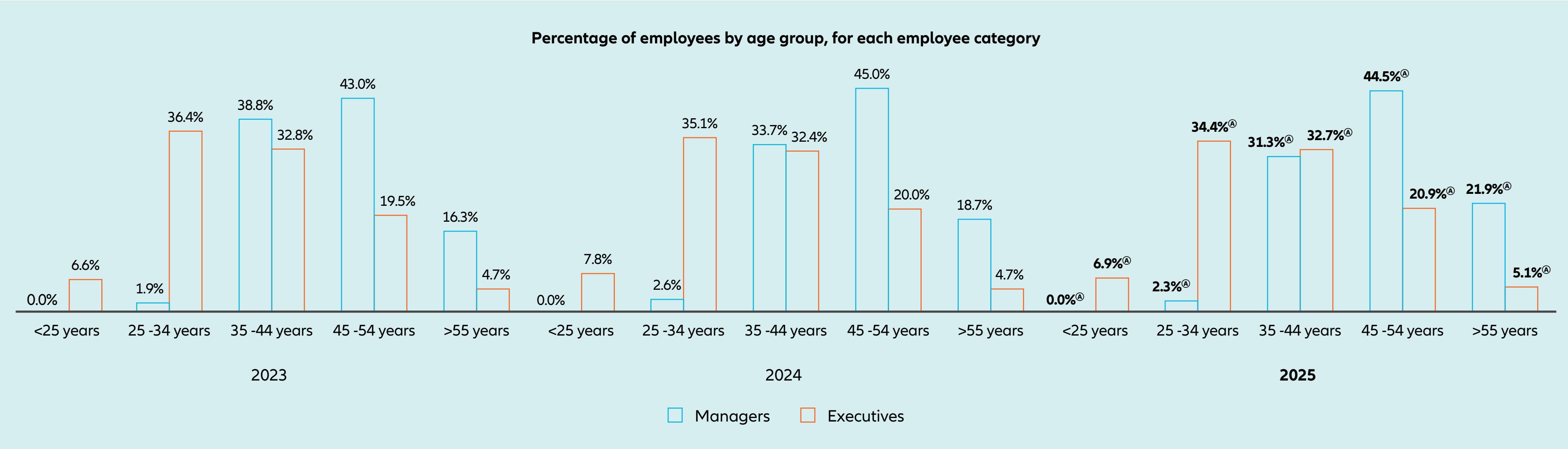

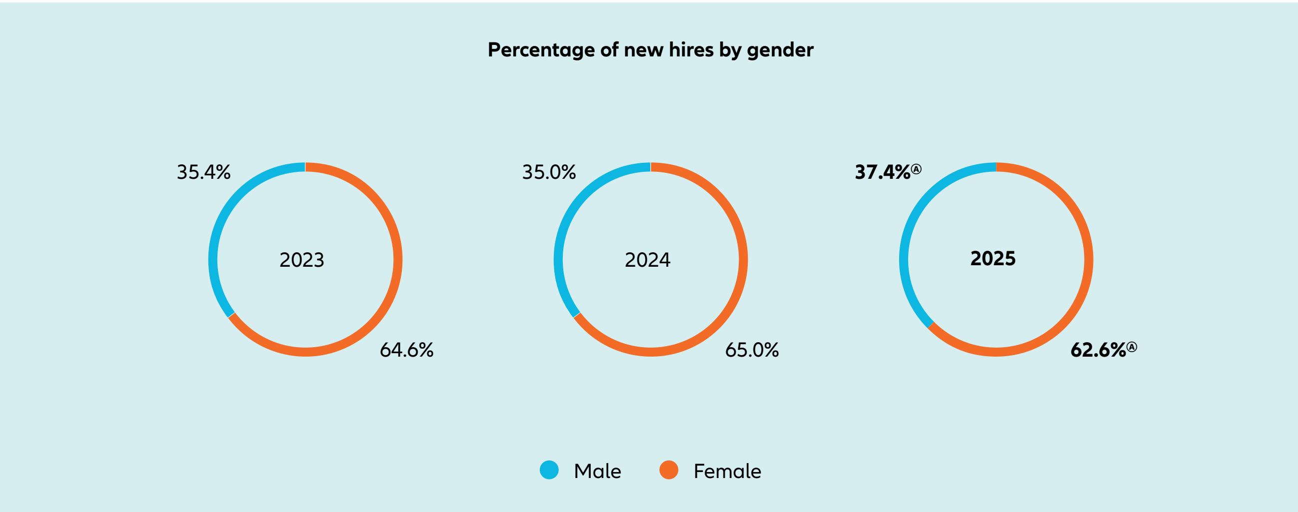

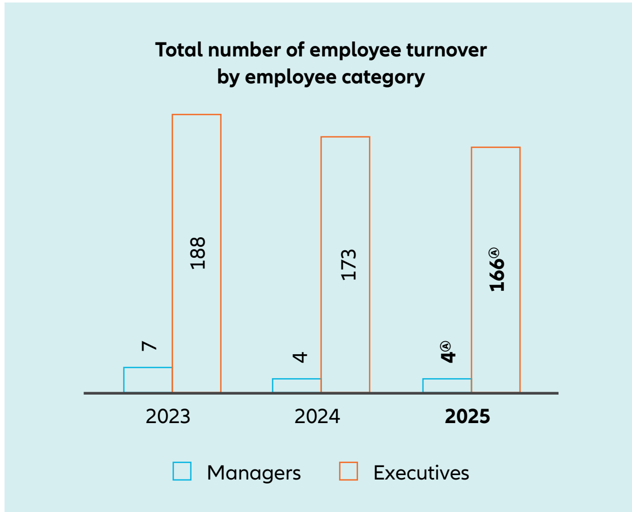

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Resilient Society

Key Performance Indicator	Unit	FY2023	FY2024	FY2025
Total number of contracted employees[1]	Headcount	2,032	2,113	**2,098**
Total number of active employees[2]	Headcount	2,035	2,112	**2,099**
Managers	Headcount	270	267	**265Ⓐ**
% male employees	%	41.1	39.3	**41.1Ⓐ**
% female employees	%	58.9	60.7	**58.9Ⓐ**
<25 years	%	-	-	**-Ⓐ**
25-34 years	%	1.9	2.6	**2.3Ⓐ**
35-44 years	%	38.8	33.7	**31.3Ⓐ**
45-54 years	%	43.0	45.0	**44.5Ⓐ**
>55 years	%	16.3	18.7	**21.9Ⓐ**
Executives	Headcount	1,765	1,845	**1,834Ⓐ**
% male employees	%	30.8	31.3	**31.4Ⓐ**
% female employees	%	69.2	68.7	**68.6Ⓐ**
<25 years	%	6.6	7.8	**6.9Ⓐ**
25-34 years	%	36.4	35.1	**34.4Ⓐ**
35-44 years	%	32.8	32.4	**32.7Ⓐ**
45-54 years	%	19.5	20.0	**20.9Ⓐ**
>55 years	%	4.7	4.7	**5.1Ⓐ**
Full time employees	Headcount	2,034	2,110	**2,098Ⓐ**
Part time employees	Headcount	1	2	**1Ⓐ**
Permanent employees	Headcount	1,789	1,843	**1,855Ⓐ**
Percentage	%	88.0	87.2	**88.4Ⓐ**
Temporary employees	Headcount	243	270	**243Ⓐ**
Percentage	%	12.0	12.8	**11.6Ⓐ**
Total number of new hires	Headcount	316	294	**222Ⓐ**
% male hires	%	35.4	35.0	**37.4Ⓐ**
% female hires	%	64.6	65.0	**62.6Ⓐ**
Employee Turnover Rate[3]	%	9.5	8.5	**8.1Ⓐ**
Managers	Headcount	7	4	**4Ⓐ**
Executives	Headcount	188	173	**166Ⓐ**

Notes:
1. New metric has been added to align with the CSRD approach.
2. The metric name has been changed from "Total number of employees" to "Total number of active employees" to align with the CSRD approach.
3. The metric has been renamed from "Attrition Rate" to "Employee Turnover Rate" to align with ESG rating criteria, the calculation methodology remains unchanged.

Work-related fatalities

0 casesⒶ

FY2025

FY2024: 0 cases FY2023: 0 cases

Lost-time injury cases

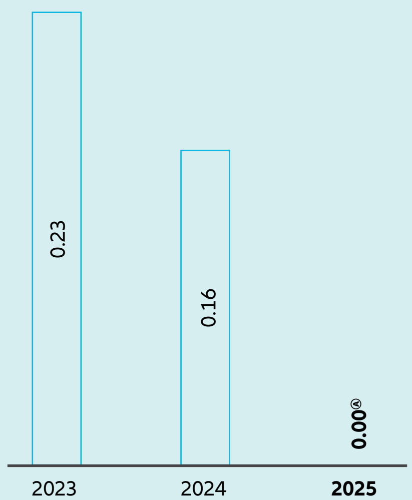
0 casesⒶ

FY2025

FY2024: 3 cases FY2023: 4 cases

Lost time incident rate

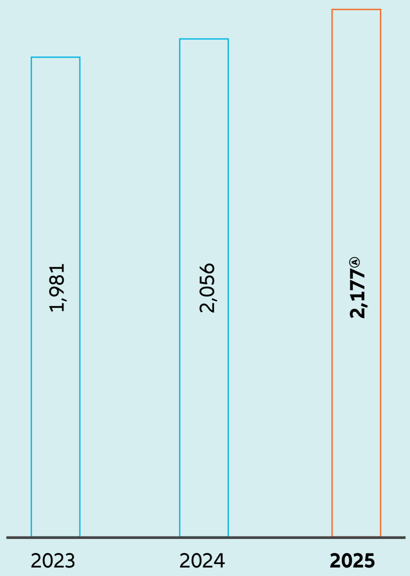
Injuries/Hour (100 workers)



Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

Resilient Society

Number of employees trained on health and safety standards
Headcount



Key Performance Indicator	Unit	FY2023	FY2024	FY2025
Number of employees invited to participate in AES	Headcount	1,866	1,836	**1,908Ⓐ**
AES participation rate	%	98	97	**96Ⓐ**
WWI+	%	84	88	**88Ⓐ**
Employee Engagement Index	%	89	91	**89Ⓐ**
IMIX	%	89	91	**90Ⓐ**

Substantiated complaints concerning human rights violations

0 casesⒶ
FY2025

FY2024: 0 cases FY2023: 0 cases

Key Performance Indicator	Unit	FY2023	FY2024	FY2025
