Dear Stakeholders,

We have emerged from a half-century of growth anchored by the legacy of integrity and nation-building instilled by our founder, Tan Sri Azman Hashim. However, we recognise that the formulas that brought us to this milestone must now evolve. We are at a pivotal inflection point, representing a paradigm shift where global realignments and technological acceleration are rewriting the rules of our industry. We enter FY2026 with the capital capacity to underwrite growth and the clarity of purpose to ensure that this growth remains sustainable and deeply rooted in our responsibility to Malaysia.

Chairman's Letter

The World and AmBank's Standing

"It is not about being the biggest, but about being the best in our class."

TAN SRI MD NOR BIN MD YUSOF
Chairman

If FY2025 was defined by intentional groundwork, FY2026 has been about testing the fundamental paradigm shift. We are witnessing a realignment of the global map across economic, technological, and geopolitical dimensions. These shifts are not merely structural; they are changing how we produce, organise work and respond to emerging technologies. As supply chains restructure and global cost bases reach new plateaus, we must recognise that the formulas that brought us here may not necessarily carry us through to the future.

The volatility of the current environment has validated our unique positioning. AmBank Group is large enough to fund significant growth and transition, while remaining agile enough to respond to events without the need to rewrite our entire strategy. In a landscape where systems and paradigms are shifting, this agility allows us to move with precision, ensuring that our resources are deployed where they can create the most impact.

At AmBank Group, we view this not as a disruption but as a transition to a new level of play. While Malaysia's domestic economy remains a resilient anchor within our 4.0% to 4.5% growth projection, we are preparing for a world where change is the only constant. Thankfully, this shift is already reflected in our five-year plan. If you look at Winning Together 2029 (WT29), our focus is not just on shareholders, but on our stakeholders and employees as well.

Our unique positioning of being "large enough to lead yet focused enough to pivot" has become our greatest competitive moat. While others may be forced into a reactive posture by unpredictable global shifts, our focused organisational structure ensures we do not become bogged down by inertia, allowing us to stay firmly on course with our WT29 strategy.

To safely navigate this market uncertainty, the Board's immediate priority is to preserve the competitive edge and long-term resilience of the Bank and its people. Rather than reacting defensively, we are maintaining a vigilant, agile posture to protect our lending capacity while aggressively defending our market share in key growth segments. As competitors introduce lower-cost digital alternatives, we are focused on strengthening our unique positioning through continuous, strategic reviews between the Board and Management. This internal discipline ensures our execution remains flawlessly aligned with long-term value creation and positive shareholder returns, while our operational readiness and cybersecurity frameworks are constantly upgraded to protect customer interests against emerging threats.

GOVERNANCE: DEEPENING THE DISCIPLINE

Governance remains the bedrock of our institution and the first item on every Board agenda. This commitment is rooted in the understanding that even with significant capacity, success is impossible without the rigour of discipline. By maintaining a strong capital base, the Group is empowered to plan ahead with confidence, remaining selective and focusing on being best-in-class.

In FY2026, our focus centred on the intersection of compliance and operational strength, shifting the question from "Are we compliant?" to "Are we future-ready?". We believe strong operations are the principal drivers of profitability, which in turn provides the capacity for us to fulfil our role as an intermediary and enabler for national policymakers.

As technology accelerates, the Board's oversight has matured into 'System Design and Governance'. We are careful not to treat Artificial Intelligence as a mere buzzword. Instead, we are exploring its practical utility in improving internal productivity and customer interfaces.

Beyond technology transformation, the Board dedicated substantive deliberations to critical structural and portfolio adjustments during the year. First, following the recent changes to key organisational roles, we prioritised institutional continuity and succession planning within our Risk and IT divisions to eliminate over-dependence on critical positions. Second, following the integration of our Retail SME and Enterprise Banking businesses, the Board proactively monitored the health of the impaired loans book.

We directed the establishment of a dedicated team within the SME business to actively manage portfolio quality, review legacy underwriting practices, and mitigate credit deterioration, maintaining regular, transparent briefings with our regulators throughout the process. Finally, against a backdrop of macroeconomic headwinds, the Board rigorously reviewed our WT29 financial aspirations, accelerating our operational excellence agenda to manage overall cost-to-income (CTI) metrics without losing growth momentum.

Chairman's Letter

Sustainability: From Commitment to Accountability

"Sustainability starts with profitability. Only when we are profitable can we build the capacity to do all the other things expected of us."

Another key topic of discussion is the Bank's financial aspiration for WT29. In light of ongoing macroeconomic volatility and external pressures, the Board continues to assess whether the Group remains on track to meet its targets. While we remain completely committed to our strategic plans, we are closely monitoring emerging headwinds, actively managing costs and accelerating our operational excellence agenda across the organisation. The focus remains firmly on driving efficiency as a key lever in supporting overall CTI management.

