

Business Review

Wholesale Banking



DATUK JAMZIDI KHALID (JK)
Managing Director

▶ OUR BUSINESS IDENTITY

At Wholesale Banking (WB), we support the financial ambitions of corporates, government-linked companies, financial institutions, and agencies. With the combined strength of our conventional and Islamic offerings and the expertise of our coverage and solutions team, we provide tailored financial solutions that drive growth and elevate financial outcomes for our stakeholders.

Wholesale Banking Coverage/Corporate Banking

We provide corporate lending, investment banking services, and offshore banking solutions tailored to industry-specific needs. Our coverage team, equipped with research-driven insights and product expertise, develops targeted financial services to support our customers.

Transaction Banking

We focus on delivering working capital solutions alongside personalised digital and cash management solutions to assist customers in optimising their trade and cash flows.

Group Treasury and Markets

We specialise in sales and trading of financial market instruments, connecting our customers to the financial market whilst providing hedging and investment solutions across fixed income, interest rates, currencies, equities, and commodities. Beyond market access, we actively manage the Group's funding and liquidity needs, and oversee the investments in fixed income instruments for the banking book.

▶ BUSINESS ENVIRONMENT

In 2024, the Malaysian economy expanded by 5.1%, demonstrating resilience and adaptability amid a unique global environment characterised by AI-led growth, shifting consumer behaviours and environmental priorities. The financial sector responded dynamically, with heightened lending activities and capital market activities, including an increase in corporate bonds and sukuk issuance of 4.9%, indicating corporate customers' access to alternative funding sources.

Our lending portfolio benefitted from strong underlying demand in the construction and real estate sectors, driven notably by the establishment of the Johor-Singapore Special Economic Zone (JS-SEZ), as well as developments in data centres, 5G infrastructure, and utilities, which remain integral to the nation's digital and energy transition ambitions.

Strategic government initiatives such as the National Energy Transition Roadmap (NETR) and the New Industrial Master Plan 2030 (NIMP 2030) continued to shape market sentiment and credit flows. These policies provided clear direction for capital allocation and aligned financing needs with national priorities, enabling the Bank to support projects in sustainable energy, manufacturing, and transportation.

Environmental, Social, and Governance (ESG) considerations remained central to our financing strategy. In response to rising demand for green financing, the Bank approved RM1.1 billion in green loans, including unrated bond and sukuk structures. This reflects not only customer demand but also our commitment to responsible banking and our support for Malaysia's climate transition objectives.

Bank Negara Malaysia (BNM)'s decision to maintain the Overnight Policy Rate at 3.00% throughout the year provided a stable interest rate environment, supporting healthy credit demand across sectors. The Malaysian Ringgit (MYR) appreciated by 2.7% against the US Dollar in 2024, standing out as the only regional currency to post gains. This was supported by narrowing interest rate differentials and Malaysia's sound macroeconomic fundamentals. The currency's performance, coupled with a 12.9% gain in FTSE Bursa Malaysia (FBM KLCI) fuelled by 55 Initial Public Offering (IPOs) in 2024, created opportunities for the Bank to garner non-interest income through foreign currency hedging solutions, FX trading, and structured offerings to meet growing customer needs in a more globally connected economy.

FY2025 was a year of strategic execution and forward positioning for Wholesale Banking. Against a backdrop of stable economic fundamentals and a supportive policy environment, we deepened our role in nation-building by financing growth, advancing sustainable finance, and delivering value-driven solutions to our customers. Although there is rising uncertainty around global trade policy and the rapidly changing geopolitical landscape, particularly in the Middle East, the Bank remains committed to responsible lending, focusing on sustainability and inclusivity, while continuing to be competitive, innovate, adapt, and grow alongside our customers and the economy.

» OUR KEY FOCUS AREAS

Business and Relationship
Development

Enhance customer and sector insights to identify growth opportunities and to stay ahead of industry trends by monitoring and analysing industry patterns.

Products and Services

Deliver tailored financing and investment solutions while expanding the customer base across industries through Application Programming Interface (API)-driven cash management, comprehensive supply chain financing, and diversified wealth product offerings.

Operational and Funding Efficiency

Drive operational efficiency and financial performance through enhanced automation, digitalisation, and solid management of funding.

» HIGHLIGHTS AND MILESTONES

Our Year in Numbers

We delivered a steady performance in FY2025, across Corporate Banking, Transaction Banking, and Group Treasury and Markets, driven by our swift response to market developments, effective short and long-term funding management, and tailored customer solutions. Through digitalisation, we capitalised on untapped opportunities and strengthened our market reach.

Wholesale Banking
Coverage/
Corporate Banking

6.8% YoY growth in
total WB gross loans.

17.5% YoY growth in
unrated bond issuances.

Total WB GIL **improved**
from 1.06% to 0.69%.

Notable Developments

RM500 million trade facility arrangement, AmBank Group was appointed as **Eastern Steel Sdn Bhd's principal banking partner.**

RM12.3 billion privatisation of Malaysia Airports Holdings Berhad (MAHB).

Transaction
Banking

3.2% YoY growth in Current
Account/Savings Account (CASA)
balances.

11.9% YoY growth in
gross loans.

16bps improvement in
trade Net Interest
Margin (NIM).

Notable Developments

**Develop Supply Chain
Financing solutions.**

Dynamic DuitNow QR and FPX Payments integrated with a centralised online payment portal in **partnership with a Malaysian Government ministry.**

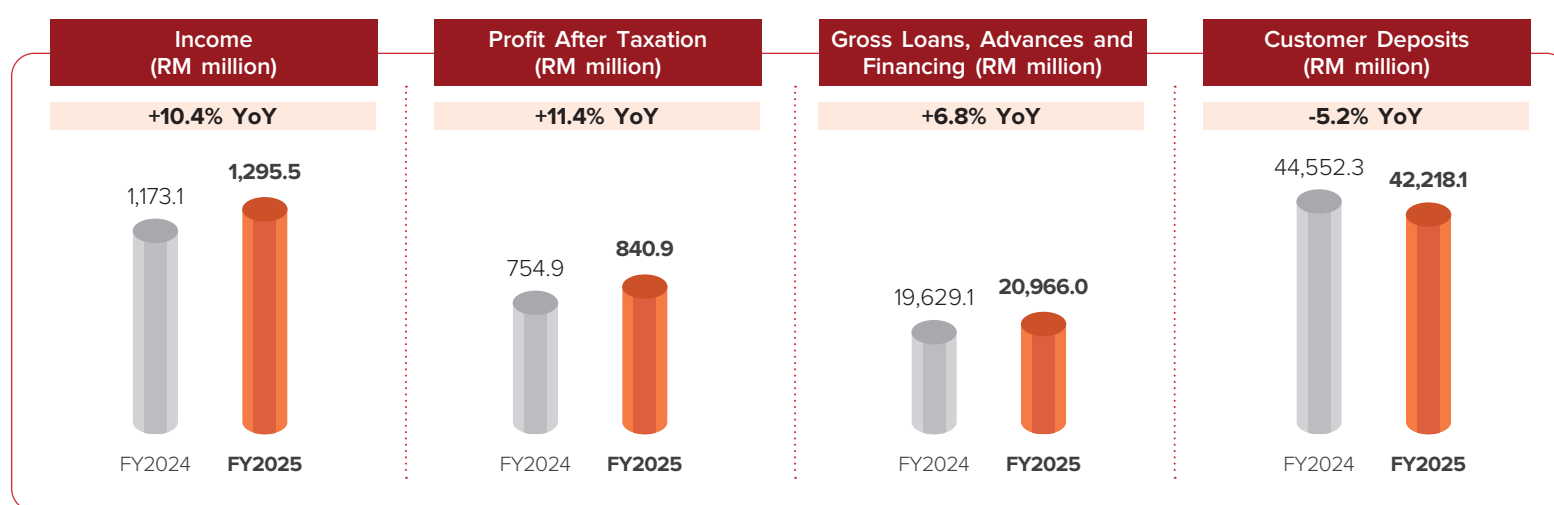
Group Treasury
and Markets

16.0% YoY growth in structured
investment sales.

Recorded **6.0% YoY growth** in
foreign exchange (FX) sales
volume.

Debuted **USD300
million** 5-year EMTN
issuance.

Business Review



Our Impact Beyond Numbers

In 2025, we reinforced our commitment to green financing and assisting customers in transitioning to a low-carbon economy.

Wholesale Banking Coverage/ Corporate Banking

- RM50 million Term Loan and Trade Facilities to facilitate the purchase of machinery and working capital to produce ground granulated blast furnace slag, a low-carbon alternative to fly ash and clinker in cement manufacturing.
- RM285 million financing for the development and operation of Johor Resource, Recovery & Disposal Complex (Johor RRDC), an integrated scheduled waste facility that also generates renewable energy from the incineration process.
- Issuance of a RM150 million Sustainability-Linked Sukuk Wakalah for Paramount Corporation with AmlInvestment Bank Berhad as the sole Principal Adviser, Lead Arranger, Lead Manager, Facility Agent, and Sustainability Structuring Adviser, while AmBank Islamic Berhad acted as the sole Shariah Adviser for the RM1.0 billion Wakalah Programme.
- Establishment of RM1 billion Islamic Medium-Term Notes Programme for Avaland Bhd with AmlInvestment Bank Bhd as the joint principal adviser, joint lead arranger, and joint lead manager. The programme allowed Avaland to issue sustainable and responsible investment (SRI) sukuk, ASEAN sukuk, SRI-linked and ASEAN sustainability-linked sukuk to fund, among others, Avaland's developments, land acquisitions, and capital expenditures.
- Delivered sector-specific insights, guiding customer transition strategies across seven priority sectors, in line with the Group's net zero agenda.

Transaction Banking

- Launched Scan DuitNow QR to Pay and DuitNow Transfer into Coin Deposit Machine to support BNM's coin recirculation and reduce minting, with deposits credited directly to accounts or eWallets.
- Digitalised reimbursements for a waste management company recycling engine oil via Scan DuitNow QR and DuitNow Transfer, enabling secure and cashless payments via its mobile app.

Group Treasury and Markets

- Abided by the responsible investing practices by limiting investments in elevated ESG-risk industries and placing emphasis on sustainability-related investments.

» STRATEGIC PERFORMANCE REVIEW

Key Initiatives	Outcomes
Focus on Better Returning Customer Segments	
<ul style="list-style-type: none">Introduced the Next20 (N20) initiatives to achieve income diversification from the existing top income contribution clientele.	<ul style="list-style-type: none">Income contribution from N20 customers achieved target growth of 8.0% through improved product penetration.
Business and Relationship Development	
<ul style="list-style-type: none">Served as a member of ASEAN Business Advisory Council.Incorporated Economics Research team within Wholesale Banking.	<ul style="list-style-type: none">Participated in discussions to facilitate and to promote regional economic cooperation and integration in conjunction with Malaysia's ASEAN Chairmanship 2025.Improved insights on market developments.
Expand Solutions for Wealth Management	
<ul style="list-style-type: none">Developed foreign currency-denominated investment products and new equity-linked structured products to cater to customer demand.	<ul style="list-style-type: none">Achieved over 100% YoY growth in volume and income from equity-linked and rate-based structured product sales.
Develop Supply Chain Solutions	
<ul style="list-style-type: none">Strengthened supply chain financing (SCF) capabilities.	<ul style="list-style-type: none">Launched seven SCF programmes with improved processes to enable structured and consistent delivery.Established an SCF Centre of Excellence (CoE) to drive product development, customer engagement, implementation support, and streamlined onboarding.Commenced vendor selection process for the new SCF system.
Collaborate Pathologically	
<ul style="list-style-type: none">Focused effort in driving bancassurance sales with Liberty General Insurance.	<ul style="list-style-type: none">Recorded 30.5% YoY growth in gross written premium.
<ul style="list-style-type: none">Partnered with diverse customer segments, including Government Agencies, Parking Operators, Fintechs, eWallet Operators, Third Party Acquires, and Corporates, to develop bespoke collection and payment solutions.	<ul style="list-style-type: none">Strengthened the Group's market position through partnerships and collaborations.
Leverage Technology to Improve Process Efficiency	
<ul style="list-style-type: none">Automation of credit paper analysis using AI and optical character recognition (OCR) technology to reduce processing time.	<ul style="list-style-type: none">Automation of credit paper is undergoing user acceptance testing, with targeted roll-out in FY2026.
<ul style="list-style-type: none">eFX for Private Banking and AmEquities.	<ul style="list-style-type: none">Sales teams are able to access real-time FX pricing and execute customer deal bookings.