Instances of non-compliance with labour standards (health and safety, inclusion, equal opportunities, human rights etc.)	Number	0	0	**0**

Outlook

Allianz Malaysia will continue strengthening its people strategy by expanding clear career pathways, enhancing learning and leadership development, and deepening its commitment to inclusion and equal opportunities. In the near term, we will focus on closing critical skills gaps, improving employee engagement, and refining recruitment and promotion practices, including implementing mixed-gender interview panels by 2026.

Over the medium term, we aim to embed continuous learning, broaden wellbeing support, and use data and AI to improve workforce planning. Long-term priorities include building capabilities for emerging technologies, strengthening leadership pipelines, and transitioning toward more agile, and flexible workforce models.

Digitalisation and AI will play a central role, with continued investment in digital fluency and human–AI collaboration. Global Allianz commitments, such as the Ways of Working framework and group-wide inclusion and sustainability goals, will guide our direction as we evolve toward a more future-ready, inclusive, and adaptable workforce.

Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

Liveable Planet

Environmental and Climate Action

Capitals

N M F

Stakeholders Concerned

UN SDGs

13 CLIMATE ACTION

Climate change is intensifying pressures on global financial and social systems, underscoring the urgent need for accelerated action to achieve net-zero emissions by 2050. As climate risks rise and extreme weather events become more frequent, claims payouts are expected to increase. At the same time, proprietary investments face heightened exposure to market volatility driven by transition risk. In response, Allianz Malaysia is strengthening its climate-risk management capabilities and pursuing opportunities that build long-term resilience.

Management Approach

Our climate approach is anchored in the Sustainability Strategy Pillar, Liveable Planet, under our Sustainability Positioning, which focuses on decarbonisation, adaptation and resilience, and promoting sustainable growth. This strategy aligns with Allianz's inaugural Net-Zero Transition Plan, which sets climate goals aligned with the Paris Agreement and provides a roadmap to achieve net-zero emissions by 2050. We target a 57% reduction in emission intensity in our proprietary investment portfolio for listed equity and corporate bonds by 2030 (2019 baseline), and a 70% reduction of emissions in our own operations by 2030 (2019 baseline) reinforcing our commitment to the global transition toward a low-carbon economy.