Our internal discipline also extends to regular reporting and updates to Bank Negara Malaysia (BNM), helping us maintain an effective relationship as we navigate a changing operating environment. A key regulatory theme this year has been Fairness, which involves recognising that as cost structures change and supply chains shift, not all customers can absorb economic impacts at the same pace. Consequently, the Board has held extensive deliberations on how we assess asset quality, ensuring that our response to customer challenges remains realistic and empathetic without compromising our commercial obligations.

This focus on future-ready governance is supported by a strong and evolving Board composition. Following the recent appointment of Dato' Mohamed Rafique, who brings extensive specialised expertise in Islamic banking and finance to support our next phase of growth, our current Board includes 33% women directors, representing three out of nine board seats.

At AmBank Group, we believe sustainability must be grounded in reality—quantitative in our reporting and qualitative in our character. In FY2026, we focused our efforts on ten of the 17 United Nations Sustainable Development Goals (UN SDGs), which act as 'bookends' for our strategy, ranging from poverty alleviation to the power of partnerships.

The National Sustainability Reporting Framework (NSRF) represents the technical and accounting layer of our commitment. While we are rigorous in our carbon measurements and methodologies, we view these disclosures as the manifestation of a deeper sense of responsibility. In FY2026, this has translated into more nuanced lending decisions where we walk alongside our customers as they navigate their own transitions, particularly in sectors most exposed to climate risk.

We translated this commitment into action during the year, mobilising RM18 billion across green and sustainable financing, affordable housing, low-income support, and capital market issuances. We actively empowered our clients to accelerate their transition journeys through targeted financing for renewable energy, battery storage, green industrial parks, sustainable commercial real estate, and biogas projects. Furthermore, we broke new ground in the capital markets by launching Malaysia's first SRI-qualified Exchange Traded Fund on Bursa Malaysia, proving that commercial innovation can directly advance sustainable goals.

This resilient transition ecosystem was further strengthened by expanding engagement across our broader value chain. By initiating meaningful conversations regarding sustainability and digital adoption during our formal Supplier Engagement Day, we successfully aligned our procurement partners with our sustainability agenda while enhancing overall value chain resilience.

"Through a strong volunteer movement, 3,635 employees dedicated 12,584 hours of service–directly benefiting 31,993 individuals."

Our commitment to building long-term capacity is reinforced by a measurable community presence. Through a strong volunteer movement, 3,635 employees dedicated 12,584 hours of service–directly benefiting 31,993 individuals, demonstrating our ongoing focus on creating tangible value beyond banking operations.

SHARED VALUE: SERVING EVERY STAKEHOLDER

True value creation is reflected in our character. This year, the Board placed significant emphasis on knowing our customers (KYC) at a deeper level. As rising costs affect housing and personal commitments, we have sought to show solidarity through realistic restructuring and support. We understand that lower-income borrowers face the steepest hurdles, and how we manage these relationships is a true measure of our sustainability.

Our impact extends beyond our balance sheet. Through initiatives like FINCO and food support programmes and the vibrant spirit of Kelab AmBank Group (KAG), we engage with the community in a way that is seen rather than shouted. It reflects a naturally caring Malaysian culture, representing a quiet, consistent commitment to social good that defines our identity as a national institution.

This focus on stakeholder trust directly addresses the primary conversations we held with our shareholders this year. Investors raised material concerns about our capacity to meet our WT29 targets amid ongoing macroeconomic headwinds. While prolonged global conflicts and market uncertainty put pressure on the entire financial sector, the Board and Management are continuously executing tactical adjustments to manage costs and optimise returns. Our focus remains entirely on delivering sustainable financial performance for our shareholders while steadily growing the wealth and trust of our customers.

OUTLOOK AND ACKNOWLEDGEMENTS

As we move toward FY2027, the global environment remains difficult to anticipate, but we expect an eventual inflection point of stabilisation. We remain generally optimistic because we are small enough to remain agile yet possess the resources to thrive. We have built significant capacity to underwrite growth, and with that growth comes responsibility. Our evolution is also reflected in our people as we have intentionally brought in younger talent who are attuned to technology and innovation to help move the bank forward.

It is with this collective strength that we address our shareholders, customers, and employees. Your trust is the capital that truly sustains us. We are an institution built to endure, and we enter the second half of the WT29 strategy with the resources, agility and character required to lead through this paradigm shift.

Looking into the future, we also take a moment to acknowledge the leadership that continues to guide us forward. We warmly welcome Dato' Mohamed Rafique Merican bin Mohd Wahiduddin Merican, whose expertise and insights will be valuable as we embark on our next phase of growth. We continue to be inspired by the legacy of our Founder, Tan Sri Azman Hashim, as we step into this next chapter of our 50-year journey.

TAN SRI MD NOR BIN MD YUSOF
Chairman