

# Statement by Chairman

“ From the very beginning, the Public Bank Group has been anchored by strong corporate values built on prudent management, service excellence and unwavering integrity. These principles have enabled the Group to earn and sustain the confidence of shareholders, customers, employees and communities across generations. ”



The year 2025 was marked by high economic and political complexity. Geopolitical tensions, the reset of global trade orders and climate change disruptions continued to pose challenges to global growth and stability. Nonetheless, the global economy continued its modest growth, supported by measured monetary policy adjustments and moderate inflation.

While global headwinds posed significant challenges to Malaysia, the domestic economy remained resilient, with gross domestic product growing by 5.2% in 2025. Growth was driven by sustained domestic demand as well as favourable exports and investment activities. The year also saw the ringgit as one of the best performing Asian currencies.

In 2025, the Malaysian Government continued to advance its national development agenda through the Thirteenth Malaysia Plan and the ongoing implementation of the New Industrial Master Plan 2030, both of which chart a long-term pathway for building a more competitive, innovative and sustainable economy.

For long-term fiscal sustainability, the Malaysian Government has undertaken various subsidy reforms. The targeted subsidy regimes further facilitate a more sustainable fiscal position, while ensuring the welfare of the general public continues to be safeguarded.

2025 also marked a year of Malaysia's rising prominence in the global landscape. Malaysia's role as ASEAN Chair in 2025, under the theme "Inclusivity and Sustainability", demonstrated its leadership in strengthening both national and regional progress.

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These positive developments provided a supportive backdrop for domestic economic expansion, under which Malaysia's robust financial system continued to play a vital role in driving growth and stability.

## **GROWTH AND TRUST**

The theme of the Public Bank Group's 2025 Annual Report is Growth and Trust, reflecting the enduring values that have guided the Group since its founding by the late Founder and Chairman Emeritus Tan Sri Dato' Sri Dr. Teh Hong Piow in 1966.

From the very beginning, the Public Bank Group has been anchored by strong corporate values built on prudent management, service excellence and unwavering integrity. These principles have enabled the Group to earn and sustain the confidence of shareholders, customers, employees and communities across generations.

Today, as the Public Bank Group continues to grow and strengthen its position, these same values remain at the heart of its journey — driving sustainable progress and reinforcing the trust its stakeholders place in the Group.

These principles have become even more important amidst an ever-changing operating environment. While remaining vigilant to persistent risks, the Public Bank Group is vigilant of new challenges emerging in the business landscape. The Group also keeps active engagement with its key stakeholders to ensure effective communication to further build and sustain trust.

## **BUILDING ON A FOUNDATION OF TRUST**

In 2025, the Public Bank Group continued to drive efforts to serve the financial needs of the mass market. The Group further strengthened its core business segments and sustained its leading market share in providing financing services, deposit mobilisation and unit trust management. The year also saw the Group enhance its wide range of wealth management solutions to adapt to changing customer expectations and the operating environment.

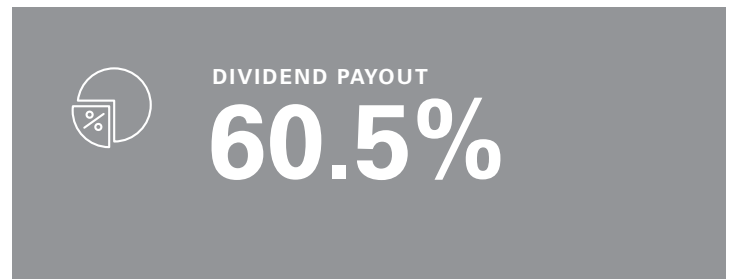
These efforts further reinforced the Public Bank Group's position as a comprehensive financial services provider in both domestic and regional markets. In 2025, the Group had once again demonstrated its strength and consistency, delivering another year of solid financial performance.

For the year, the Public Bank Group recorded a profit before tax of RM9.54 billion, representing an increase of 6.8%, while net profit attributable to shareholders rose by 1.1% to RM7.22 billion.

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The Public Bank Group's performance was further supported by high cost efficiency, strong asset quality and prudent capital management – core strengths that underpin its long-term stability.

In appreciation of the unwavering confidence and trust shareholders place in the Public Bank Group, the Board of Directors declared a total dividend of 22.5 sen, amounting to a total payout of RM4.37 billion for the financial year 2025. This represents higher dividend payout of 60.5% of the Public Bank Group's net profit for 2025 as compared with 2024.



## **DRIVING SUSTAINABLE AND INCLUSIVE GROWTH**

As the Public Bank Group proactively embraces digital transformation to strengthen its existing capabilities and build new competencies, the Group continues to focus on safeguarding trust as its gatekeeper.

The Public Bank Group continues to enhance its digital platforms to improve accessibility, security and user experience, ensuring customers are well served in an evolving digital landscape. Of significance, digital adoption is complemented by effective management to navigate disruptions and ensure continued operational resilience. This includes an unwavering commitment to protecting customers through ongoing cybersecurity initiatives.

The Public Bank Group also emphasises societal and environmental resilience. In 2025, the Group remained steadfast in its community commitment through a range of initiatives, including education-focused programmes to support learning opportunities for underserved groups and beach clean-up activities that promoted environmental stewardship.

The year also marked the Public Bank Group's inaugural Sustainability Week, which further strengthened employee engagement and expanded collaboration with non-governmental organisations, creating a broader platform for awareness, volunteerism and collective action.

Furthermore, the Public Bank Group continued to strengthen its strategic focus on human capital development, encompassing employees' knowledge, skills and health, to ensure its people remain a strong foundation for organisational resilience.

## **POSITIVE PROSPECTS FOR 2026**

Looking ahead, persistent global uncertainties are expected to continue posing headwinds to the world economy. On the upside, pro-growth policies by major economies are likely to continue supporting the world economy.

On the domestic front, Malaysia's economic fundamentals remain sound. Supported by the strong efforts of the Government and Bank Negara Malaysia, the nation's stable economic growth is expected to continue into 2026.

Looking to 2026, the year marks a pivotal milestone for the Public Bank Group as the Group celebrates its 60-year journey in the banking industry. It signifies extraordinary long-term resilience and stakeholder trust. Building on these strong fundamentals, the Group will stay focused on strengthening a culture of trust and continue delivering lasting value for its stakeholders.

## **ALWAYS GRATEFUL**

The Public Bank Group is grateful for the continued trust and support of its shareholders, customers, and its dedicated management and employees.

To Bank Negara Malaysia and the relevant authorities, we express our utmost appreciation for their steadfast guidance and support.

The Public Bank Group's journey has always been defined by discipline, consistency and integrity.

As we move forward, we remain committed to building on this legacy – delivering sustainable growth while contributing meaningfully to the nation's progress.

**LAI WAN** | Chairman