Business Review

» CHALLENGES AND MITIGATION

Challenges/Opportunities

Economic Landscape

Geopolitical tensions and uncertain trade policies.

Market Conditions

Stable local interest rate environment, FX volatility, and bullish equity market, alongside intense market competition and technological integration issues.

Mitigation Actions and Results

- Maintained a selective approach by prioritising companies with strong financials and good track record, strengthened by sound financing structure.
 - Achieved 6.8% loans growth from customer base while capitalising on growth areas in infrastructure and real estate, trading, utilities and sustainability.
 - Working capital offerings backed by trade invoices.
-
- Quality of investments remained sound despite lower capital gains from trading YoY.
 - Assisted customers in mitigating market volatility in FX, attributing to higher FX sales YoY.
 - Improved funding efficiency with 10bps reduction in cost of funds.



AWARDS AND RECOGNITION >>

Wholesale Banking Coverage/ Corporate Banking

Alpha Southeast Asia 2024

- Best Local Currency Bond Deal of the Year in Malaysia 2024

The Asset Triple A Awards 2024

- Best Sukuk for Engineering & Construction, Malaysia



The Asset Triple A Islamic Finance Awards 2024

- Best Sustainability Sukuk – Small Medium Enterprise Development Bank Malaysia
- Best Sustainability Sukuk – DFI – Bank Pembangunan Malaysia
- Best Sukuk – Real Estate Malaysia
- Best Sukuk – Engineering & Construction Malaysia

The Asset Triple A Sustainable Finance Awards 2025

- Best Sustainability-Linked Sukuk – Property



Transaction Banking

Euromoney Cash Management Survey 2024

- Malaysia's Best Cash Management Bank
- Malaysia's Best Cash Management Bank for Client Service
- Malaysia's Best Bank for Cash Management Products
- Malaysia's Best Bank for Cash Management Technology

EXIM Bank Award

- Export Credit Refinancing Appreciation Award 2024



Group Treasury and Markets

Alpha Southeast Asia

- Best FX Bank for Corporates & Financial Institutions
- Best FX Bank for Structured Products: Commodities, Credit, Equity, FX and Multi-Asset



Haymarket Asia, Corporate Treasurer Awards 2024

- Best for FX/Hedging Solutions – Southeast Asia (Indonesia, Malaysia, the Philippines, Thailand, Vietnam, Cambodia)

The Asset, Asian Local Currency Bond Benchmark Review 2024

- Best Local Currency Bond – Individuals in Sales



>> OUTLOOK

Malaysia's economic outlook remains resilient, supported by strong fundamentals, infrastructure investment, and ongoing policy reforms. However, external risks, such as US tariffs and geopolitical tensions, may temper growth. With expectations of lower interest rates to stimulate domestic demand, bond market activity is anticipated to rise on the back of improved liquidity and pricing.

We foresee continued lending momentum in infrastructure, renewable energy, and manufacturing, driven by government-led initiatives. In response, we will maintain prudent risk management, disciplined capital allocation, and operational agility.

To stay future-ready, we will focus on digital transformation to streamline operations and enhance customer engagement. Green and sustainable financing will remain a strategic priority, as we expand ESG offerings to support the low-carbon transition. We remain committed to meeting evolving market needs while advancing sustainable economic growth.

Business Review

Business Banking

CHRISTOPHER YAP HUEY WEN
Managing Director



» OUR BUSINESS IDENTITY

Business Banking (BB) supports a diverse range of customers — from small and medium enterprises (SMEs) to the Commercial Banking (CB) segment — with a comprehensive suite of financial solutions, including loans, trade financing, cash management, foreign exchange services, transaction banking, wealth management, and bancassurance, enabling them to grow and thrive. Our high-touch relationship model delivers value beyond traditional banking services, offering personalised attention to each customer's needs.

Small and Medium Enterprises (SMEs)

We deliver fast and efficient financing through streamlined lending programmes backed by strategic guidance from our seasoned Relationship Managers (RMs) to serve mid and upper SME market.

Commercial Banking Segment

We serve large commercial enterprises and mid-sized corporates with comprehensive banking services including bespoke financing solutions and corporate advisory in partnership with AmlInvestment Bank.

Our network of 48 strategically located business centres across Malaysia ensures greater accessibility for customers, with dedicated RMs available at every location.

» BUSINESS ENVIRONMENT

In 2024, the business banking environment was characterised by cautious economic recovery, stronger policy support for sustainability, and accelerated digitalisation. Macro headwinds such as inflationary pressures, geopolitical tensions and supply chain disruptions heightened demand for responsive and personalised financing services.

SMEs faced rising costs and evolving market demands, increasing the need for flexible financing. At the same time, Malaysia's decarbonisation agenda spurred demand for green financing, as businesses pivoted towards more sustainable models. The accelerating pace of digital adoption throughout the sector further reflects changing customer preferences and the need for strategic technology investments.

By effectively responding to these shifts, the Business Banking segment maintained a strong position to elevate customer experience and deliver relevant solutions.

» OUR KEY FOCUS AREAS

Strategic Regional Expansion

Broaden market outreach to Penang, Klang Valley, South and East Malaysia while enhancing overseas efforts, particularly China and Korea, through a one-stop centre to support foreign direct investments.

Powering Industrial Growth

Offer comprehensive end-to-end financial solutions for developers and business owners of industrial parks, including capital financing and Initial Public Offering (IPO) support to drive business expansion and market entry. Our strategic focus remains on high-growth sectors such as logistics, warehousing, manufacturing, and supply chain infrastructure.

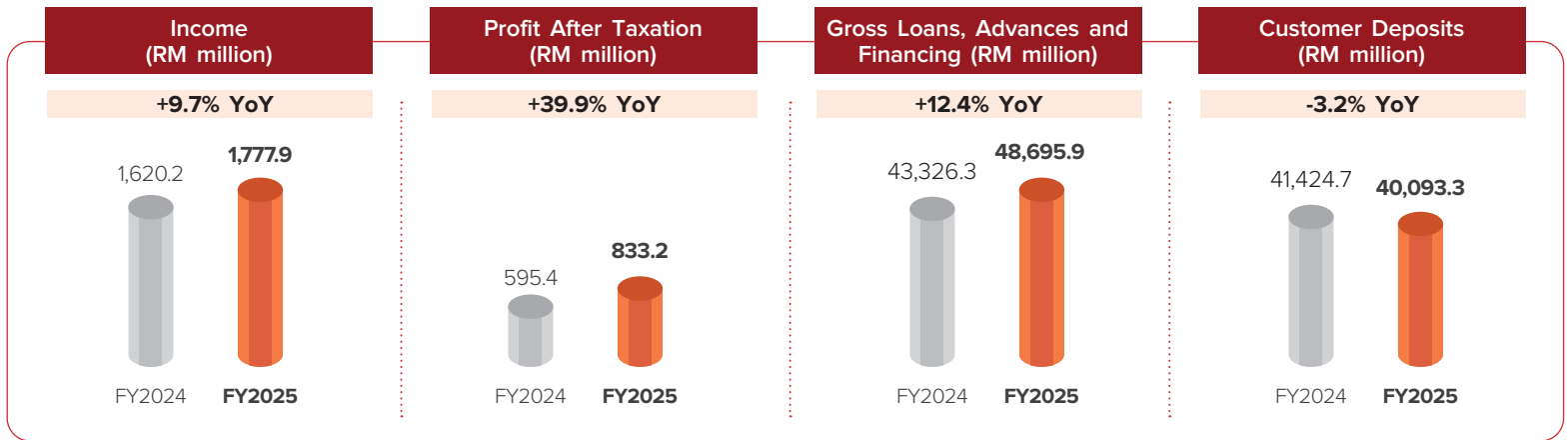
Achieving Operational Excellence

Provide innovative financial solutions through integrated systems, automated credit assessments, and streamlined account planning to remain competitive and meet evolving customer needs.

» HIGHLIGHTS AND MILESTONES

Our Year in Numbers

In FY2025, Business Banking delivered strong growth in financial performance through banking products and related business advisory services. Our division accounted for 36.1% of the Group's total income, serving more than 16,600 customers nationwide.



Our Impact Beyond Numbers

Driving sustainable impact in FY2025, Business Banking embeds Environmental, Social, and Governance (ESG) and green financing across its offerings to support Malaysia's shift to a low-carbon economy.

Facilitated **RM91.3 billion in transactions via AmAccess Biz to SME customers**, enabling seamless financial access and management.

Disbursed over RM1.6 billion in green financing.

Facilitated RM1.1 billion to various Bank Negara Malaysia (BNM) and government schemes for businesses.

Transforming SMEs Through Purpose-Led Innovation

AmBank BizRACE Season Four catalysed real-world impact by focusing on Industrial Revolution 4.0 (IR4.0) and ESG themes, delivered in collaboration with strategic partners Bosch Rexroth, Pantas, and the Malaysian Green Technology And Climate Change Corporation (MGTC).

1

Champion

Sydney Cake House Sdn Bhd achieved over a 70% reduction in wastage through the implementation of digital inventory management, smart factory systems, and a waste heat recovery system.

2

First Runner-Up

Diverse Integrated Sdn Bhd advanced towards its 30% carbon emission reduction by 2030 via adoption of Electric Vehicle (EV) for forklifts, utilisation of solar energy and implementation of sustainable waste management practices.

3

Second Runner-Up

BloomThis Flora Sdn Bhd enhanced their on-demand e-commerce operations by leveraging technology including Artificial Intelligence (AI) Data Analytics and Internet of Things (IoT).

To learn more about BizRACE, please refer page 105 of the Sustainability Report 2025.

Business Review

STRATEGIC PERFORMANCE REVIEW

Key Initiatives	Outcomes
Targeted Regional Expansion in Penang, Klang Valley, South and East Malaysia	
<ul style="list-style-type: none"> Strengthened on-ground presence by hiring 85 new Relationship Managers. 	<ul style="list-style-type: none"> Saw a 10.2% YoY growth in customer base across these regions in the last year.
One-stop Support for Foreign Direct Investment (FDI)	
<ul style="list-style-type: none"> Explored a partnership model to leverage FDI into countries like China, Korea, Japan, and Taiwan. 	<ul style="list-style-type: none"> Onboarded over 30 FDI customers across diverse sectors, including manufacturing, consumer goods, and education, generating more than RM63.8 million in income and RM2.4 billion in loans.
Tailored Innovative Solutions to Targeted Segments	
<ul style="list-style-type: none"> Developed targeted products and solutions to support customer growth, including: <ul style="list-style-type: none"> 'The Road to Capital Market' initiative in partnership with AmlInvestment Bank. Comprehensive financial solutions for Industrial Parks, Logistics & Warehouses, and Manufacturing. Supply Chain Financing, supported by Wholesale Banking. Strengthened ecosystem partnerships with service providers to enhance bundled offerings and advisory support. 	<ul style="list-style-type: none"> Extended more than RM5.2 billion loans to customers across industrial parks, logistics & warehouses, and manufacturing sectors in FY2025.
<ul style="list-style-type: none"> Financed facilities for green and sustainable projects, enabling environmental stewardship. 	<ul style="list-style-type: none"> Signed several financing facilities and Memorandum of Understanding (MoUs) to support business growth: <ul style="list-style-type: none"> Secured RM100.0 million in financing facility for CARSOME Group, a car e-commerce platform, to expand its liquidity and bolster its capacity for future growth. Approved a RM120.0 million financing facility to Huawei, reinforcing the Group's role as a panel bank and supporting its sales through vendor financing. Formalised several green and sustainable financing facilities to advance ESG adoption including: <ul style="list-style-type: none"> RM1.1 billion to Worldwide Stainless Sdn Bhd – supporting the expansion of Malaysia's sole producer of sustainable cold-rolled stainless steel. RM498.6 million to Projek Tetap Teguh Sdn Bhd (ProTT) – for land, construction, and equipment costs of an Automated Storage and Retrieval System (ASRS) warehouse in Pulau Pinang, enhancing space efficiency and energy performance. RM180.0 million to Ultimate Ivory Sdn Bhd a wholly owned subsidiary of Nextgreen Global Bhd (Nextgreen) – to finance land reclamation, infrastructure, and utilities development for the Green Technology Park (GTP), promoting circular economy solutions.