Decarbonisation

We are committed to driving decarbonisation by reducing emissions within our operations and across our insurance and investment activities. We support the green transition through our insurance and investment solutions, while integrating climate considerations into underwriting and proprietary investments to mitigate climate risks.

Key initiatives implemented include:

- **Certified Sustainable Solution:** Insurance solutions certified to meet criteria based on the E.U. Taxonomy, assuring customers of alignment with sustainable principles.
  - **Allianz EV EcoMiles:** Rewards programme that offers cash incentives to eligible EV policyholders based on annual mileage, encouraging low-carbon driving habits.
- **SolarPro All Risk PV:** All-risk insurance protection for residential and commercial users of solar photovoltaic panels.
- **Sustainable Investment-Linked Fund:** Funds investing in Article 8 SFDR-classified underlying funds with environmental or social characteristics.

For more information, kindly refer to "Responsible Products, Investments and Underwriting" section on pages 69 - 75.

Adaptation and Resilience

Adapting to climate change and building climate resilience are essential to reducing the impacts of current and future climate-related risks on our organisation. We proactively implement adaptation strategies to withstand extreme weather events and remain committed to continually enhancing our approach to identifying and managing climate risks and opportunities. This includes investing in data and technology to strengthen our understanding of natural catastrophe perils.

In FY2024, Allianz General introduced geocoding functionality for Fire insurance products, leveraging Google Maps to enhance property address capture. This innovation streamlined underwriting processes and improved address data quality with precise geocoordinates. This approach provides a more accurate assessment of flood exposure, strengthening portfolio resilience against flood events.

The initiative also supports the provision of accessible and affordable coverage for lower-risk properties in flood-prone states. Aligned with the sustainability strategy under "Adaptation and Resilience", this initiative demonstrates how data-driven innovation supports communities in navigating environmental change. It enhances long-term resilience by enabling better flood risk management and catastrophe reinsurance planning.

Promoting Sustainable Growth

We remain committed to supporting customers in mitigating climate-related risks through coverage for perils including floods, fires, and windstorms. These coverages are incorporated into our diverse product portfolio, including Motorcycle Plus, KampungKu, Car and Motor Comprehensive, Car and Motor Third Party, Fire and Theft Cover, and PerlindunganKu Allianz4All, all intended to safeguard customers from environmental challenges while supporting sustainable growth.

In addition, Allianz General introduced an SMS weather alert initiative that proactively notifies customers in high flood-risk areas based on forecasts from Malaysian Meteorological Department. By leveraging geocoordinates, we enhanced our understanding and management of climate-related claims. Through these strategies, we seek to advance sustainable growth by enhancing community resilience and preparedness for climate-related risks.

For more information, kindly refer to "Customer Centricity" section on pages 76 - 80.

Our commitment to managing climate change is anchored in alignment with the National Energy Transition Roadmap. We focus on strategically expanding financing and insurance for low-carbon technologies, while imposing clear limitations on business models heavily dependent on fossil fuels to manage transition risks. In addition, we provide climate-related coverage for our customers, supported by strong climate action within our own operations.

We advance our climate agenda through strategic partnerships. Allianz Malaysia actively participates in the JC3 as part of its main and sub-committees on risk management, including working groups on taxonomy, physical and transition risks, and data. In November 2025, we participated in the JC3 SME Climate Conference to help small businesses address climate-related risks. We also engage regularly with BNM through one-on-one dialogues, focus group discussions on Net Zero Transition Planning, and other sustainability initiatives.

Climate Change Risk Assessment

At Allianz Malaysia, we adopt a structured approach to managing climate risks. In assessing the potential impacts which may affect our business and operations, we consider external regulatory and market developments, along with internal insights from key business units to ensure a comprehensive assessment of transition and physical climate risks. The Sustainability Committee, comprising the Group's top management, oversees decision-making on sustainability and climate-related matters and champions these initiatives across the organisation. These insights inform our strategy, enabling us to anticipate challenges and build resilience through mitigation and adaptation.

Climate-related risks are integrated into our risk management framework. We have conducted a comprehensive qualitative climate risk assessment in FY2023. In FY2025, we reviewed the risk ratings of key identified risks, as well as conducted quantitative scenario analyses.

Evaluations across short- (up to 1 year), medium- (1 - 5 years), and long-term (more than 5 years) horizons enable the identification of key risk drivers and their potential impacts, providing deeper insight into climate change implications across major business areas. The time horizons are aligned with key internal processes, including the short-term one-year reporting cycle, the medium-term five-year strategic planning and capital allocation horizon, and the long-term horizon for transformative strategies. The assessments also inform the prioritisation of actions, targets, and monitoring levels.

The climate risk assessment covers Investments, P&C and Life & Health ("L&H") underwriting, and Operations. For each business area, key physical and transition risk drivers arising from technological, policy and regulatory, litigation, and behavioural changes are identified. These drivers are assigned one (1) of two (2) scenarios depending on which led to a higher chance of the risk materialising: a "strong response" scenario, reflecting robust regulatory, legal, technological, or behavioural action; and a "no response" scenario, assuming limited or delayed measures. By considering the earliest plausible time horizon at which they would materialise, risks are qualitatively evaluated based on the likelihood and magnitude of financial or reputational impacts, with overall risk ratings derived using a magnitude–likelihood matrix. The results are considered in the annual Top Risk Assessment ("TRA") process which prioritises the Group's key risks.

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Transition and Physical Risks and Their Associated Impacts

