Performance Review by **Group Chief Financial Officer**

Total Income

RM4,928.9 million

6.1%

FY2024: RM4,646.6 million

Profit After Taxation and Minority Interests (PATMI)

RM2,001.2 million

7.1%

FY2024: RM1,868.1 million

Dividend Per Share (DPS)

30.2 sen

34%

FY2024: 22.6 sen

Net Interest Margin (NIM)

1.94%

15 bps

FY2024: 1.79%

Dividend Payout Ratio (DPR)

50%

FY2024: 40%

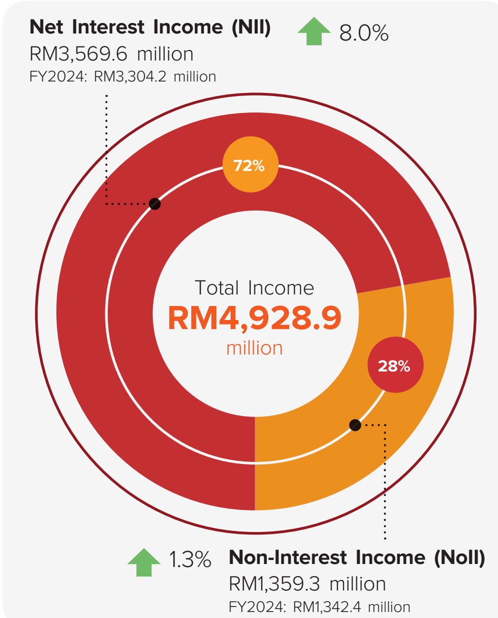
Payout approximately **RM1.0** billion in cash

> Our improved performance and share price appreciation also resulted in AmBank Group's inclusion into the FBM KLCI Top 30 Index on 23 June 2025.

Broad-based income growth of 6.1% YoY, and significantly lower impairment charges drove a 7.1% increase in PATMI

The Group delivered a total income of RM4,928.9 million (FY2024: RM4,646.6 million), a 6.1% improvement YoY. On a Continuing[1] basis, total income growth was 7.3% YoY.

- Margin improvement and volume growth drove Net Interest Income (NII) higher. Net Interest Margin (NIM) expanded 15 bps to 1.94% as cost of funds fell. Together with a 3.5% growth in loans, NII increased 8.0% to RM3,569.6 million.
- Strong loans growth of 12.4% was achieved in Business Banking as well as a 6.8% loans growth in Wholesale Banking. Retail Banking loans declined by 2.1% as we repositioned our lending strategy during the year.



- Non-Interest Income (NoII) was 1.3% higher YoY while Continuing[1] NoII grew 5.3% YoY at RM1,359.3 million.
  - Fee income from corporate loans grew 16.7% driven by Business Banking. Foreign exchange sales income grew strongly by 20.0% YoY across all business segments and in Transaction Banking, trade income from Business Banking grew 16.2%.
  - On a YoY basis, income from Equity Capital Markets grew 73.3%, Stockbroking commissions increased 7.8%, while Debt Markets income grew 3.7%.
  - Income from Integrated Wealth Management (IWM) grew strongly YoY, supported by income growth of 21.9% from Retail Wealth Management, 17.9% from Private Banking and 3.2% from Funds Management. Taken collectively, IWM fee income grew 12.8% YoY.
  - In addition, our share of profit from our general insurance associate and life assurance joint ventures grew significantly to RM101.3 million from RM36.4 million a year ago.
  - Our broad-based NoII growth was partially offset by Group Treasury Markets' (GTM) lower trading gains in securities, interest rates and foreign exchange of 18.2% YoY.

Cost-to-Income (CTI) ratio of 44.6%, a marginal increase from 44.2% a year ago, reflects cost control while absorbing higher inflation adjustments on salaries and investments made

The Group's overall operating expenses increased 7.1% YoY to RM2,197.8 million.

- Personnel expenses increased 8.8% YoY to RM1,457.4 million, primarily driven by salary increases, higher performance-based rewards and sales incentives. The Group's staff strength reduced from 7,695 to 7,652 full-time employees (excluding employees of AmMetLife and AmMetLife Takaful) at the end of FY2025.
- Establishment cost increased 4.0% YoY to RM493.1 million, mainly due to higher computerisation expenses incurred on core technology infrastructure and systems maintenance. In addition, the Group continued to make investments in cybersecurity technology and compliance capabilities.
- Marketing and communication expenses remained flat at RM71.3 million driven by targeted marketing efforts on various campaigns, such as our BizRace and AmRewards, offset by benefits from efficiency initiatives such as reduction in SMS cost by migrating notifications to customers via SMS to AmOnline.
- Administration and general expenses increased 6.9% YoY to RM176.0 million, mainly attributed to higher deposits insurance premium, outsourcing expenses and bank charges in line with business growth and Euro Medium Term Note (EMTN) issuance expenses, partly offset by control over discretionary spending.