» CHALLENGES AND MITIGATION

Challenges/ Opportunities

Balancing Sustainability and Economic Uncertainty

Ensuring business sustainability and ESG compliance amid economic headwinds, including inflation and supply chain disruptions.

Mitigation Action and Results

- Provided targeted training on ESG principles and Climate Change and Principal-based Taxonomy (CCPT), with more than 40% of clients subsequently shifting to green practices.
- Collaborated with partners to enhance our collections and reconciliation platforms, enabling merchants to receive instant payments via the Internet and mobile banking through our upgraded payment gateway.

» OUTLOOK

In the year ahead, rising costs and inflation will pressure businesses to adopt agile strategies to remain competitive. Embracing automation, AI, and digital transformation will be critical to enhance efficiency and control costs. At the same time, rapid technological development will evolve together with stricter climate-related regulations, as governments worldwide introduce stronger policies to address environmental challenges. Recent geopolitical tensions may potentially affect investor confidence and trade dynamics, nonetheless, Business Banking will remain vigilant and responsive to these shifting political landscapes while pursuing growth and resilience.

In response, we have outlined a clear roadmap for growth across various timeframes:

Short-term (1-2 years): We will continue to strengthen our SME's capabilities and expand their reach through enhanced operating models, digital lending solutions, cross-collaboration with service providers and strategic regional expansion particularly across the Northern and Southern regions, Klang Valley, and East Malaysia.

Mid-term (3-5 years): We will focus on deepening sector-focused offerings and expanding our FDI footprint, especially with China and South Korea, as well as financing facilities for the redevelopment of complexes and malls.

Long-term (5+ years): We aim to lead SME and Mid-Corp lending growth, targeting a 9.1% SME market share and 12.0% Compound Annual Growth Rate (CAGR) in loans, while supporting national economic resilience through sustainable and innovative financing – reinforcing our position as the preferred bank for SMEs in Malaysia.

Business Review

Retail Banking

CHEONG CHEE WAI
Managing Director



» OUR BUSINESS IDENTITY

Retail Banking (RB) offers individuals a full suite of conventional and Islamic financial solutions — from deposits and financing to wealth management and everyday banking.

Anchored by our Winning Together 2029 (WT29) strategy, we are bridging the funding gap and charting a path to become a net funder of the Bank. Our approach is focused yet agile: we drive selective lending, grow deposits aggressively, and strengthen our business model to remain resilient and profitable. We also harness digitalisation and hyper-personalisation to enhance customer value and foster deeper, more meaningful relationships.

» BUSINESS ENVIRONMENT

In 2024, Retail Banking operated in a dynamic landscape shaped by steady economic recovery, rising competition, and accelerated digitalisation. While higher funding costs and stricter fee regulations pressured margins, stable macro conditions supported sustained loan demand from consumers.

The entry of digital banks and digital transformation among incumbents intensified competition, pushing the sector toward greater innovation and personalisation. In response, banks ramped up technology investments to optimise operations, manage risk, and deepen customer engagement. These shifts have positioned Retail Banking to capture future opportunities and strengthen value delivery in an increasingly digital world.

» OUR KEY FOCUS AREAS

Personalised Product Proposition

Deliver tailored product propositions and integrated wealth solutions to Affluent, Mass Affluent and Mass segments through a strategic mix of physical and digital channels.

Strengthening Digital Capabilities

Focus on building digital capabilities, with an emphasis on digital onboarding to expand the customer base and elevate customer experience.

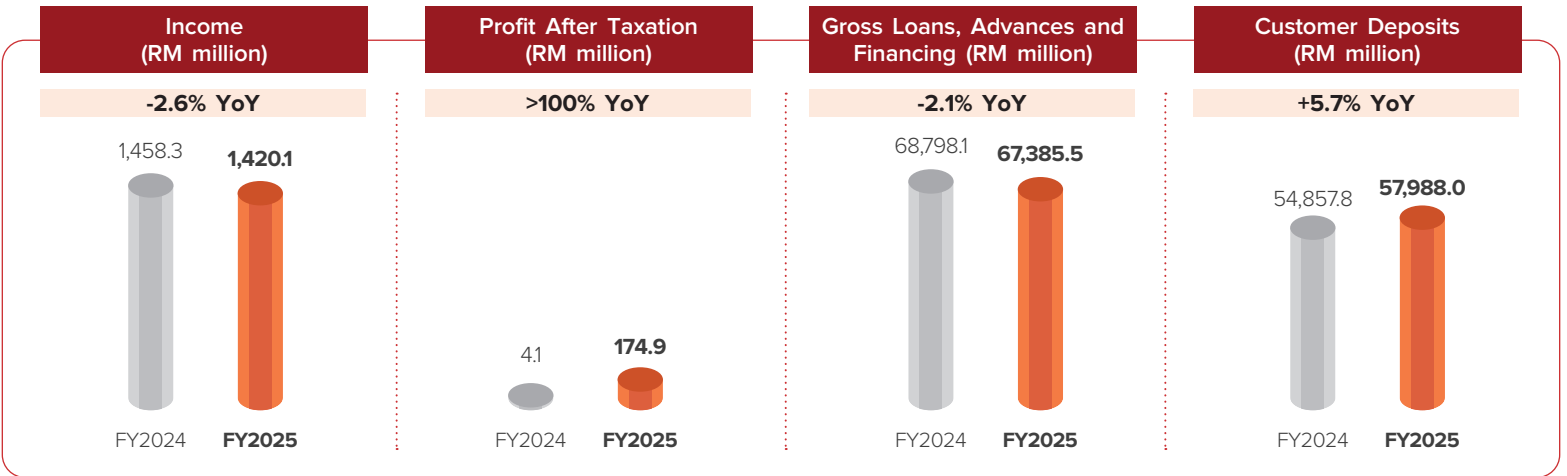
Improving Customer Journeys

Simplify and enhance the customer onboarding and retail lending journey across mortgages, deposits, credit cards, and hire purchase, focusing on creating a faster, more seamless experience, while reducing costs, and strengthening competitiveness.

» HIGHLIGHTS AND MILESTONES

Our Year in Numbers

In FY2025, we continued to deliver value across the Affluent, Mass Affluent, and Mass segments. Our performance was primarily driven by the recalibration of our lending portfolio, aligned with the execution of WT29 and our strategic objective to become a net funder, contributing to the YoY result variations.



Our Impact Beyond Numbers

Sustainability is embedded in our operations, as demonstrated by proactive initiatives that support our customers in their transition to a low-carbon economy.

Preferential pricing for new Electric Vehicles (EVs)
Offered lower financing rates for new EVs, supporting access to sustainable transport options.

Green Financing
Extended additional End Financing (EF) limits to qualifying green projects.

Business Review

STRATEGIC PERFORMANCE REVIEW

Key Initiatives

Outcomes

Upgrading AmOnline

Re-launched AmOnline under AmBank's digital roadmap with a redesigned user interface to enhance navigation, discoverability, and user adoption.

- To date, we have amassed 1.4 million mobile app users, marking 40% YoY growth.
- An average of 75 million transactions performed monthly, accounting for 86% of total retail banking transactions.

Introduced DuitNow Consent/Auto Debit, and Request-to-Pay features in line with the Paynet's Real-time Retail Payments Platform roadmap, enabling digital payment requests for fund collection.

- Recorded a three fold YoY increase in DuitNow QR transactions.

Wealth Management

Capitalised on favourable market conditions to make strategic macroeconomic calls particularly in the technology and commodity sectors.

Leveraged market insights and timely macroeconomic strategies to consistently deliver value to investors.

Targeted investor segments with innovative, high-impact solutions tailored to diverse goals and risk appetites through a customer-centric advisory approach.

- Achieved a strong growth of 18.9% YoY in the Treasury sales, contributing a 77.4% increase in Treasury income.
- Treasury recorded a twofold increase in Assets Under Management (AUM) for Structured Investments, further bolstering the segment's performance.
- Drove 49.0% YoY growth in Investment AUM through strategic investment decisions and financial expertise.
- Recorded a 67.8% increase in Unit Trust volumes and a 48.3% growth in income YoY, demonstrating strong resilience amid market volatility.
- Expanded investor base through the continuous delivery of innovative, high-impact solutions aligned with diverse needs.

Targeted Strategies for Affluent and Mass Affluent Segments

Expanded our Priority Banking network by opening a new centre in Batu Pahat, Johor.

Deepened customer engagement through strategic partnerships with leading lifestyle, fashion, and automotive brands.

Launched Enrich Co-Brand credit cards in July 2024 to capture the mass affluent and affluent segments.

- Delivered 9.8% YoY growth in customer AUM and 7.4% growth in the client base under AmBank SIGNATURE Priority Banking (AmSPB).
- Recognised with the "Priority Banking Initiative of the Year" award at the Asian Banking & Finance Retail Banking Awards 2024.

- Issued 30,800 Enrich credit cards, with 36.7% representing first-time cardholders, reflecting strong customer acquisition.
- Increased monthly retail spend by 20.6% post-Enrich launch, with Enrich transactions making up 15.0% of total spend.

» CHALLENGES AND MITIGATION

Challenges/ Opportunities

Cybercrime

Increased digital adoption heightens exposure to cyber threats, putting customer data at greater risk.

Mitigation Action and Results

In response to evolving cyber threats, we:

- Strengthened cybersecurity controls by enhancing password rules and introducing AmSecure activation at ATMs.
- Implemented malware scans and enabled manual unlinking of AmOnline accounts to unfamiliar devices to safeguard customer data and assets.

These enhancements significantly improved fraud resilience, resulting in an 80% reduction in fraud amount and a notable decline in account takeover incidents.



AWARDS AND RECOGNITION »

Asian Banking & Finance Retail Banking Awards 2024

- Priority Banking Initiative of the Year



» OUTLOOK

As we enter 2025, we remain cautious amid volatile markets driven by stretched valuations, softer earnings, and heightened geopolitical tensions from the Middle East and uncertainty on global trade policy.

Consumer lending outlook is expected to be stable, with incentive supports by government and steady interest rates keeping credit affordable. We are cautiously optimistic on Retail Lending and we are focusing on growing the right customer segment. While competitive pressures on deposit pricing remain a challenge, we will differentiate ourselves via new proposition and dynamic pricing strategy, while continue to invest in digitalisation to user experiences to remain competitive.

Looking ahead, we anticipate several key catalysts to support the markets, including policy shifts, easing geopolitical tensions, and a recovery in capital investment. Technology and healthcare are expected to lead growth, driven by innovation and strong fundamentals. Stabilising interest rates and improving sentiment may further enhance market conditions. Given the interplay of these factors, our strategy is to capture these opportunities through portfolio diversification, resilience-building, and a disciplined, forward-looking investment approach.

Business Review

Investment Banking

TRACY CHEN WEE KENG

Group Executive Officer
(Retired on 14 May 2025)



» OUR BUSINESS IDENTITY

Investment Banking (IB) division delivers comprehensive, end-to-end financial solutions and we serve a diverse client base — ranging from corporate and institutional investors to retail and high-net-worth individuals — through a synergistic platform that integrates advisory, structuring, distribution, trading, and asset management capabilities through our origination, wealth management, brokerage, and equity research teams.