Short-term   Medium-term   Long-term

Key Area	Main Risk Drivers and Potential Impacts	Time Horizon
P&C (Motor)	**Technology:** The transition to electric vehicles presents challenges in pricing due to uncertainty in claims cost arising from a lack of historical data. Despite being a significant short-term concern, this is anticipated to normalise with widespread adoption and accumulated experience.	Medium-term
P&C (Non-motor)	**Technology/Policies and Regulations:** Expansion into new sectors aligned with Malaysia's National Energy Transition Roadmap, such as renewable energy projects and the development of green buildings, may result in heightened claims uncertainty in the near term due to emerging technologies. Nonetheless, this uncertainty is expected to diminish over time with advancements in stability and safety of such technology.	Medium-term
	Physical: The increasing frequency of floods in recent years has heightened the impact of extreme weather events, affecting claims payouts. If premium increases cannot fully account for the rising losses, the insurability of certain areas may be compromised in the long-term, particularly without mitigating actions by relevant stakeholders.	Long-term
L&H	**Physical:** Heatwaves, vector-borne diseases, or flood-induced food and freshwater scarcity, as well as other climate-related events, will impact morbidity and mortality rates over the long-term.	Long-term
Investments	**Policies and Regulations/Litigation:** Changes in emissions regulations, global trade policies, energy subsidies, and carbon taxes, along with a failure to transition towards sustainable operations or engaging in "greenwashing", could potentially result in significant costs or losses for companies operating in high-emission sectors. Such developments could also pose financial market risks to Allianz Malaysia due to investment exposures to these companies. While Allianz Malaysia's portfolio is well diversified and incorporates ESG criteria and restrictions in investment considerations to mitigate this impact, any ripple effect on the broader market leading to increased volatility may affect overall asset values. These risks are considered more pressing over the medium-term, as the establishment of transition-related measures will largely occur within this timeframe.	Medium-term
Operations	**Policies and Regulations:** Over the short- to medium-term the most consequential impact for own operations includes compliance with the quickly developing regulatory landscape, which increases complexity through the need to introduce new or modified processes, reporting and governance elements.	Short- to medium-term

Financial Effects of Climate-related Risks

Current Financial Effects

Climate change is intensifying and increasing the frequency and severity of natural catastrophe events. From a financial standpoint, however, it is uncertain how to identify the extent that a natural catastrophe is attributable to anthropogenic climate change above and beyond natural variations in the Earth's climate. Similarly, as effects of climate-related risks often resonate as economic factors, it is difficult to separate the financial impact attributed to climate change from other broader economic factors such as inflation, changing consumer behaviour, or supply chain constraints. As such, the quantitative financial impacts from climate-related risks in the current reporting year are not disclosed at either the individual or aggregate level as these impacts cannot be separately identified.

Climate-related risks are indirectly considered when assessing the Statement of Financial Position, which ultimately influences our capital and solvency position. Natural catastrophe events can result in changed insurance revenue, as well as increased insurance claim costs and reinsurance costs, although the direct attribution of such natural catastrophe events to climate change cannot be determined.

We do not see significant risks of material adjustments within the next annual reporting period to the carrying amounts of assets or liabilities. In general, investment asset values reflect current market and fair value views, in line with MFRS 9. As an insurer, liabilities are dominated by insurance contracts, which are accounted for under the insurance accounting principles under MFRS 17. The respective insurance accounting measurement models are based on estimates of present value of future cash flows, which comprise all cash flows expected to arise as the insurance contract is fulfilled. In estimating these future cash flows, we incorporate, in an unbiased way, all reasonable and supportable information that is available without undue cost or effort at the reporting date. For the year under review, there are no material capital expenditures, financing activities, or investments relating to climate-related risks and opportunities. All costs incurred are essential in nature and have been accounted for within operational expenditure.

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Anticipated Financial Effects

In the process of conducting climate risk stress tests, we have identified a high measurement uncertainty, which is driven by methodological challenges, complexity of the modelling of anticipated financial effects, and a lack of actual data that can be used as inputs, requiring a large degree of estimates and assumptions. Any estimates of the effects of the climate-related anticipated financial effects are based on scientific research findings and scenario data that are currently available and considered relevant. They are subject to considerable uncertainties associated with long-term projections in general and climate change modelling in particular.

After careful consideration, we have concluded that the measurement uncertainty surrounding anticipated financial effects from climate-related risks is so high, that the resulting disclosure would not be useful information. Therefore, it was decided not to disclose quantitative information on anticipated financial effects from climate-related risks, in line with IFRS S2 Para 19 (b).

While we acknowledge the high measurement uncertainty surrounding any quantitative disclosures on anticipated financial effects from climate-related risks, the following section on Climate Scenario Analysis provides descriptive information on the potential effects from such risks based on the climate scenario analyses we conducted.

Climate Scenario Analysis

In FY2025, Allianz Malaysia conducted quantitative climate risk scenario analyses for both general and life insurance operations in Malaysia across short- (up to 1 year), medium- (1 - 5 years), and long-term (more than 5 years) horizons, as previously defined, to assess the potential climate impacts under different climate pathways. These time horizons are aligned to the business planning cycles. The analysis, guided by BNM's Climate Risk Stress Test ("CRST") scenarios and assumptions, complements the qualitative climate risk assessment. The results of the scenario analysis provide a quantitative perspective to enhance our resilience analysis.

The analysis applied three (3) climate related scenarios developed by the Network for Greening the Financial System ("NGFS"), aligned with the latest international climate agreement. These scenarios, designed for financial stress testing by central banks and supervisory authorities, outline pathways for macroeconomic variables under varying levels of transition and physical risk. The FY2023 baseline was applied for the scenario analysis, in line with BNM CRST guidance.

The scenario analysis is based on key assumptions outlined in the following table, reflecting anticipated policy, technology, and market developments under each climate pathway.

NGFS Scenarios	Assumptions	Transition Risk	Physical Risk
Orderly: **Net Zero 2050 ("NZ 2050")**	Policies are well-coordinated and effectively implemented to achieve net zero by 2050. Technology and renewable energy adoption progresses steadily, and transition costs remain relatively low, helping to limit warming to 1.5°C.	High	Limited
Disorderly: **Divergent Net Zero 2050 ("DNZ 2050")**	Global climate policies tighten across key sectors and accelerate fossil fuel phase-out, though implementation remains uneven across regions. Technological and renewable energy progress advances more slowly due to limited financing and structural economic constraints. Net-zero is reached by 2050 but at high transition costs, including rising carbon prices.	High	Limited
Hot-House World: **Nationally Determined Contributions ("NDCs")**	Climate action remains limited to current pledges, which are insufficient for an orderly transition, leading to an estimated 2.5°C temperature rise. Transition costs remain low.	Limited	High

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The table below outlines the impact on the P&C and L&H business under these scenarios. We have stressed both sides of the balance sheet by measuring asset or liability-specific stress impacts on a static balance sheet. Impacts are estimated for market stresses, as well as P&C and L&H underwriting stresses.

Market risk is primarily driven by market value losses, especially when uncoordinated climate policy implementation triggers economic uncertainty. The underwriting risks considered include flood for the P&C business, and temperature-related excess morbidity and mortality for the L&H business.

