

Chairman's Letter

Dear Stakeholders,

50 years is a long journey — one that has taken AmBank Group through economic cycles, ecosystem shifts, regulatory changes, and global disruptions, including unprecedented events like the COVID-19 pandemic and the globalisation of world trade. From over 20 local banks in Malaysia, only a few remain today. The fact that AmBank Group stands among them reflects not just survival, but our ability to grow, adapt, and endure.

No one holds that story more completely than our founder, Tan Sri Azman Hashim — he carries the memories that built this institution. Under his leadership, AmBank Group grew into a vital part of Malaysia's financial system, grounded in purpose and built to endure. As we step into our next 50 years, we do so with confidence in our fundamentals, clarity in our strategy, and a resolve to deliver value for everyone.

A YEAR DEFINED BY GLOBAL SHIFTS

FY2025 marked the start of both AmBank Group's Winning Together 2029 (WT29) strategy and our next 50 years, — unfolding amid a global reset. Economic structures are shifting, escalating geopolitical tensions, technology advancements are accelerating at a rapid pace, and climate imperatives are reshaping policy, capital, and risk.

Despite this, Malaysia remains on a relatively strong and resilient footing. Our institutional foundations, regional positioning, and pragmatic policy approach offer us a degree of insulation and even advantage. With GDP growth forecast between 3.5% and 4.5% in 2025, the domestic outlook is expected to remain steady, albeit tempered by headwinds from trade tensions, shifting capital flows, and global uncertainty.

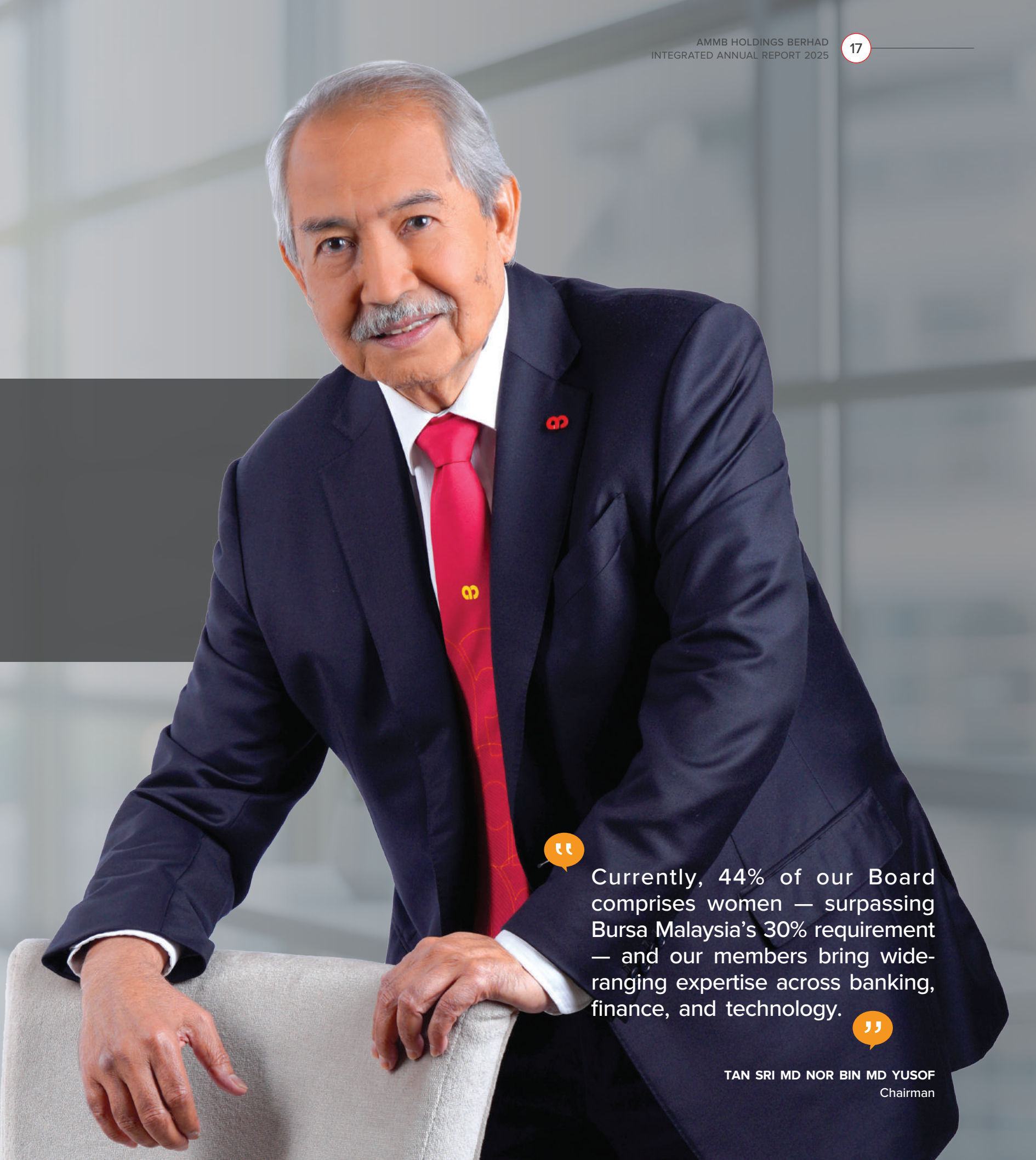
Against this complex landscape, AmBank Group remains focused. FY2025 was not just a year of navigating external shifts; it was a year of intentional groundwork. Through the execution of WT29 strategy, we laid a strong foundation for future growth by sharpening our focus on three core pillars — Digitalisation, Operational Excellence, and Sustainability. This disciplined strategy acts as an integrated engine to long-term value creation for our shareholders and society.