Our offerings span Mergers and Acquisitions (M&A) advisory, equity and debt capital markets (including Sukuk issuance), equity trading, and fund management. Through AmPrivate Banking and the AmInvest brand — which encompasses AmFunds Management Berhad and AmIslamic Funds Management Berhad — we provide personalised wealth strategies, Shariah-compliant solutions, and sustainable investment options. Through Investment Banking, we deliver performance-driven, innovative, and responsible financial solutions that create long-term value for clients and other stakeholders.

» BUSINESS ENVIRONMENT

In FY2025, the investment banking landscape was shaped by a complex mix of geopolitical tensions, tax reforms, regulatory shifts, and global economic recalibration. These factors contributed to market volatility, dampened trading sentiment and increased the need for resilient, diversified portfolios.

Despite softer equity volumes and rising competition from Financial Technologies (Fintechs), selective opportunities emerged — particularly in high-growth sectors such as energy transition, advanced manufacturing, data centres, and consumer markets in Johor and East Malaysia. The advisory and corporate finance landscape in FY2024 had benefited from favourable interest rate conditions, supporting deal flow across M&A and Initial Public Offering (IPO) segments, although moderated by tax policy changes. Malaysia's IPO market continues to thrive, supported by a strong lineup of forthcoming IPOs. However, equity fundraising activities are expected to moderate due to escalating global uncertainties and heightened market volatility.

Meanwhile, the funds management space continued to navigate inflationary pressures and rising living costs, with cautious investor sentiment persisting amid ongoing economic recalibration. Despite these challenges, Malaysia's ample domestic liquidity, steady economic fundamentals, and supportive capital market infrastructure provided a degree of resilience, enabling Funds Management to remain responsive and adaptive to market demands.

» OUR KEY FOCUS AREAS

Funds Management

Manages a wide range of conventional, Shariah-compliant, and sustainable funds — including unit trusts, wholesale funds, private mandates, Exchange Traded Funds (ETFs), and Private Retirement Schemes (PRS) — for individuals, corporations, and institutions across various risk profiles.

AmPrivate Banking

Offers high-net-worth clients with personalised wealth management solutions tailored to their financial goals, while expanding our reach to underserved segments, second-generation clients, and emerging regions. Through enhanced internal collaboration, bespoke product development, upskilled Private Client Managers (PCMs), and digitalised platforms, we aim to deliver a more holistic and future-ready wealth management experience.

Equity Markets

As the stockbroking arm of AmInvestment Bank, providing a comprehensive range of equity-trading related products and services — including share trading, futures, and margin financing — to both retail and institutional clients. We continue to expand our digital reach, strengthen strategic partnerships, enhance trading efficiency, and diversify our client base while driving institutional growth, improving market credibility, and reinforcing our position in the equities and derivatives space.

» OUR KEY FOCUS AREAS

Equity Research

Covers in-depth research and insights on Malaysia's equity market, offering personalised insights, stock ideas and thematic reports, with enhanced client engagement and corporate access.

Equity Capital Markets (ECM)

Focuses on the marketing, sales and distribution of equities and equity-linked offerings in both primary and secondary equity markets. By leveraging strong investor relationships and close collaboration across the Investment Banking business segments, ECM delivers timely market intelligence in the origination of primary market transactions, the structuring and managing of the marketing and distribution of both primary and secondary equity offerings, and value-added equity solutions tailored to client needs.

Debt Markets

Offers end-to-end funding solutions through customised debt and capital financing services, including bonds and Sukuk, structured finance, project financing and loan syndication. We support clients with holistic advisory to meet their conventional, Islamic and sustainable financing needs.

Corporate Finance

Provides corporate and advisory services, including advising on M&A, IPOs, takeovers, and restructuring, while maintaining strong corporate client relationships and delivering tailored solutions. The team continues to enhance deal sourcing, deepen collaboration across business segments, and build a robust IPO pipeline.

Transaction Structuring and Advisory

Focuses on originating and structuring deals for Investment Banking's origination business, particularly M&A and capital raising, targeting high-value deals and clients which require bespoke advisory with a focus on landmark transactions and strategic clients of the AmBank Group.

» HIGHLIGHTS AND MILESTONES

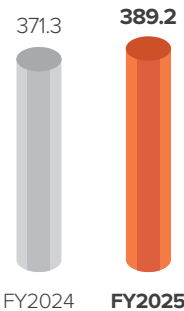
Our Year in Numbers

We maintained a strong focus on driving growth across key segments, which supported our consistent performance throughout the year.

Overall Performance of Investment Banking

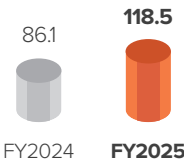
Income
(RM million)

+4.8% YoY



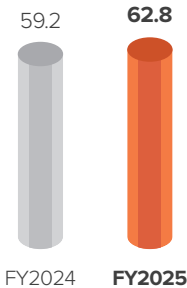
Profit After Taxation
(RM million)

+37.5% YoY



Average AUM
(RM billion)

+6.1% YoY



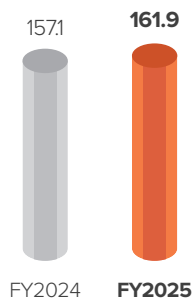
Business Review

» HIGHLIGHTS AND MILESTONES (CONT'D.)

Funds Management

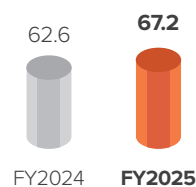
Income
(RM million)

+3.1% YoY



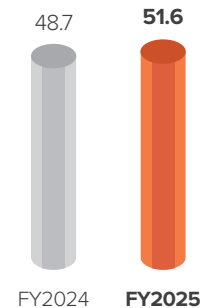
Profit After Taxation
(RM million)

+7.4% YoY



Average AUM
(RM billion)

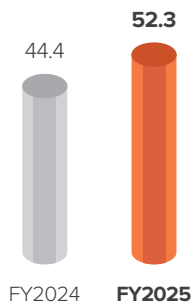
+6.1% YoY



AmPrivate Banking

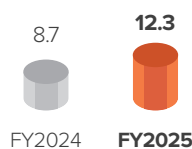
Income
(RM million)

+17.9% YoY



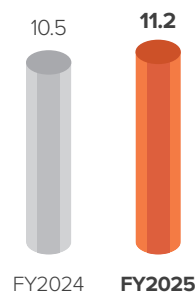
Profit After Taxation
(RM million)

+41.5% YoY



Average AUM
(RM billion)

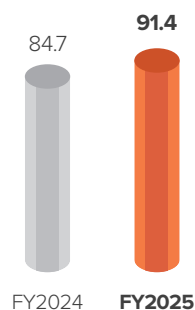
+5.9% YoY



Equity Markets

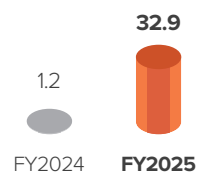
Income
(RM million)

+7.9% YoY



Profit After Taxation
(RM million)

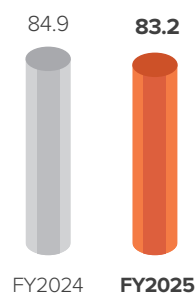
>100% YoY



Debt Markets, Equity Capital Markets & Corporate Finance (including Transaction Structuring & Advisory in FY2025)

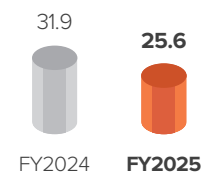
Income
(RM million)

-2.0% YoY



Profit After Taxation
(RM million)

-19.6% YoY



» HIGHLIGHTS AND MILESTONES (CONT'D.)

Our Impact Beyond Numbers

Our key segments remain firmly dedicated to advancing sustainability through Environmental, Social, and Governance (ESG) initiatives to ensure we align with responsible business practices.

**Funds Management**

- Achieved the highest number of Sustainable and Responsible Investment (SRI)-qualified funds in the market with ten funds, and capturing 30% of total SRI fund AUM amounting to over RM4 billion of total fund size.
- Won the latest notable ESG-related awards as follows:

1. Asia Asset Management Best of the Best Awards 2025

- Best ASEAN Awards: Best Application of ESG (2nd consecutive win)

2. AsianInvestor Asset Management Awards 2025

- 10 Years Best Sustainable Investments – Nature Based Solutions

3. Corporate Treasurer Awards 2024

- Best ESG Initiative

4. Alpha Southeast Asia 15th Fund Management Award 2024

- Best Risk-adjusted Returns (ESG Principle Investments only)

5. FinanceAsia Awards 2024

- Biggest ESG Impact – Nonbank Financial Institutions (Domestic)

6. The Edge Malaysia ESG Awards 2024

- Sustainable series – Positive Change MYR (Best Impact In Basic Needs – Silver) (2nd consecutive win)

**AmPrivate Banking**

- Invested in enhancing Private Client Managers' advisory capabilities, back-office efficiency, and overall customers' experience and retention.

**Equity Research**

- Published reports on ESG-related topics and incorporated significant ESG metrics within the reports.
- Advanced broker rankings for key institutional clients.

**Debt Markets**

- Raised approximately RM2.56 billion via Green and SRI bonds and Sukuk.

**Transaction Structuring & Advisory**

- Acted as the Financial Adviser to UEM Lestra Berhad for the acquisition of 51.0% equity interest in NUR Power Sdn Bhd, as part of their efforts to decarbonise industrial parks across Malaysia.
- Sole adviser on the RM12.3 billion privatisation of Malaysia Airport Holdings Berhad, the largest privatisation in Malaysia over the past decade.

Business Review

STRATEGIC PERFORMANCE REVIEW

Key Initiatives	Outcomes
Funds Management	
Investing in Digital Capabilities and Human Capital Development	
Established a Direct Sales Team as part of the Go Direct strategy to enhance direct customer engagement.	Achieved RM146 million in net sales within six months.
Developed an in-house Digital Marketplace, enforced through the digital strategies.	Conducted a soft launch for the Corporate Module in March 2025.
Launched new foreign non-fixed income funds, including an Islamic fund, as part of product diversification.	Developed three new funds: <ul style="list-style-type: none">Core Private Market Fund, launched in September 2024India Growth Fund, launched in January 2025AmIslamic Global REITs Fund, launched in March 2025 <p><i>* As of 31 March 2025, total AUM of the above funds stood at RM15.1 million.</i></p>
AmPrivate Banking	
Penetrating Underserved Customer Segments and Strengthen Collaboration	
Increased coverage by PCMs in the underserved market.	<ul style="list-style-type: none">Launched the AmPrivate Banking webpage within the Group’s website.Approximately 40% of our new clientele onboarded are aged 50 and below (between 1 April 2024 and 28 February 2025).Achieved significant growth in brand visibility via social media, with Instagram views rising to 27,400 (KL Fashion Week) and 1,854 (CNY 2024). Positive feedback from next-gen clients affirms the impact of this digital strategy.Collaborated with internal and external business partners for events.
Leveraged the regional branch network for potential new customers.	
Increased engagements through lifestyle and thought leadership events.	
Expanding Product Offerings	
Launched the multi-asset Discretionary Mandate, enlarging the AUM.	<ul style="list-style-type: none">Increased AUM of RM39 million under the discretionary mandate.Accumulated a total AUM of RM8.6 million as of 28 February 2025 through the new offerings, Core Private Market Fund and Equity Fund.
Onboarded the Core Private Market Fund and Equity Fund, focused on foreign and domestic IPOs separately.	
Enhancing Employee Skills	
Provided ongoing training to enhance PCMs’ capabilities, focusing on technical knowledge, relationship management, and strategic thinking.	<ul style="list-style-type: none">94% of the PCMs are licensed and undergoing continuous learning while the remainder are new hires currently undergoing training.
Equity Markets	
Strengthening Our Digital Presence	
Upgraded both our retail and institutional trading platforms.	<ul style="list-style-type: none">Set to launch a new retail trading system in June 2025, whilst the institutional system is targeted for launch in FY2026.
Increased digital marketing activities on social media platforms to generate traffic to the AmEquities website.	<ul style="list-style-type: none">Achieved an average of 5,000 unique logins (i.e. 5,000 users) daily on the AmEquities website.
Enhancing Market Position with Key Fund Managers	
Improved overall equity research ranking with all fund houses.	<ul style="list-style-type: none">Regained our Tier 1 ranking with Employees Provident Fund (EPF).
Streamlining Business Operations	
Migrating share margin financing from AmInvestment to AmBank.	<ul style="list-style-type: none">Implementation is currently progressing in phases, with full completion targeted to be achieved by FY2027.
Diversifying Customer Reach	
Broadened our institutional customer base by onboarding overseas clients through joint venture or direct access.	<ul style="list-style-type: none">Successfully extended customer base to include palm oil millers.
Pursued sector-specific acquisition to extend customer base.	

