

39. DIRECTORS' REMUNERATION

	Group		Bank	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Directors of the Bank:				
Executive Director/Chief Executive Officer:				
Fees	1,156	1,164	348	348
Salary and other remuneration, including meeting allowances	34,748	31,185	33,843	30,265
Bonuses	28,825	26,479	28,825	26,479
Benefits-in-kind	28	28	28	28
	64,757	58,856	63,044	57,120
Non-Executive Directors:				
Fees	4,376	4,433	2,907	2,907
Other remuneration	4,540	4,521	3,556	3,585
	8,916	8,954	6,463	6,492
Directors of subsidiary companies:				
Executive Directors:				
Fees	1,099	761	–	–
Salary and other remuneration, including meeting allowances	13,185	7,196	–	–
Bonuses	7,829	3,063	–	–
Benefits-in-kind	840	781	–	–
	22,953	11,801	–	–
Non-Executive Directors:				
Fees	5,532	3,577	–	–
Other remuneration	5,852	4,649	–	–
	11,384	8,226	–	–
Grand total	108,010	87,837	69,507	63,612
Total (excluding benefits-in-kind) (Note 38)	107,142	87,028	69,479	63,584

Notes to the Financial Statements

– 31 December 2025

39. DIRECTORS' REMUNERATION (CONTINUED)

The total remuneration (including benefits-in-kind) of the Directors of the Bank are as follows:

	Remuneration Received from the Bank					Remuneration Received from Subsidiary Companies			Group Total RM'000
	Salary RM'000	Fees RM'000	Bonus RM'000	Other Emoluments RM'000	Benefits- in-kind RM'000	Bank Total RM'000	Fees RM'000	Other Emoluments RM'000	
2025									
Executive Director:									
Tan Sri Dato' Sri (Dr) Tay Ah Lek	22,118	348	28,825	11,725	28	63,044	808	905	64,757
Non-Executive Directors:									
Mr Lai Wan	–	471	–	666	–	1,137	296	–	1,433
Ms Cheah Kim Ling	–	348	–	272	–	620	–	171	791
Mr Lee Chin Guan	–	348	–	253	–	601	293	271	1,165
Dato' Mohd Hanif bin Sher Mohamed	–	348	–	574	–	922	300	281	1,503
Ms Tham Chai Fhong	–	348	–	439	–	787	–	–	787
Mr Lim Chao Li	–	348	–	444	–	792	280	–	1,072
Ms Gladys Leong	–	348	–	439	–	787	300	261	1,348
Ms Teoh Meow Choo	–	348	–	469	–	817	–	–	817
	–	2,907	–	3,556	–	6,463	1,469	984	8,916
Total Directors' remuneration	22,118	3,255	28,825	15,281	28	69,507	2,277	1,889	73,673