ANCHORED IN GOVERNANCE, DRIVEN BY TRUST

Good governance is the principal driver of our existence. In a sector defined by regulation and trust, we do not take our license to operate for granted. Every AMMB Board meeting begins with governance as the first agenda item — reinforcing our commitment to upholding our institutional responsibilities.

Our deliberations follow a clear and structured cadence. The Group Chief Compliance Officer provides monthly updates on regulatory compliance, while the Group Chief Risk Officer presents on risk exposure and emerging threats, including those related to cybersecurity digital disruption, operational risk and climate risk. These sessions anchor the Board's oversight in what matters most: first, maintaining regulatory confidence and governance strength; second, overseeing sustainability and how we respond to broader structural shifts; and third, guiding the Group's strategy and performance with rigour and accountability.

We are equally deliberate about the composition of the Board itself. Diversity of background, discipline, and experience provides collective competence. Currently, 44% of our Board comprises women — surpassing Bursa Malaysia's 30% requirement — and our members bring wide-ranging expertise across banking, finance, and technology. This diversity strengthens our governance and equips us to meet today's demands while anticipating tomorrow's responsibilities.



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Since FY2021, we have embedded sustainability-linked KPIs into senior leadership scorecards — covering carbon emissions, sustainable financing, capacity building, employee engagement, and disclosure quality.



Common Equity Tier 1 (CET1)
Capital Ratio

14.82%

(FY2024 SA: 13.04%)

Profit After Taxation and Minority
Interests (PATMI)

RM2,001.2
million

(FY2024: RM1,868.1 million)

Sustainable Growth, Real Impact

Sustainability is inseparable from business viability. The climate crisis, rising stakeholder expectations, and evolving regulations such as Malaysia's National Sustainability Reporting Framework (NSRF) have reshaped how companies are measured and trusted.

AmBank Group views profitability as the principal underwriter of our sustainability journey. Long-term impact requires strong fundamentals, just as sustained performance now hinges on Environmental, Social, and Governance (ESG) credibility. That is why sustainability is a standing priority on the Board agenda.

In FY2025, we strengthened our sustainability integration while preserving capital resilience. This foundation enabled us to scale sustainable financing, enhance internal tracking systems, and prepare for NSRF disclosure requirements. At the same time, the impact of environmental and climate change risks on our portfolios continues to be a key risk management focus — reinforcing the importance of proactive ESG oversight.

Progress, however, demands accountability. Since FY2021, we have embedded sustainability-linked KPIs into senior leadership scorecards — covering carbon emissions, sustainable financing, capacity building, employee engagement, and disclosure quality. This performance-driven approach reflects not just intent, but execution — earning the Group the title of Malaysia's Best Bank for ESG by Euromoney in 2024.