➤ STRATEGIC PERFORMANCE REVIEW (CONT'D.)

Key Initiatives	Outcomes																														
Equity Research Improving Market Coverage																															
Restructured coverage to prioritise stocks with higher customer interest.	<ul style="list-style-type: none">Discontinued coverage of illiquid stocks and initiated coverage on high-growth names.																														
Enhancing Research Offerings																															
Rolled out new research solutions tailored to evolving customers' needs.	<ul style="list-style-type: none">Launched AmResearch model portfolio and Portfolio Pulse.																														
Equity Capital Markets Leading in Investment Banking Origination																															
Integrated Investment Banking offerings through M&A origination to drive advisory, debt, and equity fundraising.	<ul style="list-style-type: none">Ranked third in ECM on Bloomberg's League Table in Calendar Year (CY) 2024.																														
As part of our Road-to-Capital-Markets (RTCM) initiative, our continuous commitment to grow with clients by originating capital market deals from small/mid-cap clients and assisting them in expanding their companies.	<p>Completed the following RTCM deals:</p> <ul style="list-style-type: none">Feytech Holdings Berhad's IPOMega Fortis Berhad's IPOBinastra Corporation Berhad's rights issue, primary placement, acquisition and bonus issueLim Seong Hai Capital Berhad's IPO																														
Debt Markets Integrated Debt and Capital Market Expertise																															
Supported corporate customers and government-linked companies with debt and project finance advisory to raise funds through the capital markets.	<ul style="list-style-type: none">Ranked third in the Malaysian Debt and Islamic Capital Markets with 13% market share in the Bloomberg Underwriter Rankings for CY2024.																														
Promoting and Creating Awareness on Sustainable Products																															
Promoted Green, SRI bonds, and Sukuk to potential issuers as value-added initiatives.	<ul style="list-style-type: none">Raised RM5,360.0 million in FY2025 through the following:																														
Educated the market to raise awareness of Green and SRI bonds and Sukuk as an emerging asset class that also serves as a form of corporate social responsibility for issuers and investors.	<table><tr><th>Sustainable Security Type</th><th>Issue Size (RM'million)</th><th>AmInvestment Bank's Portion (RM'million)</th></tr><tr><td>Sustainability Sukuk</td><td>1,300.0</td><td>1,300.0</td></tr><tr><td>Sustainability Sukuk</td><td>300.0</td><td>200.0</td></tr><tr><td>Green Sukuk</td><td>230.0</td><td>57.5</td></tr><tr><td>Sustainability-Linked Sukuk</td><td>1,300.0</td><td>260.0</td></tr><tr><td>SDG Sukuk</td><td>380.0</td><td>130.0</td></tr><tr><td>Sustainability-Linked Sukuk</td><td>150.0</td><td>150.0</td></tr><tr><td>Sustainability Sukuk</td><td>1,300.0</td><td>325.0</td></tr><tr><td>Sustainability-Linked Sukuk</td><td>400.0</td><td>135.0</td></tr><tr><td>TOTAL</td><td>5,360.0</td><td>2,557.5</td></tr></table>	Sustainable Security Type	Issue Size (RM'million)	AmInvestment Bank's Portion (RM'million)	Sustainability Sukuk	1,300.0	1,300.0	Sustainability Sukuk	300.0	200.0	Green Sukuk	230.0	57.5	Sustainability-Linked Sukuk	1,300.0	260.0	SDG Sukuk	380.0	130.0	Sustainability-Linked Sukuk	150.0	150.0	Sustainability Sukuk	1,300.0	325.0	Sustainability-Linked Sukuk	400.0	135.0	TOTAL	5,360.0	2,557.5
Sustainable Security Type	Issue Size (RM'million)	AmInvestment Bank's Portion (RM'million)																													
Sustainability Sukuk	1,300.0	1,300.0																													
Sustainability Sukuk	300.0	200.0																													
Green Sukuk	230.0	57.5																													
Sustainability-Linked Sukuk	1,300.0	260.0																													
SDG Sukuk	380.0	130.0																													
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Sustainability Sukuk	1,300.0	325.0																													
Sustainability-Linked Sukuk	400.0	135.0																													
TOTAL	5,360.0	2,557.5																													

Business Review

STRATEGIC PERFORMANCE REVIEW (CONT'D.)

Key Initiatives

Outcomes

Corporate Finance

Generating Income, Enhancing Visibility and Building Deal Pipeline

Collaborated with Transaction Structuring & Advisory as well as the client coverage teams in Wholesale Banking and Business Banking to deliver one-stop financial advisory and funding to our corporate customers.

Continued to pursue IPO exercises.

Provided investment banking advice to our corporate customers in the Business Banking and Mid-Corp sectors to access capital markets under the RTCM initiative.

Ranked first on Bloomberg's Malaysia M&A league table in CY2024



- Concluded several large M&A transactions such as:
 - RM12.3 billion privatisation of Malaysia Airport Holdings Berhad.
 - State Financial Secretary, Sarawak's acquisition of a 27.05% equity interest in Affin Bank Berhad.
 - Independent advisory in relation to Public Bank Berhad's RM1.72 billion acquisition of a 44.15% equity interest in LPI Capital Berhad.
- Completed the transfer of Lim Seong Hai Capital Berhad from the LEAP Market to the ACE Market of Bursa Malaysia Securities Berhad.


Transaction Structuring & Advisory

Drive Landmark Transactions and Innovative Deal Structures

Identified opportunities from Government-Linked Investment Companies (GLICs) and Government-Linked Companies (GLCs), shifting their strategic focus towards domestic direct investments.

- Secured mandates and successfully implemented landmark transactions such as:
- Acquisition of UMW Holdings Berhad by Sime Darby Berhad from Permodalan Nasional Berhad.
 - Acquisition of NUR Power Sdn Bhd by UEM Lestra Berhad.

CHALLENGES AND MITIGATION

Challenges/Opportunities	Mitigation Action and Results	
Limited Distribution Channels Distribution gaps in asset management limit exposure to new investor segments and hinder overall asset growth.	<ul style="list-style-type: none"> Deployed Go Direct and Digital strategies, delivering RM146 million in net sales within six months. 	
Margin Pressures from Fee Compression For Corporate Finance and Debt Markets, fee compression, resulting from intensified competition, tighter pricing, and growing issuer demands, has squeezed margins and limited profitability. Meanwhile, for Funds Management, higher input costs are compressing margins and limiting reinvestment capacity.	<ul style="list-style-type: none"> Focused on income growth while exercising cost discipline. Targeted transactions that balanced appropriate remuneration and continued relevance in key market deals. Corporate Finance is shifting towards high-value, complex advisory transactions positions. By prioritising specialised mandates, we are able to enhance profitability and establish a distinctive presence in the advisory market. Other mitigation actions include close collaboration with client relationship teams in Wholesale Banking & Business Banking, offering one-stop solutions (including financing) and leveraging on our deal execution track record to defend key client relationships and attract new ones. 	  
Wealth Planning Barriers Introduction of a 2% dividend tax poses implications for high net-worth clients, particularly in structuring effective generational wealth planning strategies.	<ul style="list-style-type: none"> Drove demand for exclusive investment and advisory solutions tailored to optimise tax efficiency within regulatory frameworks. Maintained collaborative efforts with business partners to deliver comprehensive and integrated solutions across the ecosystem. <p><i>Outcomes are projected to materialise in FY2026.</i></p>	
Talent Acquisition, Development, and Retention Increased competition for skilled professionals and shifting workforce expectations affect employee continuity, client servicing, and organisational resilience.	<ul style="list-style-type: none"> Equity Research implemented mentorship and career development programmes to nurture junior analysts and foster long term team growth. Several teams have designed and implemented competitive compensation packages, including performance-based bonuses and long-term incentive schemes, to attract, retain, and motivate top-tier talent. Formalised Transaction Structuring and Advisory's department by expanding the team from two to six members, thereby enhancing operational clarity capacity. 	    
Balancing Risk Management Stringent credit and risk policies in relation to margin lending.	<ul style="list-style-type: none"> Re-evaluated credit policies in collaboration with relevant departments to enhance flexibility and ensure alignment with prevailing market standards. 	
Navigating Market Slowdown and Volatility Market slowdown risks may reduce investor interest, lower trading volumes and limit opportunities for commission growth.	<ul style="list-style-type: none"> Upgraded broker rankings to strengthen market position. 	



Funds Management



AmPrivate Banking



Corporate Finance



Debt Markets



Transaction Structuring & Advisory



Equity Research



Equity Capital Markets



Equity Markets

Business Review



AWARDS AND RECOGNITION

Funds Management

Cambridge Islamic Funds Awards 2025

- Best Islamic Sukuk Fund in Malaysia 2025 (2nd consecutive win)

Asia Asset Management Best of the Best Awards 2025

- Best Asset Management Company (30 years), Malaysia
- Best CEO of the Year, Malaysia: Goh Wee Peng (co-winner)
- Best Institutional Asset Manager, Malaysia
- Best Pension Fund Manager, Malaysia (7th consecutive win)

InsuranceAsia News Institutional Asset Management Awards 2024

- Insurance Fund House of the Year, Malaysia (7th consecutive win)



Alpha Southeast Asia 15th Fund Management Award 2024

- Best Asset Manager (Mixed Assets Fund)

The Asset Triple A Sustainable Investing Awards for Institutional Investor, ETF, and Asset Servicing Providers 2024

- Best ETF Provider, Malaysia (3rd consecutive win)



Equity Markets

- 1st Runner-Up Best Institutional Equities Investment Bank
- 1st Runner-Up 2023 Best Remisier
- Top Remisier Category – Highest Traded Value
- Top Dealer Category – Highest Traded Value- ETFs

Equity Capital Markets

The Edge, Deals of 2024

- Best Share Placement – EcoWorld International's RM213.8 million secondary placement. AmlB's role – Sole Placement Agent



Alpha Southeast Asia 2024

- Best Equity Deal of the Year in SEA & Best Equity/IPO in Malaysia 2025 – Johor Plantation Group's RM735 million IPO. AmlB's role – Joint Global Coordinator, Joint Bookrunner & Joint Underwriter
- Best Small-cap Equity Deal of the year in Malaysia 2024 – MKH Oil Palm Sdn Bhd's RM136 million IPO. AmlB's role – Joint Placement Agent



Debt Markets

Euromoney Securities Houses Awards 2024

- Best Securities House for Fixed Income in Malaysia 2024

The Asset Triple A Islamic Finance Awards 2024

- Best Sustainability Sukuk – DFI – Bank Pembangunan Malaysia's RM1.0 billion dual-tranche Sustainability Wakalah Sukuk

MARC Lead Managers' League Table Awards 2024

- Winner in the Issue Count category
- First Runner-up in the Issued Value category



Alpha SEA 18th Deals and Solution Awards 2024

- Best Islamic Finance Deal in Southeast Asia & Best Green Sukuk 2024 – Malaysia Rail Link Sdn Bhd's RM1.5 billion SDG Sukuk
- Best SRI Sukuk in Southeast Asia – Pelaburan Hartanah Sdn Bhd's RM1.5 billion Islamic MTN Sukuk Murabahah

The Asset Triple A Sustainable Infrastructure Awards 2024

- Utility Deal of the Year – NUR Power's RM850 million syndicated term loan
- Green Project Deal of the Year – SK Nexilis Malaysia's US\$210 million syndicated green term loan

Corporate Finance/Transaction Structuring & Advisory

Alpha Southeast Asia's 18th Annual Marquee Awards

- Best M&A House in Southeast Asia

Alpha Southeast Asia's 18th Annual Best Deal & Solution Awards 2024

- Best Domestic M&A Deal of The Year and Best Deal of The Year for Minority Shareholders in Southeast Asia 2024 – RM5,841.5 million Takeover of UMW Holdings shares by Sime Darby Enterprise and Sime Darby & RM3.574 billion Acquisition by Sime Darby Enterprise (approximately 61.18%) equity interest in UMW Holdings. AmlB's role – Independent Adviser to Sime Darby

The Asset Triple A Sustainable Finance Awards 2025

- Best Domestic M&A – Sime Darby RM5.8 billion acquisition and mandatory takeover offer for up to 100% of UMW Holdings from Permodalan Nasional and AmanahRaya Trustees. AmlB's role – Independent Adviser to Sime Darby
- Best Equity Deal – Prolintas Infra Business Trust RM512.1 million IPO. AmlB's role – Principal Adviser, Lead Bookrunner, Managing Underwriter and Underwriter

Alpha Southeast Asia 18th Annual Best Financial Institution (FI) Awards 2024

- Best Small to Mid-Cap Corporate Finance House 2024 (5th consecutive win)

» OUTLOOK

In FY2026, we anticipate both opportunities and challenges across key segments and are well-positioned to address them through strategic initiatives and a customer-centric approach.