Below is a summary of the potential overall implications of these contrasting scenarios for our business, assuming no management actions (e.g., no repricing nor changes to the reinsurance structure):

	Short-term (up to 1 year)	Medium-term (1 - 5 years)	Long-term (more than 5 years)
NGFS Scenarios	**Orderly: Net Zero 2050 ("NZ 2050")**		
Market	Relatively higher market value losses, however lower than DNZ 2050	Moderate market value losses	Low market value losses
P&C Underwriting	Limited impact	Limited impact	Limited impact
L&H Underwriting	Limited impact	Limited impact	Limited impact
NGFS Scenarios	**Disorderly: Divergent Net Zero 2050 ("DNZ 2050")**		
Market	Relatively higher market value losses	Moderate market value losses	Low market value losses
P&C Underwriting	Limited impact	Limited impact	Limited impact
L&H Underwriting	Limited impact	Limited impact	Limited impact
NGFS Scenarios	**Hot-House World: Nationally Determined Contributions ("NDCs")**		
Market	Limited impact	Limited impact	Limited impact
P&C Underwriting	Limited impact	Moderate increase in claims due to flood, limited by reinsurance treaty	Further increase in claims compared to medium term though still contained by reinsurance treaties
L&H Underwriting	Limited impact	Moderate increase in medical claims	Further increase in mortality and morbidity claims compared to medium term

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The scenario analysis indicates that the balance sheets of both P&C and L&H businesses are expected to remain resilient against the projected impacts under all three scenarios, particularly when potential management actions are considered. In turn, this reflects the resilience of our strategy and business model even under long-term stress scenarios. However, it is important to acknowledge the inherent uncertainties surrounding measurement of climate-related impacts and limitations of climate change modelling. Climate system changes are unpredictable and may become irreversible beyond the 1.5°C tipping point, and long-term assumptions carry additional uncertainty. Catastrophe models, even under current climate conditions, can produce estimates that vary from actual losses. Flood assessments consider both surface (pluvial) and river (fluvial) flooding, but do not include coastal flooding due to the unavailability of data. NGFS scenarios used for CRST assume level effects (permanent climate change impacts economic output temporarily, with growth resuming post-stabilisation) and exclude growth effects (permanent shocks on long-term growth), which can lead to significantly different long-term estimates.

Certain key risks identified in the qualitative assessment were excluded, such as the short-term transition risk associated with EV adoption. This exclusion is intended to avoid distorting the analysis due to the uncertainty of potentially offsetting effects. For example, if climate change is the main driver of the shift to EVs, it may be accompanied by increased use of public transport or reduced travel, which could offset its impact on motor claims. To date, we have not observed any significant differences between EV and non-EV claims experience and will continue to monitor this closely.

Assets and Business Activities Vulnerable to Climate-related Physical and Transition Risks

We have not excluded any assets nor business activities from the scope of our assessment of anticipated financial effects, as generally all assets and business activities can potentially be vulnerable to climate-related physical and transition risks and therefore need to be part of the analysis. By following this approach, we ensure that potential financial effects are assessed holistically from a total balance sheet perspective.

Opportunities Arising from Climate Transition

Climate-related opportunities arising from climate change have been identified to capture potential benefits arising from the transition to a low-carbon economy. These opportunities are assessed across short-, medium-, and long-term horizons, considering both the likelihood and potential magnitude of the opportunities. Each opportunity is assigned a rating that determines its prioritisation, monitoring intensity, and steering actions. While this evaluation process is in place, we have not yet performed any scenario analysis for climate-related opportunities.

Sustainable Solutions	Sustainable Investments
The Sustainable Solutions framework for our P&C segment is based on the EU Taxonomy and incorporates additional elements that contribute to sustainability objectives beyond climate change adaptation. In developing this framework, guiding principles were defined. One key principle is to support customers in mitigating their sustainability risk exposure while enabling the transition of economies and communities. This includes developing and offering insurance products and solutions for low-emission technologies critical to the net-zero transition, as well as incentives that promote sustainable behaviours.	**Opportunities Description** Increasing capital towards sustainable investment assets. This approach supports the low-carbon transition while creating opportunities for long-term value through responsible investments.
Time Horizon Short- to long-term	**Time Horizon** Medium- to long-term

These opportunities provide new avenues for growth while supporting broader efforts to foster a sustainable and resilient future for generations to come.

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Financial Effects of Climate-related Opportunities

Current Financial Effects

The identified climate-related opportunities are expected to become more material in the future while their effects in 2025 is still relatively small. Sustainable Solutions is reflected within the insurance revenue in the Statement of Profit or Loss whereas Sustainable Investments is reflected within the investment asset value in the Statement of Financial Position.

Anticipated Financial Effects

We have assessed that detailed forward-looking disclosures of anticipated financial effects from our climate-related opportunities would be highly commercially sensitive. Therefore, we have made use of the exemption to disclose forward-looking information on anticipated financial effects from our material climate-related opportunities as defined in IFRS S1 B34-B35 due to their highly commercially sensitive nature.

Our Response Measures Against Climate-related Risks and Opportunities

At Allianz Malaysia, sustainability risks, including climate-related risks, are treated as overarching risks that manifest within existing risk categories such as market, credit, underwriting, and operational risks. Immediate climate-related risks are managed by addressing these underlying risk categories. For example, market risks are mitigated through regular asset-liability management, duration gap analyses and ongoing monitoring and steering of investment emissions.

Reflecting on assessment findings, it is recognised that while certain situations may require climate-specific mitigation measures, existing risk management processes are generally sufficient. In P&C underwriting, for instance, geocoding tools have been implemented to enhance the understanding of flood exposure, complementing established pricing and portfolio management practices such as premium adjustments, coverage modifications, and risk limit changes.

Additionally, Allianz Malaysia has implemented targeted measures to strengthen resilience and ensure robust risk management across its operations and investment portfolios.

Carbon Emissions Reduction

Allianz Malaysia has established targets to reduce carbon emissions intensity in its proprietary investment portfolio for listed equity and corporate bonds by 2030. In alignment with the Allianz's Net-Zero Transition Plan, we are committed to achieving net-zero GHG emissions across our business operations, proprietary investment, insurance underwriting, and through the adoption of low-carbon technologies. At the operational level, we aim to source 100% of our electricity from renewable sources by purchasing International Renewable Energy Certificates ("i-RECs").