Shared Value for Everyone

As a business, our foremost duty is to deliver value to our shareholders — and this year, we did just that. Profit After Taxation and Minority Interests (PATMI) exceeded RM2.0 billion for the first time in our history, while our CET1 stood strong at 14.82%. We increased our dividend payout to 50% of PATMI, up from 40% last year — approximately RM1.0 billion. This reflects our commitment to striking a balance between shareholder returns and long-term reinvestment.

As a financial institution, we are entrusted with broader responsibilities — to our customers, our regulators, our employees, and the communities we serve.

For our customers, we exist to serve their financial needs. This includes a range of affordable and inclusive financial solutions, supported by skilled relationship managers and wealth advisors who have undergone comprehensive training to better serve and understand customers' evolving needs.

For our regulators, we uphold continuous, constructive engagements. Our license to operate depends on maintaining regulatory confidence, which we safeguard through strong compliance, transparent disclosures, and alignment with national priorities.

For our employees, we prioritise well-being — financial, physical, mental, and social. In FY2025, we enhanced compensation and benefits, including market-aligned salaries, performance-linked bonuses, comprehensive medical coverage, and flexible work and leave policies. We conducted financial planning workshops, supported early retirement for employees, and encouraged purpose-driven engagement through volunteer leave.

Lastly, **for our communities,** we scaled up our impact meaningfully. In FY2025, we invested RM6.42 million in zakat and community programmes supporting education, environmental restoration, and social resilience initiatives that reached over 27,000 lives. Beyond funding, our people made a difference: through the AmBank Volunteer Network (AVN), employees contributed more than 11,700 volunteer hours — demonstrating that real impact comes not just from what we give, but from how we show up.

Ultimately, value creation at AmBank Group is anchored in trust — and we work to earn that trust every day, through performance, purpose, and people.

Looking Ahead with Purpose

The next 50 years will not mirror the last. We are entering an era of global reset — economically, politically, technologically, and environmentally. While the global economy entered 2025 on firmer footing, trade policy volatility and geopolitical tensions are reshaping growth trajectories. The International Monetary Fund (IMF) recently revised its 2025 global forecast downward to 2.8%, reflecting these rising headwinds.

Malaysia, though exposed to these global risks, remains resilient. Domestic growth is projected at a 3.5% – 4.5% range, supported by private consumption, ongoing infrastructure projects, and policy initiatives under the National Energy Transition Roadmap (NETR) and New Industrial Master Plan 2030 (NIMP 2030). Malaysia's banking sector is expected to remain resilient, backed by strong fundamentals, prudent risk management, and a measured approach to growth.

AmBank is well-positioned in this environment. Our scale gives us agility; our strength gives us confidence. FY2025 was not a year of adjustment — it was a year of advancement. With a solid capital base, disciplined governance, and a clear strategy under WT29, we are charting a path that balances ambition with accountability.

ACKNOWLEDGEMENTS

As we look to the future, we pause to honour those who shaped our past.

Our deepest tribute goes to Tan Sri Azman Hashim, Founder and Chairman Emeritus/Honorary Adviser of AmBank Group. His unwavering vision, commitment to integrity, and passion for nation-building laid the foundation for who we are today. His values continue to guide our journey. The legacy he built is not just in milestones, but in the trust placed in us by generations of Malaysians.

We also extend our sincere appreciation to Mr Seow Yoo Lin, our Senior Independent Non-Executive Director (NED) and the Chairman of AmBank (M) Berhad (AmBank), who had retired from the Board upon completing his 9-year tenure with the Group, and to Ms Felicity Ann Youl, who had resigned, for their dedicated services and invaluable contributions. In the same spirit, we welcome Mr Jeyaratnam A/L Tamotharam Pillai, our new Senior INED, Mr U Chen Hock, the Chairman of AmBank, Puan Sharifatu Laila binti Syed Ali and Ms Chan Siew Mei, whose experience and perspectives will further strengthen our governance and guide us into the future.

To our shareholders, customers, employees, regulators, and community partners — thank you for your continued trust and partnership. Every step forward is made possible by your belief in us. As we chart the next chapter of our journey, we remain committed to growing, evolving, and winning together in the years ahead.

TAN SRI MD NOR BIN MD YUSOF

Chairman