- **Funds Management:** Anticipate a complex global market landscape in 2025, shaped by geopolitical tensions, evolving trade dynamics, and uneven economic momentum across regions. While US equities remain supported by fiscal stimulus and resilient fundamentals, we are defensively positioned in Asia and Malaysia, with China's projected 5% growth underpinning stimulus-led opportunities to counteract higher tariffs. In fixed income, we expect continued demand for high-quality bonds due to ample domestic liquidity, with any yield spikes presenting tactical entry opportunities amid a slower global growth outlook.
- **AmPrivate Banking:** Aim to support the government's push for Single Family Office incentive scheme in Forest City by positioning ourselves as a comprehensive solutions provider through strategic partnerships in legacy, tax, and accounting planning. Looking ahead, we will continue to prioritise income-focused portfolios for core client strategies, while offering thematic alternative investments tailored to the evolving needs of the next generation.
- **Equity Markets:** Expect to capture greater market share through ongoing digitalisation efforts, including enhancements to our trading platforms. Growing investor interest in international equities and improved rankings with institutional fund managers are expected to drive new income streams and strengthen our market position.
- **Equity Research:** We anticipate a pickup in market activity driven by rising cash levels following earlier sell-downs. We remain optimistic on sectors with lower fund ownership and those driven by domestic sectors, while staying alert to risks arising from ongoing geopolitical tensions.
- **Equity Capital Markets:** Continue to observe a healthy pipeline with rising deal volumes for IPOs and secondary placements, signaling sustained investor appetite. However, underwriting opportunities for rights issues have moderated, reflecting a more selective capital-raising environment. Equity fundraising activities are expected to moderate due to escalating global uncertainties and heightened market volatility. Since Q1 2025, investor appetite has notably declined, with lower retail participation and institutional investors adopting a defensive stance. In response, issuers have deferred IPOs, citing unfavourable conditions. This cautious approach is reflected in a sharp 70.8% year-on-year decline in total equity deal value for Q1 2025 compared to Q1 2024, mainly driven by subdued demand and uncertain pricing conditions.
- **Debt Markets:** Adopt a dynamic approach to deliver innovative and optimal financing solutions. By leveraging debt origination and structuring expertise, underpinned by comprehensive market and product knowledge, we aim to provide clients with integrated and value-driven debt solutions.
- **Corporate Finance:** Though recent geopolitical tensions and volatile market sentiments may temper near-term enthusiasm in IPO markets, we continue to observe a healthy pipeline of companies preparing for listing. Interest in going public remains strong across a diverse range of businesses. At the same time, we anticipate continued strength in M&A activity, driven by compelling value opportunities, strategic realignments and an increasing focus on building resilience. Across both equity and M&A markets, our ability to support clients through shifting regulatory landscapes, market cycles and complex deal environments, underscores our commitment to delivering successful outcomes through a strategic, client-centric approach.
- **Transaction Structuring & Advisory:** Maintain a positive outlook for the investment banking space, supported by vibrant capital markets and Malaysia's rising visibility among international investors. However, we remain mindful of potential barriers from prolonged geopolitical tensions and a possible economic slowdown that may impact business conditions.

Business Review

Islamic Banking

EQHWAN MOKHZANEE BIN MUHAMMAD
Chief Executive Officer



» OUR BUSINESS IDENTITY

AmBank Islamic is the Islamic banking arm of AmBank Group, offering a full spectrum of Shariah-compliant retail and non-retail financial solutions, including investment, treasury, and trade-related products. Our core mandate as a credit intermediary is guided by the principles of Value-Based Intermediation (VBI), a key driver in our journey towards becoming a purpose-driven financial institution.

Our approach to risk management integrates ESG and climate-related risks into decision-making processes, guided by the Group's Sustainability Framework, Group's Enterprise Risk Management Framework, and Net Zero Transition Plan.

For more information on the Group's Sustainability Framework and climate risk management, see pages 15 and 46 to 57 of the Sustainability Report 2025.

Aligned with AMMB Group's overall strategy, AmBank Islamic continues to deepen our presence in existing market segments while capturing growth opportunities in niche areas that naturally align with Islamic banking values. This dual focus enables the Group to drive higher income generation and long-term profitability. Our strategic aspirations remain rooted in creating stakeholder value through consistent returns, sound capital and funding positions, Shariah compliance, and unwavering integrity.

» BUSINESS ENVIRONMENT

The Islamic banking landscape is witnessing a growing need for purpose-led strategies across the financial services ecosystem. Interest in Shariah-compliant financial instruments continue to rise, as individuals and businesses seek ethical and inclusive finance.

Malaysia's progressive Islamic finance landscape — supported by Bank Negara Malaysia (BNM)'s strong advocacy of VBI — has reinforced industry resilience and accelerated the shift towards more responsible banking practices. Demand for green financing is gaining momentum, particularly in renewable energy, underpinned by the national climate agenda and global ESG trends.

AmBank Islamic actively supports the climate transition business for AmBank Group, driving efforts to inter alia engage customers in climate-sensitive sectors. This involves understanding their Net Zero commitments and transition plans, and advocating sustainable, transition and green financing. These efforts directly support the Group's decarbonisation pathway and overall climate objectives under the Group's Net Zero aspirations.

» OUR KEY FOCUS AREAS

Our solutions are catered for core customer groups which are summarised below:

Small and Medium Enterprises (SMEs)

Support Malaysian SMEs to fund their growth and transition their operations towards sustainable practices and reduce carbon emissions.

Mass Segment

Offer accessible, Shariah-compliant financing solutions to mass-market customers to meet their diverse needs.

Affluent Segment

Provide wealth management services to affluent customers by distributing Islamic unit trusts, Takaful products, and other Shariah-compliant investment products.

Corporate and Institutional

Offer Corporate Banking and Treasury & Markets solutions primarily to corporates, governments and institutional customers.

» HIGHLIGHTS AND MILESTONES

Our Year in Numbers

AmBank Islamic's FY2025 financial performance remained resilient, driven by proactive asset quality management, improved net funded margin (NFM), and continued focus on growing profitable customer segments despite lower financing growth compared to the preceding financial year. The slower financing growth was attributed to a moderation in mortgage growth, a reduction in financing for the purchase of Amanah Saham Bumiputera (ASB) unit trusts, and softer business financing growth in a highly competitive environment.

Achieved a Profit After Zakat and Taxation (PAZT) of RM559.3 million, surpassing FY2024's RM430.6 million, driven by improved NFM and better recoveries.

Maintained strong capital buffers with Common Equity Tier 1 (CET1)/Tier 1, and Total Capital Ratios at 14.81% and 19.44% respectively, after deducting proposed dividends.¹

Asset quality remained sound, with a Gross Impaired Financing (GIF) ratio of 1.32% (FY2024: 1.44%).

Current and Savings Account (CASA) ratio stood at 39.2%, reflecting the Bank's continued efforts to attract stable and cost-efficient deposits.

¹ With effect 1 August 2024, the capital ratios of AmBank Islamic are computed based on Foundation Internal Ratings Based (FIRB) Approach.

Our Impact Beyond Numbers

In FY2025, we continued to deepen our social finance contributions through initiatives that are aimed at economic empowerment of underserved groups.

Total business zakat allocation:
RM4.4 million channelled across various initiatives.

Zakat distribution to state zakat collection centres: RM1.1 million

Cash assistance to university students:
RM0.8 million benefitting 2,544 students from ten public and private universities.

Financial aid to medical centres:
RM0.4 million benefitting 16 *asnaf* patients from two entities for dialysis and payment arrears of medical treatments.

Support to Islamic development organisations: RM0.2 million benefitting 487 recipients across three Islamic development organisations.

Community assistance distribution:
RM0.4 million to eight community assistance entities covering braille book printing, food packs, and basic needs for 485 *asnaf fakir/ miskin* from *Orang Asli* communities and charity homes.

iTEKAD 3.0 Programme: A programme which encompasses seed capital, capacity building, and microfinancing support whereby AmBank Islamic empowered 103 *asnaf* and 90 B40 micro-entrepreneurs with a total allocation of RM2.8 million through five implementation partners.

For more information on AmBank Islamic's iTEKAD programme, see pages 107 and 165 of the Sustainability Report 2025.

Business Review

STRATEGIC PERFORMANCE REVIEW

Key Initiatives	Outcomes
SMEs	
Driving Access to Funding for SMEs	
Facilitated access to BNM's SME facilities such as the Automation and Digitalisation Facility (ADF), Agrofood Facility (AF), and All Economic Sectors Facility (AES), offering favourable financing rates to drive SME growth.	Approved a total of RM213.6 million for the three facilities. Syarikat Jaminan Pembiayaan Perniagaan (SJPP) provided partial guarantee for qualified customers for the aforesaid facilities while Credit Guarantee Corporation (CGC) supported SME financing mainly via the Portfolio Guarantee schemes with the Bank.
Scaling Green Financing for SMEs	
Enabled SME clients to transition towards low-carbon operations by offering targeted financing under BNM's Low Carbon Transition Fund (LCTF) and High Tech and Green Facility (HTG).	RM16.5 million of financing was approved under the LCTF, while RM51.5 million of financing was approved under the HTG, with the financing partially guaranteed by SJPP.
Mass Segment	
Expanding Inclusive Retail Offering	
Broadened product offerings to better serve the mass market, including: <ul style="list-style-type: none">• Auto Financing-i (AF-i) for the New National (NN) segment.• Home Financing-i under the Skim Jaminan Kredit Perumahan (SJKP) for underserved customers.• Depositors of AmWafeeq Savings Account-i stood a chance to win prizes of up to RM1.0 million under the AmRewards 4.0 campaign.	<ul style="list-style-type: none">• Increased our New National portfolio to 58.1% reflecting an improvement from 55.7% in FY2024.• Recorded RM442.8 million receivables for SJKP Home Financing-i.
Affluent Segment	
Accelerating Fund Growth	
<ul style="list-style-type: none">• Strengthened our wealth management offerings through proactive distribution of Islamic Unit Trusts, Takaful products and other Shariah-compliant investment solutions to drive fund inflows.	<ul style="list-style-type: none">• Achieved RM293.0 million in sales for Shariah Compliant Unit Trust sales.• Onboarded the Amlslamic Global Real Estate Investment Trust (REITs) fund to expand our Shariah-compliant investment offerings.
Corporate and Institutional Segment	
Improving Credit Quality	
Spearheaded the development of the Return on Assets (ROA) calculator, integrating ROA into credit writing assessment and embedding it within the existing Non-Retail Pricing Tool ("NRPT") platform/system.	Deployment of the ROA calculator is targeted in FY2026.