Integration of Climate Considerations into Business Activities

Our commitment to integrating climate considerations into operations is reflected in the incorporation of these factors across underwriting processes, investment decisions, and insurance transactions. This includes the phased withdrawal from fossil fuel investments and ongoing monitoring of the carbon footprint within our investment portfolio. Additionally, we have introduced insurance solutions that provide flood relief benefits and disaster recovery support, reinforcing resilience against climate-related risks.

For more information, please refer to section "Responsible Products, Investments and Underwriting" on pages 69 - 75.

Strengthening Flood Risk Assessment in Underwriting

Geocoding tool was introduced in P&C underwriting to enhance flood risk assessment, supported by pricing and portfolio strategies such as premium adjustments, coverage changes, and risk limit modifications.

Introduction of Sustainable Solutions

We have introduced products to support the low-carbon transition, including Allianz EV EcoMiles. These solutions incentivise low-carbon practices, such as reducing vehicle usage, thereby contributing to carbon emission mitigation and supporting the transition to a sustainable future.

Despite implementing climate response measures, uncertainty persists regarding the extent of climate change's impact on the insurance market, given its dependence on global actions to address the issue. Potential implications include shifts in coverage affordability, contraction of existing markets, and the emergence of new markets, products, or coverages for risks that are challenging to price, such as those linked to emerging technologies. We remain committed to actively monitoring these trends, as well as emerging risks and opportunities, to inform future strategic decisions.

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Key Initiatives

Our net-zero commitment by 2050, covering proprietary investments, P&C underwriting, and our own operations, is supported by interim targets established for 2030 to ensure measurable progress. These targets are aligned with Allianz Malaysia's Sustainability Strategy; however, they are currently not validated by any external third party.

Supporting the Low-Carbon Transition

Target
57% reduction in emission intensity in our proprietary investment portfolio for listed equity and corporate bonds by 2030 (baseline 2019)

Allianz Malaysia achieved its end-2024 decarbonisation target of a 30% reduction in emissions intensity across its proprietary investment portfolio for listed equity and corporate bonds relative to the 2019 base year. Following this milestone, the Group has set new interim targets aligned with Allianz Malaysia's broader decarbonisation pathway, targeting a 57% reduction in emissions intensity for the same portfolio by 2030, relative to 2019. As at end-2025, Allianz Life recorded a 33.3% reduction in emissions intensity, while Allianz General recorded a 55.9% reduction, both against the baseline year of 2019. Allianz Malaysia also remains committed to achieving net-zero GHG emissions across its proprietary investment portfolio by 2050.

For more details, refer to the Allianz Energy Guidelines and visit Allianz Malaysia's website for further insights into our climate strategies and targets.

Allianz Tackling Climate Change

Allianz Energy Guidelines

To support the global energy transition, we are strategically phasing out carbon-intensive fossil fuel business models across our insurance and investment operations, while actively promoting the adoption of renewable and low-carbon energy solutions. This approach aligns our underwriting and investment practices with the Paris Agreement and reinforces our commitment to scaling sustainable energy and mitigating climate-related risks.

Advancing the Net-Zero Transition

Allianz Malaysia recognises its responsibility and the urgent need to accelerate renewable energy adoption while phasing down fossil fuel use. In line with this commitment, Allianz has issued a Statement on Low-Carbon Solutions (formerly known as the Statement on Renewable/Low-Carbon Energy). This policy governs Allianz Malaysia's proprietary investments and P&C underwriting, enabling targeted support for renewable and low-carbon energy projects. It reflects our commitment to moving away from coal, oil, and gas while promoting credible transition pathways for companies.

We are dedicated to supporting businesses with credible transition plans to reduce reliance on coal, oil, gas, and oil sands. Our objective is to provide insurance to companies that demonstrate a clear commitment to transitioning at the appropriate speed and scale. To achieve this, we assess companies individually to determine whether they qualify for exemptions under the Allianz Energy Guidelines.

This approach aligns with BNM's initiatives through the Joint Committee on Climate Change, which encourages financial institutions to facilitate the transition toward a low-carbon economy.

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Reducing Our Environmental Footprint

Target
Reduction of emissions in our operations by 70% by 2030 (baseline 2019)

During FY2024, we achieved our previous target of a 50% reduction of emissions in our operations by 2025, relative to the 2019 baseline. In FY2025, we have refreshed our target and are aiming to reduce emissions in our own operations by 70% by 2030, using 2019 as the baseline. This year, we recorded a 76.2% reduction in total GHG emissions in our operations, demonstrating our ongoing efforts to manage environmental impact. We also maintained our RE100 commitment this year by purchasing RE100 certificates to offset 100% of our brown energy utilisation from the previous year. Additional initiatives undertaken in our operations are detailed as follows:

Environmental Management System ("EMS")

We are committed to minimising environmental impact in support of a low-carbon economy, leveraging our in-house EMS to systematically monitor and manage energy use and travel-related emissions. In 2025, we are maintaining 100% of EMS coverage to all our employees.

Solar panel installations at branch office

We installed solar panels at a branch office to promote the use of renewable energy and reduce reliance on conventional power sources.

Retrofitting branch offices for energy efficiency

Recent upgrades include LED lighting to enhance energy efficiency. We prioritise resource efficiency in new asset purchases for installation in other premises.

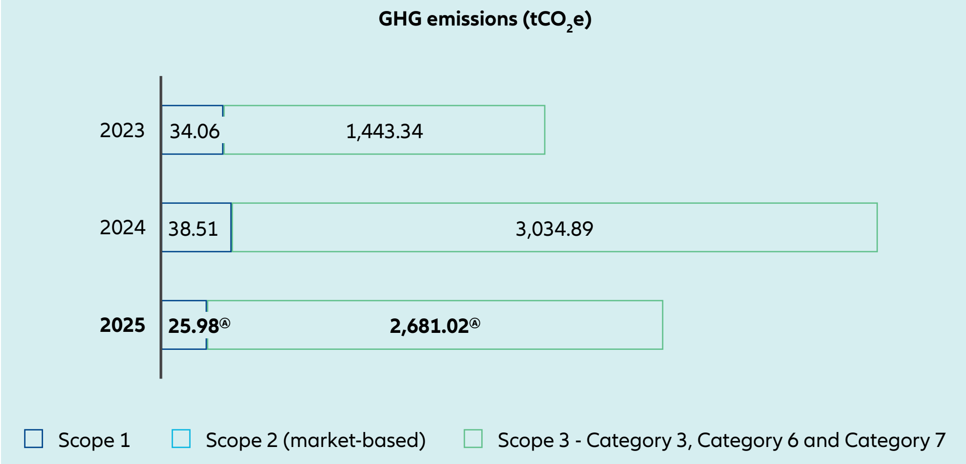
Reduction of in-person meetings and training