Significantly lower net impairment charges of 56.3% YoY

Net impairment charges fell 56.3% YoY to RM143.9 million (FY2024: RM329.6 million) as Expected Credit Loss (ECL) Stage 3 flow rates improved, writeback of forward-looking. The non-recurrence of RM328.2 million credit impairment overlays and RM111.9 million intangible assets impairment taken in the previous year drove impairment charges lower.

Net Credit Cost (NCC)	Gross Impaired Loans (GIL)
0.16%	1.54%
(FY2024: 0.27%)	(FY2024: 1.67%)

GIL ratio improved to 1.54% (FY2024: 1.67%), with Loan Loss Coverage (LLC) (including regulatory reserves) of 103.6% (FY2024: 109.5%)

- We continue to monitor asset quality vigilantly, actively taking pre-emptive steps to manage risk exposures and initiate regularisation plans as and when necessary.
- We also retained sufficient overlay reserves for potentially vulnerable credit portfolios as an additional buffer, with total general overlay provisions of RM439.5 million (FY2024: RM502.0 million) as at 31 March 2025.

Strong profit formation achieved with reported Profit Before Taxation (PBT) increase of 48.2%

- With the absence of the one-off charges incurred in FY2024, FY2025 reported PBT grew 48.2% while PBT on Continuing[1] basis grew 52.7% YoY. On a like-for-like basis[2], adjusted PBT grew 14.2% YoY to RM2,587.3 million (FY2024: RM2,265.4 million).
- The Group reported a record PATMI of RM2,001.2 million (FY2024: RM1,868.1 million) for FY2025, an improvement of 7.1% YoY while on a like-for-like basis[2], PATMI grew 15.5% YoY.
- Return on Equity (ROE) for the year was 10.0% while Return on Assets (ROA) improved to 1.02% (FY2024: 0.97%).

Return on Assets (ROA)	Return on Equity (ROE)
1.02% ▲ 0.05%	10.0%
(FY2024: 0.97%)	(FY2024: 10.0%)

Performance Review by Group Chief Financial Officer

Stronger capital position, higher dividend payout and ample liquidity maintained

- The Group's capital position strengthened through strong profit accretion and was also lifted by the adoption of the Foundation Internal Ratings-Based (FIRB) approach effective August 2024.
- The Group proposed a final dividend of 19.9 sen per share in Q4FY2025. Together with the interim dividend of 10.3 sen per share declared in Q2FY2025, total dividend for FY2025 amounted to 30.2 sen per share, an increase of 34% YoY, translating to a DPR of 50% (FY2024: 40%) or approximately RM1.0 billion.
- The Group's post-dividend CET1 remained strong at 14.82% (FY2024[4]: 13.04%), while Total Capital Ratio improved to 17.49% (FY2024[4]: 16.30%).
- Liquidity Coverage Ratios (LCR) for all entities remained above 140% while the Group's Net Stable Funding Ratio (NSFR) was at 108.9% (FY2024: 113.1%).

Common Equity Tier 1 (CET1) Capital Ratio[3]

14.82%

(FY2024[4]: 13.04%)

Total Capital Ratio

17.49%

(FY2024[4]: 16.30%)

FY2025 FINANCIAL SNAPSHOT

	Reported Financials	FY2024	FY2025	YoY Change
Profitability (RM million)	Income	4,646.6	**4,928.9**	▲ 6.1%
	Expenses	(2,051.7)	**(2,197.8)**	▲ 7.1%
	Profit Before Provisions (PBP)	2,594.9	**2,731.1**	▲ 5.2%
	Net Impairment	(329.6)	**(143.9)**	▼ (56.3%)
	PBT Before One-off Charges	2,265.4	**2,587.3**	▲ 14.2%
	One-off Charges	(520.2)	**–**	N/A
	Reported PBT	1,745.2	**2,587.3**	▲ 48.2%
	PATMI	1,868.1	**2,001.2**	▲ 7.1%
	ROE	10.0%	**10.0%**	=
	ROA	0.97%	**1.02%**	▲ 0.05%
Asset & Liabilities (RM billion)	Gross Loans, Advances and Financing	134.1	**138.9**	▲ 3.5%
	Customer Deposits	142.4	**141.5**	▼ (0.6%)
Capital	CET1[3]	13.04%[4]	**14.82%**	▲ 1.78%
	Dividend Per Share	22.6 sen	**30.2 sen**	▲ 7.6 sen

Notes:

[1] *Continuing Operations comprise Banking operations and Insurance. Insurance mainly consists of Life Insurance and Family Takaful (from joint venture) as well as General Insurance (from an associate).*

[2] *Like-for-like excludes one-off charges in FY2024 comprising RM328.2 million of credit impairment overlays, RM80.0 million of restructuring expenses and RM111.9 million of intangible assets impairment as well as one-off tax credit of RM538.2 million. These cumulatively bring a net impact of RM135.7 million to PATMI.*

[3] *Post dividend and without Transitional Arrangements (TA). TA ended on 1 April 2024.*

[4] *FY2024 CET1 and TCR at Standardised Approach (SA) without TA.*

PRIORITIES FOR FY2026

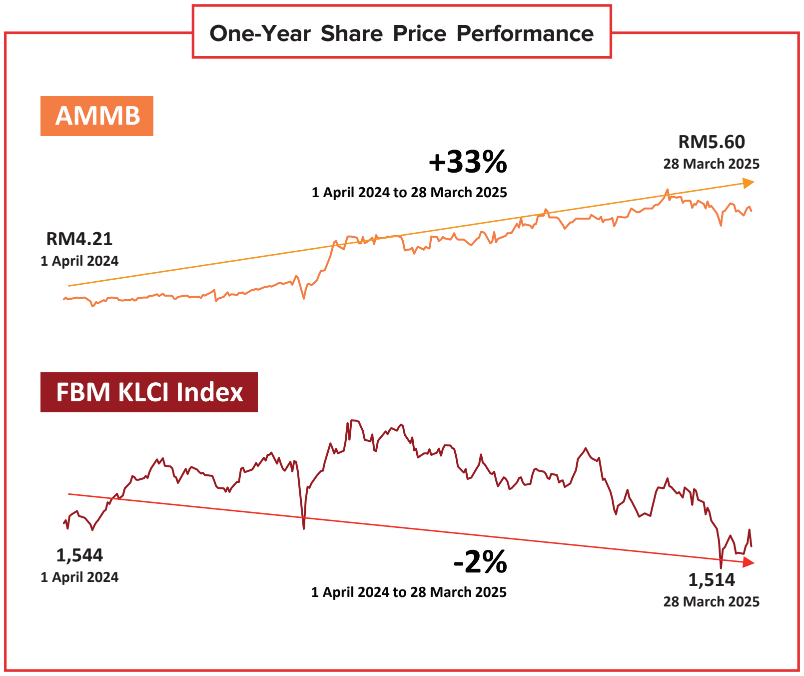
We are building on a strong year of delivery, and our balance sheet is in good shape. In reviewing the FY2025 priorities, we have made good progress on the priorities established:

- We increased dividend payout to shareholders to 50% from 40%
- We managed cost well and absorbed inflationary pressures as well as making investments for the future
- Our ROA improved to 1.02% from 0.97%
- Our operational excellence agenda is multi-year and underway with 24 initiatives, to address 15 problem statements identified in Retail Banking focused on enhancing customer onboarding experience across multiple products
- Capital ratios have continued to improve
- Our commitment to achieve Net Zero by 2050 are backed by baseline measurements for seven hard-to-abate sectors
- Our credit quality has improved

FY2026 will come with new challenges, particularly from the expected rise in global economic uncertainties following the announcement of the United States (US) reciprocal tariffs on 2 April 2025.

Following this announcement, significant volatilities in global financial markets have affected investors' sentiments, and businesses are adjusting to the disruptions in trade and supply chains globally. Global economic growth predictions may decline, accompanied by potential inflationary pressures. Furthermore, we are seeing downside risk from rising tensions with major partners like China and the EU as well as rapidly changing geopolitical landscape, particularly in the Middle East. Central banks' policy response globally will be a key factor in providing sufficient economic buffers to absorb supply and demand shocks.

Malaysia's economy remains well-positioned to capitalise on opportunities, with continued growth stemming from strong domestic demand, resilient external trade and robust private investment. The pragmatic implementation of Budget 2025, themed "Reinvigorating the Economy, Driving Reforms and Prospering the Rakyat", will provide further impetus for economic activities with fiscal stability.



We will continue building from FY2025's position of strength and enter FY2026 with these priorities in mind:

Priorities for FY2026

Improve Shareholder Returns
Driving total shareholder returns with steady share price appreciation, while maintaining good dividend yields.

Disciplined Cost Management
Asserting discipline in cost management to improve CTI through our operational excellence agenda while we continue to invest in new capabilities, especially in areas of compliance, human resources and technology.

Maintain Strong Capital and Liquidity Positions
Maintaining strong capital and liquidity ratios while exercising credit vigilance in our lending portfolios.

Embedding Sustainability Agenda
Embedding climate change considerations in our business decisions and enhancing public disclosures.