CHALLENGES AND MITIGATION

Challenges/ Opportunities	Mitigation Action and Results
Credit Risks Economic downturns impact customers' ability to fulfil their payment obligations.	<ul style="list-style-type: none">• Monitored portfolio composition and proactively engaged underperforming customers in line with credit strategy and risk appetite.• Applied prudent credit underwriting standards to maintain financing discipline.• Strengthened collection strategies to preserve asset quality and manage impairment risk resulting in improved Gross Impaired Financing (GIF) Ratio to 1.32% in FY2025 compared to 1.44% in FY2024.

» CHALLENGES AND MITIGATION (CONT'D.)

Challenges/Opportunities

Cybersecurity

Rising digitalisation increases exposure to cyber-attacks and data breaches.

Shariah Risks

Shariah non-compliance (SNC) incidents can lead to income purification and harm business continuity if unresolved.

Mitigation Action and Results

To reinforce our risk management capabilities, we:

- Established a dedicated Security Incident Response Team (SIRT) to manage the full cyber risk lifecycle — from identification to recovery.
- Implemented a Cyber Resilience Policy with a multi-layered defence approach.
- Deployed structured controls and testing mechanisms to bolster the Group's response to cyber threats.

These actions led to measurable improvements in cyber resilience and risk maturity:

- Scored "Above Average" in the Cyber Simulation Exercise conducted by BNM in July 2024.
- Achieved a 71% reduction in high-risk and 40% in medium-risk Vulnerability Assessment and Penetration Testing (VAPT) findings.
- Attained the minimum baseline requirements for Certification in Risk Management Assurance (CRMA) with a maturity score of 61.9%.

- Aligned governance practices with BNM's Shariah Governance Framework across three lines of defence through policies, controls and regular training, resulting in satisfactory compliance.
- Promoted organisation-wide awareness to minimise SNC incidents, reinforced by strong tone from the top to ensure continued adherence.



AWARDS AND RECOGNITION »

The Asset Triple A

- Best Islamic SME Bank Malaysia 2024 (4th consecutive win)
- Best Sukuk – Pharmaceutical 2024 (Shariah Adviser) for Duopharma Biotech RM364.0 million triple-tranche Wakalah sukuk

Global Banking and Finance Review (GBAF)

- Best Islamic Bank Malaysia 2024 (2nd win)
- Best Islamic SME Bank Malaysia 2024 (4th win)
- Best Islamic Banking CEO Malaysia 2024 (4th win)

Global Islamic Finance Awards (GIFA)

- Best Islamic Bank for SME Banking 2024 (2nd win)



Islamic Retail Banking Awards (IRBA)

- Best Islamic Prize Linked Account in Malaysia 2024 – AmWafeeq Savings Account-i



» OUTLOOK

Looking ahead to FY2026, AmBank Islamic will focus on delivering purposeful and sustainable growth by deepening our presence in priority segments and aligning capital allocation with long-term value creation. Our key focus areas are:

- **Mass Market:** Expand our reach in selected mass market segments to drive inclusive growth and scale.
- **Mortgage:** Position mortgage as a core acquisition product, enabling cross-selling opportunities across our suite of offerings.
- **Large Financing:** Optimise returns from large financing through targeted sector focus and disciplined credit execution.

- **Emerging Focus:** Captures emerging climate transition business via inter alia sustainable, transition & green financing.
- **Funding:** Manage and strengthen our funding proactively and sustainably.
- **Regional expansion:** Lead the growth of AMMB Group's business in the East Coast by capitalising the region's Shariah-aligned demographic to expand our footprint and better serve local communities.

This strategic direction reflects AmBank Islamic's commitment to delivering resilient performance, strengthening our role in the evolving financial ecosystem, and driving shared value for customers, communities, and shareholders.

Business Review

Life Insurance Business



RANGAM BIR
Chief Executive Officer

» OUR BUSINESS IDENTITY

At AmMetLife Insurance Berhad (“AmMetLife”), we strive to be one of Malaysia’s best insurers by delivering innovative, customer-centric solutions. Established through a strategic partnership between AmBank Group and MetLife International Holdings LLC (MetLife), we are committed to delivering relevant and curated products and solutions for families, individuals, and employees of our corporate customers, giving them the confidence to live fully, with peace of mind.

As a forward-thinking insurer, we continuously invest in developing the skills and capabilities of our people, reinforcing our commitment to bringing the best of AmMetLife to our customers.

Our Reach & Offerings:

What We Offer:

- Life Insurance Plans
- Health and Medical Coverage
- Savings and Investment Solutions
- Retirement and Legacy Planning
- Credit-Related Insurance Products
- Group Term Life Insurance
- Group Hospital and Surgical Insurance Scheme

Distribution Channels:

- 200 AmBank and AmMetLife branches nationwide
- Extensive network of licensed life insurance agents
- Corporate brokers
- Digital business partners

» BUSINESS ENVIRONMENT

Malaysia’s insurance landscape is undergoing a significant transformation, driven by shifting consumer expectations, regulatory reforms, and the growing importance of sustainability. These shifts are redefining how insurers operate, deliver value, and remain competitive in a dynamic market.

In FY2025, AmMetLife strengthened its position as a leader in the Malaysian insurance industry through the launch of new customer propositions, underpinned by digital innovations, improved customer satisfaction and robust financial performance. Our dedication to financial protection, customer-centric service, and sustainability initiatives underscores our commitment to excellence.

» OUR KEY FOCUS AREAS

Extend Distribution Presence Through Partnerships

Diversify AmBank partnerships through a total portfolio approach, addressing diverse protection needs, while reengineering the Employee Benefits Proposition with seamless service delivery and forward-thinking solutions. In tandem, we strengthen and grow the Agency Channel through structured sales management practices and quality recruitment. Additionally, we build on the foundation of digital partnerships to expand our direct-to-consumer reach.

Digitalisation and Operational Transformation

Drive seamless customer experiences and operational efficiency with a simplified claims process, integrated digital platforms and automation.

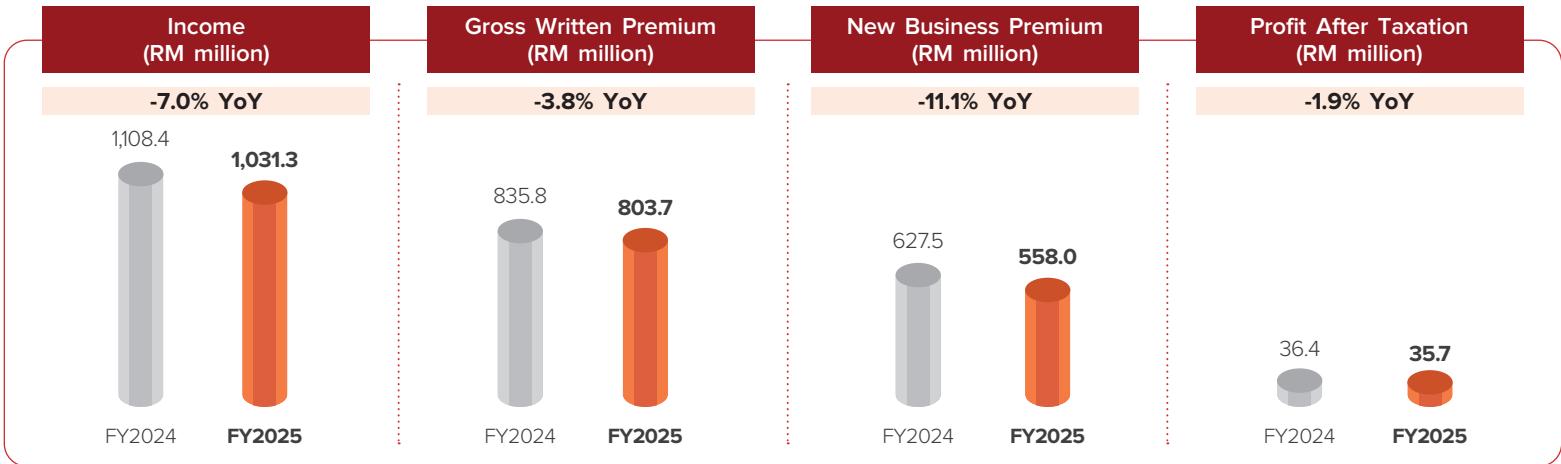
Product Innovation and Customer Strategy

Continuously innovate our product propositions to comprehensively cover a spectrum of protection, health and wealth needs to provide differentiated segment offerings with highest potential for long-term value.

» HIGHLIGHTS AND MILESTONES

Our Year in Numbers

In FY2025, AmMetLife demonstrated steady business performance, reflecting robust and sustainable growth across key distribution channels. This was driven by the focused execution of our strategic growth pillars, notably the strong expansion of our Bancassurance Advisory business, which broadened protection offerings for bank customers. These achievements were further bolstered by improved productivity, enhanced service quality, and a marked reduction in customer complaints — collectively reinforcing our momentum towards long-term, sustainable growth.



Note: All reported FY2025 numbers are unaudited

Our Impact Beyond Numbers

In FY2025, we remained responsive to a rapidly evolving world, deepening our commitment to tackling pressing challenges such as climate change, social inequity, and support for underserved communities. We provided financial security by delivering on claims when needed, while upholding responsible practices through our community-focused activities and investments.

To further integrate Environmental, Social, and Governance (ESG) principles into our operations, we launched our ESG pillars — i.AmGreen, i.AmYou, and i.AmResponsible — ensuring our actions create value for our stakeholders while minimising our impact on the planet and supporting the communities we serve.



“Sustainability at AmMetLife means living our purpose – Always with you building a more confident future – for the long term.”

Sustainability impact recognition:

- Recipient of the 2024 MY AmCham Cares Award

Caring for coastlines:

- Nearly 100 employee volunteers teamed up with Reef Check Malaysia to remove 89 kg of waste.

Greening the environment:

- Planted 15 trees in Pulai Trail in partnership with Free Tree Society's Rewild Malaysia.
- Distributed 50 potted plants to employees as part of our i.AmGreen ESG pillar launch.

Championing community health:

- 46 litres of blood was collected from 100 volunteers during a donation drive in collaboration with the National Blood Bank Centre.

Business Review

STRATEGIC PERFORMANCE REVIEW

Key Initiatives

Outcomes

Purpose-driven Products

- Rolled out ten purpose-driven products, curated to address evolving customer needs, guided by our pillars:
 - a) **Life and Protection**
 - b) **Health Solutions**
 - c) **Wealth Solutions**

- a) **Life and Protection:** Expanded Group Hospital & Surgical and Outpatient offerings to include Traditional Chinese Medicine and Mental Health.
- b) **Health Solutions:** Introduced Health Smart Rider, a holistic health solution offering end-to-end medical coverage, from preventative measures to hospitalisation and recovery.
- c) **Wealth Solutions:** Released i.Am Wealth Creator and i.Am Wealth Elite – comprehensive solutions designed to build, protect, and preserve wealth, as well as secure long-term financial security across life stages.

Exceptional Customer Experience

Enhanced the claims experience through:

- Upgraded processing with digital submission, online claims status check, and post-hospitalisation follow-ups.
- Implemented instant claims notifications for real-time claims updates.
- Established a new claims management workflow to reduce turnaround time for claims settlement.

- Improved claims experience through faster submission and seamless tracking to elevate customer experience at all touch points.
- Paid out over RM72 million in claims for individual policies in 2024, reinforcing our commitment to policyholders.

Enhanced operational efficiency by:

- Optimised processes and leveraged digital technology to elevate customer experience.
- Integrated all the digital platforms for our customers to connect with us and provide feedback.

- Launched our cutting-edge digital platform, LYNC, which provides the digital connectivity from point-of-sale to straight-through processing for the Bancassurance business, while improving the servicing capabilities for AmMetLife's Agency channel.
- Implemented 16 Robotic Process Automation (RPA) to streamline internal operations.
- Achieved a 46% reduction in customer complaints.
- Simplified customer surveys by using QR codes for easy access.