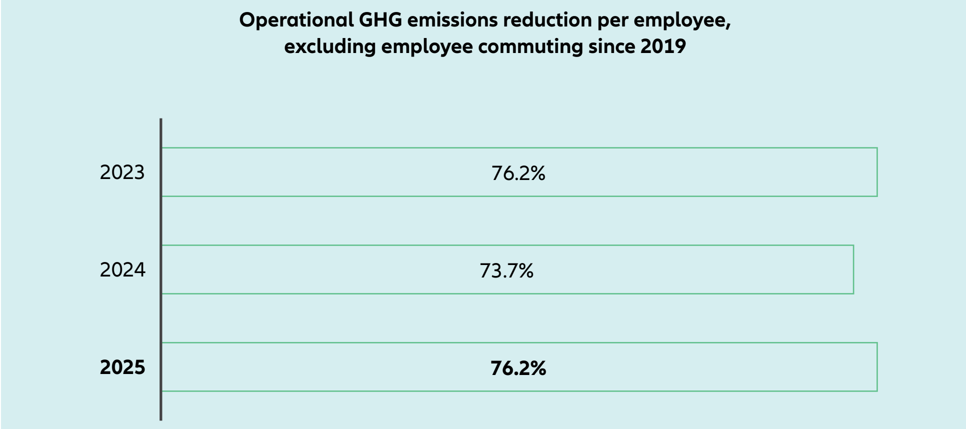
Balancing the need to reconnect and the associated environmental impact of travel.

Increasing EV in Company Fleet

We continue efforts to increase EV usage while considering suitability for trips, charging infrastructure availability, and other travel needs.

Metrics and Targets





Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

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Key Performance Indicator	Unit	2019	FY2023	FY2024	FY2025
Environmental Management System ("EMS")[4]					
Share of our employees in scope of our EMS	%	100	100	100	**100Ⓐ**
Operational GHG emissions					
Total Operational GHG emissions[1, 5, 8]	tCO_2e	5,719.33	1,477.40	3,073.40	**2707.00Ⓐ**
Scope 1 – Direct GHG emissions[5a]	tCO_2e	925.10	34.06	38.51	**25.98Ⓐ**
Scope 2 – Indirect GHG emissions (market-based)[5b, 6]	tCO_2e	2,981.03	-	-	**0Ⓐ**
Scope 2 – Indirect GHG emissions (location-based)[5b]	tCO_2e	-	-	-	**2,113.5Ⓐ**
Scope 3 – Other indirect GHG emissions[5c]	tCO_2e	1,813.20	1,443.34	3,034.89	**2,681.02Ⓐ**
Operational GHG emissions per employee, excluding employee commuting[9]	tCO_2e/ employee	3.05	0.73	0.80	**0.73Ⓐ**
Operational GHG emissions reduction per employee, excluding employee commuting since 2019[9]	%	-	76.2	73.7	**76.2**
Scope 3 Category 3 Fuel and Energy-related Activities[5c]					
GHG Emissions on Fuel and Energy-related Activities (not included in Scope 1 & 2)	tCO_2e	-	316.25	341.17	**316.25Ⓐ**
Scope 3 Category 6 Business Travel[5c, 7]					
GHG Emissions on business travel	tCO_2e	-	1,013.84	1,073.57	**1,031.21Ⓐ**
Total distance travelled	km	12,181,200	6,137,471	6,591,053	**6,654,194Ⓐ**
Distance travelled per employee	km/ employee	6,503.6	3,024.9	3,140.09	**3,140.25Ⓐ**
Distance travelled reduction per employee since 2019	%	-	53.5	51.7	**51.7**
Scope 3 Category 7 Employee Commuting[5c]					
GHG Emissions on employee commuting	tCO_2e	-	-	1,620.16	**1,333.56Ⓐ**
Of which is employee commuting	tCO_2e	-	-	1,388.55	**1,168.38Ⓐ**
Of which is remote working	tCO_2e	-	-	231.61	**165.18Ⓐ**
Scope 3 Category 15 Investments[5c, 10]					
Investment emissions intensity (listed equity and corporate bonds) - Allianz Life	tCO_2e/ RM million invested	43.21	-	26.91	**28.84Ⓐ**
Investment emissions intensity (listed equity and corporate bonds) - Allianz General	tCO_2e/ RM million invested	54.61	-	21.40	**24.06Ⓐ**
Investment emissions intensity (listed equity and corporate bonds) reduction since 2019 - Allianz Life	%	-	-	37.7	**33.3**
Investment emissions intensity (listed equity and corporate bonds) reduction since 2019 - Allianz General	%	-	-	60.8	**55.9**

Notes:

1. Allianz Malaysia aligns its reporting of GHG emissions with the requirements of IFRS S2 - Climate-related Disclosures, issued by the International Sustainability Standards Board (ISSB) in respect of Scope 1, Scope 2, and Scope 3 Category 3, Category 6, and Category 7. Our quantification methodology aligns with internationally recognised standards, including the GHG Protocol Corporate Standard, GHG Protocol Scope 3 Guidance and other sector-specific frameworks and Reporting Standard.
2. Systems, processes, and internal controls for environmental data collection are subject to regular review and continuous development to continuously improve our overall data quality across our emission inventory. We undertake reasonable efforts to collect relevant environmental data from all our operations.

Ⓐ The data has been externally assured. Please refer to the independent limited assurance report in this IAR.

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Notes: (continued)

3. Emissions are primarily calculated using our available activity data (e.g. fuel usage, distance travelled, electricity consumptions) combined with the applicable and latest available/selected emission factors sourced from national databases and international sources (e.g. Malaysia's Department for Environment, 2019 Intergovernmental Panel on Climate Change (IPCC) AR 6, Food and Rural Affairs (UK) (DEFRA) Guidelines, ECOINVENT, IEA, DENSZ, VfU). In cases where there are activity data gaps, we apply reasonable estimations via internal extrapolation approach using historical data. Emission factors applied across scopes are selected based on the nature of each emission source.
4. The Environmental Management System includes the operational GHG emissions accounting for 100% of Allianz Malaysia's employees as of year-end.
5. Total operational GHG emissions refers to the sum of Allianz Malaysia's Scope 1, Scope 2 and Scope 3 (Category 3, Category 6 and Category 7) and it is derived from the following methodology applied for our GHG emissions calculations:
   (a) Scope 1
   - Fleet cars [fuel consumption (litres) x fuel-specific emission factor]

   (b) Scope 2
   - Electricity (market-based) [net-grid electricity consumption (kWh) x Grid emission factors - purchased i-REC consumption (kWh)]
   - Electricity (location-based) [net-grid electricity consumption (kWh) x Location based grid emission factors]

   First year disclosure on Scope 2 GHG emissions on Electricity (location-based) is to align with current reporting year's IFRS requirements.