Marketing and Customer Communication

- Revamped marketing strategy and customer communication addressing our customers' key concerns and needs with relevant messaging through all our digital channels.
- Diversified digital communication and marketing to guide financial planning and wellness goals of customers.
- Boosted online presence and strengthened reach through strategic Google Search Engine Optimisation (SEO).
- Consolidated all corporate digital assets on social media with coherent content and messaging to reinforce our value proposition and strengthen digital brand presence.

- Launched a user-friendly mobile app, i.AmMetLife offering swift support, alongside an optimised website and engaging social media avenues.
- Integrated QR codes into marketing literature to link directly to product information, technical specifications and related resources on our corporate website.
- Achieved strong digital brand presence, reaching 13.4 million users through curated and engaging content, driving a 350% increase in Facebook followers.
- Ranked fifth in Search Engine Optimisation (SEO) visibility.

Expanding Client Coverage

- Onboarded Tone Wow, a digital partner (MVNO).

- Provided Group Term Life (GTL) and Group Personal Accident (GPA) coverage for 15,542 Tone Wow members as part of the partnership.
- Explored digital product distribution to 205,000 members via reciprocal digital platforms.

» CHALLENGES AND MITIGATION

Challenges/ Opportunities

Rising Healthcare Costs

With medical inflation soaring to 15% in 2024, fuelled by advanced treatments and the rising burden of non-communicable diseases, healthcare costs in Malaysia continue to climb sharply. As claims outpace premiums and pressure builds on insurer reserves, periodic Medical and Health Insurance/Takaful (MHIT) premium adjustments have become a necessary lever to safeguard long-term policyholder protection and financial stability.

Mitigation Action and Results

- Supporting the staggered premium increases capped at 10% per annum for the first three years in alignment with Bank Negara Malaysia’s interim measures to assist policyholders by offering temporary premium pauses for eligible policyholders, and providing dedicated support channels to deliver tailored assistance — to ease financial impact and ensure continued access to coverage.



AWARDS AND RECOGNITION »



Asia Best Employer Brand Awards 2024

- CEO of the Year



Malaysia Best Employer Brand Awards 2024

- Best Employer Brand
- Best Brand Leader



Life at Work Awards 2024 by Talent Corporation Malaysia Berhad

- Chief Human Resource Officers (CHRO) Champion Award

» OUTLOOK

In the year ahead, AmMetLife aims to accelerate growth and profitability by optimising existing platforms and investing in new capabilities that sets us apart from our competitors. With innovation at our core, we will continue to reimagine our offerings to stay ahead of customer expectations and lead with purpose, ensuring long-term value for our customers.

Business Review

Family Takaful Business

» OUR BUSINESS IDENTITY

AmMetLife Takaful Berhad offers a comprehensive suite of Shariah-compliant Takaful solutions tailored to our customers’ individual financial needs. Backed by a wide distribution network and robust operational infrastructure, we are well-positioned to deliver accessible protection and value-driven services across the market.

Rooted in ethics and driven by customer centric innovation, we strive to create value through smart solutions and efficient claims processing, to empower our customers to achieve their financial goals.

» BUSINESS ENVIRONMENT

In FY2025, AmMetLife Takaful achieved total sales of RM150.5 million, reflecting a 6.4% increase from RM141.4 million in the previous financial year. This performance surpassed the revised target of RM144.6 million by 4.1%, demonstrating the resilience and strategic execution of our team.

Despite this growth in sales, the Wakalah income experienced a decline of RM0.6 million, dropping from RM42.7 million in FY2024 to RM42.1 million in FY2025, primarily due to shifts in product mix.

This financial year underscored both significant sales growth and challenges in maintaining Wakalah income, prompting a focused approach on strategic adjustments for future improvement.

» OUR KEY FOCUS AREAS

Forge Strategic Alliances

Deepen partnerships with banks, government-linked companies, fintech firms, and healthcare providers, to expand Shariah-compliant solutions and strengthen market positioning.

Expand Direct Agency Network

Expand and enhance our direct agency channels by upskilling agents with knowledge of Shariah principles and practical tools to boost customer reach and deliver excellent service.

Elevate Brand Awareness

Drive targeted marketing to improve brand visibility and differentiate our Shariah-compliant offerings in the competitive Takaful landscape, attracting new customers and reinforcing trust among existing clients in our ethical financial solutions.

» HIGHLIGHTS AND MILESTONES

Our Year in Numbers

In FY2025, AmMetLife Takaful encountered several challenges despite increased production. Total income fell to RM46.6 million from RM47.1 million, largely due to declining Wakalah income. Total expenses rose to approximately RM65.6 million, driven by a one-time adjustment of RM8.0 million on the expense reserve, leading to a deficit of RM19.0 million before surplus distribution from the Risk Fund. While management expenses decreased due to lower personnel costs, higher marketing expenditures to support sales growth added financial pressure. These factors highlight the need for strategic adjustments to improve income stability and manage expenses effectively.

Generated RM150.5 million in new takaful contributions, marking a **6.4% YoY growth** in production.

Recorded **6.0% YoY growth** in AmBank Credit Business with total sales totaling **RM121.9 million**, underpinned by strong support for the sales channel.

Wakalah income decline **1.4% YoY** to **RM42.1 million**, driven by lower Wakalah generated from our Mortgage Reducing Term Takaful (MRTT) and Regular Term Takaful (RTT) business.

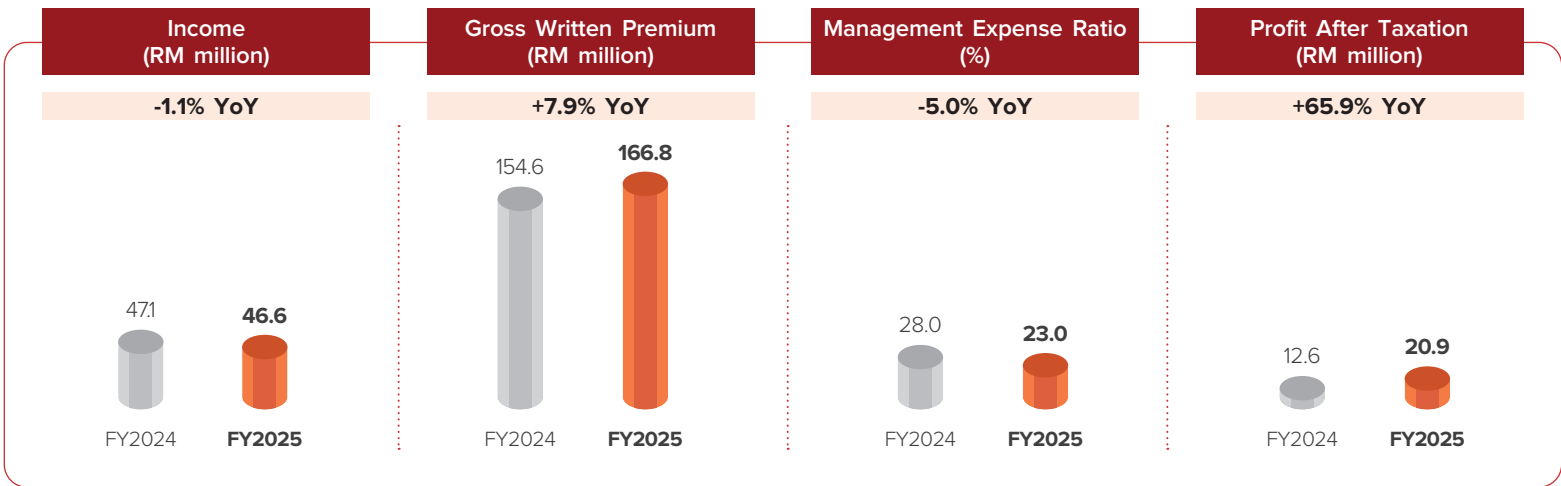
AmBank Business Banking credit Takaful achieved impressive growth of **63%**, with total sales of **RM72.9 million**, reaching **163%** of targets driven by effective initiatives and strong support for the sales channel.

Achieved **1.5%** of the total Takaful market share, ranked **9th** in Bancatakaful new business contribution.

Yielded a **20.0%** growth amounting to **RM19.8 million** through Affinity Channel Credit Takaful, a strategic partnership formed with LPPSA and Affin Bank.

Annualised First-Year Contributions (AFYC) for Agency Takaful Advisory Business hit **RM4.6 million** – a **30.9% YoY surge** – powered by a stronger agent engagement.

Realised **RM49.0 million** in contributions through Credit Takaful under AmBank Retail Banking, in line with AmBank's loan disbursement performance.



Note: All reported FY2025 numbers are unaudited

Business Review

» HIGHLIGHTS AND MILESTONES (CONT'D.)

Our Impact Beyond Numbers

Sustainability is central to our operations. Anchored in Value-Based Intermediation, our Shariah-compliant products and investments follow ESG principles. We continuously monitor and improve our operations to reduce our environmental footprint while applying responsible underwriting for responsible coverage. Our commitment also extends to empowering communities, making sustainability a shared and lasting effort.

Investing Responsibly and Ethically:

Prioritised ethical investments aligned with Islamic principles and socially responsible practices.

Building a More Inclusive Financial Future:

Offered tailored products for underserved communities, promoting financial inclusion.

Supporting Local Communities:

Actively support impactful community initiatives, reinforcing our commitment to social responsibility.

Minimising Consumption:

Reduced paper use by 40% from shifting to digital brochures and achieved 30% reduction in electricity usage from adopting energy-efficient LED fixtures.

Our Environmental Stewardship:

Through responsible investment, resource conservation, and community engagement, we aim to create a positive impact on the environment while supporting our clients and stakeholders.

» STRATEGIC PERFORMANCE REVIEW

Key Initiatives

Outcomes

Distribution Channel Optimisation

Data analytics to pinpoint improvement areas, diversified channels for new business opportunities, and streamlined processes to boost operational efficiency. This strategy aimed to enhance reach and responsiveness in distribution.

- Alternative Channel production exceeded expectations, recording 20.0% YoY growth — driven by a 5.8% increase from LPPSA and a strong 51.7% uplift from Affin Bank.

Enhance Financial Stability

Prioritised robust capital management and strategic investments to ensure financial resilience against market fluctuations.

- Maintained a healthy solvency ratio of 240%, comfortably above regulatory requirements.
- Investment income from shareholder fund rose to RM2.6 million, a 18.5% increase from FY2024, despite market headwinds.

Building the Right Takaful Agency Culture

Fostered a culture of shared values through strong leadership commitment, recognition and reward, and clear accountability.

- Achieved a remarkable 30.9% growth in agency channel production compared to FY2024, driven primarily by direct agency business.
- Exceeded targets for new agent recruitment by 25.0%, demonstrating the sustainable expansion of our agency workforce.

Elevating Agency Professionalism and Credibility

Led the Malaysian Takaful Association (MTA) Value-Based Intermediation Framework for Takaful (VBIT) initiative to improve the Insurance Service Malaysia's (ISM) Online Takaful Agent Registration System (OTARS).

- Enhanced system functionality and provided valuable support for the growth of Takaful agents and the community they serve.

» CHALLENGES AND MITIGATION

Challenges/ Opportunities

Fluctuations in Business Landscape

Adverse economic conditions, shifting consumer preferences, and increased competition—combined with changes in credit-related portfolios and business focus—have adversely affected demand, income, and profitability.

Mitigation Action and Results

- Shifted focus from retail to business banking via diversification at AmBank and Affin Bank, resulting in improved customer acquisition.
- Refined sales strategies and enhanced the value proposition to boost competitiveness and improve brand visibility.

» OUTLOOK

In the year ahead, we will capitalise on AmBank Group’s strong market presence and trusted brand reputation to establish our position as the preferred Takaful provider. To meet evolving customer needs of our diverse customer base, we will enhance our portfolio with expanded advisory, credit-related and group employee benefit solutions.

To stay ahead, we are integrating fintech solutions to boost efficiency and customer connection, while pursuing new partnerships that align with our ethical and Shariah-based principles. We will also strengthen customer satisfaction and loyalty through tailored service experiences and faster, more efficient claims handling. Guided by innovation and excellence, we will continue to evolve our services and solutions — setting new standards for the industry.