   (c) Scope 3 (selected categories)
   - Category 3 Fuel and Energy-Related Activities (not included in Scope 1 & 2)
     - Electricity consumption WTT [net-grid electricity consumption (kWh) X Well-to-tank (WTT) emission factors]
     - Business travel WTT [Calculated distance travelled from amount spent (km) X Well-to-tank (WTT) emission factors]
   - Category 6 Business travel
     - Distance-based method [Distance travelled (km) X travel method specific emission factor – Purchased Sustainable Aviation Fuel (SAF)]
     - Spend-based method [Calculated distance travelled from amount spent (km) X travel method specific emission factor]
   - Category 7 Employee Commuting
     - Employee Commuting [% Employees by mode of transport X Daily distance between home and work X 2 X Number of commuting days per year X Vehicle specific emission factors)]
     - Remote Working [Flexible remote working quota % X Working Days X No of employees X Electricity Consumption X Remote Working emission factors)]

   We strive to continue report progress against our targets while enhancing monitoring of our Scope 3 emissions. Recognising inherent limitations of data and as a result, we currently only report selected GHG-related disclosures, with plans to adopt absolute reporting as data availability improves.
6. The reported nil Scope 2 (market-based) GHG emissions from FY2021 to FY2025 are attributed to the purchase of i-RECs which covers 100% of Allianz Malaysia's consumption of market mix electricity. The i-RECs (solar energy) is sourced from Allianz SE and supplies Allianz Malaysia with 3,026 MWhs.
7. In FY2025, the business travel emissions have been reduced by 75.1 tCO_2e as a result of utilising the SAF.
8. Paper-related GHG emissions and consumption data, together with water and waste consumption data is excluded in our FY2025 disclosures, following the update to our assessment of the materiality of sustainability matters (Double Materiality Assessment) completed in the year which deemed these metrics to no longer be material to Allianz Malaysia. Comparative figures have been restated to reflect the exclusion of paper-related GHG emissions from Scope 3. The 2019 baseline data and total GHG emissions have been adjusted accordingly.
9. Total operational GHG emissions per employee metric is derived from Allianz Malaysia's internal sustainability reporting to Allianz SE. This metric only excludes the total emissions calculated from employee commuting (included under Scope 3 Category 7), as employee commuting data is not part of our reporting to Allianz SE. If the carbon emission from employee commuting is included, this would result in the Total operations GHG emissions per employee for 2025 to be 1.28 tCO_2 e and an overall reduction per employee of 58.2% in 2025 since 2019.
10. Allianz Malaysia calculates the financed emissions of an investment in our portfolio by computing the fractional share of the respective company's total GHG emissions relative to the amount of the respective company that we invest in. This is determined by the ratio of our exposure to the respective company (listed equity or corporate bond) and the respective company's total enterprise value including cash, multiplied by the respective company's total emissions. Our total financed emissions are the sum of all those financed emissions in our portfolio. The portfolio's carbon intensity is then calculated by dividing our total financed emissions by the assets under management that fall within the scope of our proprietary investment portfolio for listed equity and corporate bonds. Our carbon emission target is based on carbon intensity, which sets our emission target relative to the size of our proprietary investment portfolio for listed equity and corporate bonds, providing a more meaningful measure of our proprietary investment portfolio's carbon efficiency.

    In FY2025, a slight increase in the carbon emissions intensity of the proprietary investment portfolio for listed equity and corporate bonds is observed compared to the previous year. This was primarily driven by increases in sector average emission figures applied to investee companies that do not disclose emission data, as well as updated emissions data reported by selected investee companies. However, this does not reflect a structural shift in our decarbonisation strategy and Allianz Malaysia remains fully committed to achieving its long-term emissions reduction target.

*For more details on the Finance carbon emission calculation methodology, please refer to the latest Allianz Explanatory Notes on Allianz corporate website, **Explanatory Notes 2025 Allianz Group**.*

Outlook

Looking ahead, Allianz Malaysia will continue to strengthen its climate resilience strategy by enhancing scenario analysis and aligning with BNM's CRST framework. Our active engagement in the JC3 and its sub-committees will remain a priority to drive industry-wide collaboration.

We foresee significant opportunities in financing and insuring the transition to a low-carbon economy, including investments in renewable energy, energy-efficient real estate, and electric mobility infrastructure. Meanwhile, we remain committed to innovate insurance solutions to address physical climate risks and support sustainable business models.

Operationally, we are committed to achieving a 70% reduction in emissions by 2030 (from 2019 baseline) and a 57% reduction in emission intensity for our proprietary investment portfolio for listed equity and corporate bonds by 2030 (from 2019 baseline). These targets, coupled with ongoing product innovation and advocacy for sustainable practices, position Allianz Malaysia to lead in climate adaptation and resilience within the financial services sector.

Bursa Malaysia's CSI Prescribed Table

Allianz Malaysia Berhad

IFRS S2

Date & Time: 2026-04-15_13:38:38

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Climate and Environmental Action	Scope 1 – Direct GHG emissions	tCO2e	25.98	—	External (Limited)
Climate and Environmental Action	Scope 2 – Indirect GHG emissions (market-based)	tCO2e	0	—	External (Limited)
Climate and Environmental Action	Scope 2 - Indirect GHG emissions (location-based)	tCO2e	2,113.5	—	External (Limited)
Climate and Environmental Action	Scope 3 - Category 3: Fuel & others (not in Scope 1 & 2)	tCO2e	316.25	—	External (Limited)
Climate and Environmental Action	Scope 3 - Category 6: Business Travel	tCO2e	1,031.21	—	External (Limited)
Climate and Environmental Action	Scope 3 Category 7: Employee Commuting	tCO2e	1,333.56	—	External (Limited)

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