



**PUBLIC BANK**

**Investor Presentation  
CGSI 4th Regional  
Financial Conference 2025  
2 - 3 December 2025**



## Quick Facts

### **One of the Largest Premier Banks in Malaysia**

Public Bank was founded in 1966 by the late Tan Sri Dato' Sri Dr. Teh Hong Piow. On 6 August 1966, Public Bank started its business at its first branch, which was located at Jalan Gereja, Kuala Lumpur. With its vision as a 'bank for the people', Public Bank started providing banking services to people from all walks of life in Malaysia.

### **Diverse Range of Products and Services**

The Public Bank Group has expanded its banking business to include a comprehensive suite of financial products and services, which comprises personal banking, commercial banking, Islamic banking, investment banking, share broking, trustee services, nominee services, sale and management of unit trust funds as well as bancassurance and general insurance products.

### **Digital Transformation**

The Public Bank Group continues to remain agile and responsive to customers' needs in the age of digitalisation through digital offerings such as the MyPB internet / mobile banking and PB enterprise internet / mobile banking, as well as various cashless payment services, amongst others, which continue to ensure customers of a seamless and convenient banking experience.

### **Regional Network**

The Public Bank Group has a wide network of 314 domestic branches and 157 overseas branches, with a combined staff force of over 21,000 people in Malaysia and across the region, including Hong Kong, China, Cambodia, Vietnam, Laos, Sri Lanka, and Singapore.

### **Leading Market Shares**

The Public Bank Group continues to maintain market leading positions in several major business segments, including consumer banking, retail commercial banking for small and medium enterprises as well as private unit trust.



## Quick Facts

### Strong Credit Ratings

The Public Bank Group's long term credit and financial ratings are rated highly by local and foreign rating agencies.

Moody's Investor Service	
Long-Term	A3
Short-Term	P-2
Outlook	Stable

Standard & Poor's Ratings Services	
Long-Term	A-
Short-Term	A-2
Outlook	Stable

RAM Rating Services Berhad	
Long-Term	AAA
Short-Term	P1
Outlook	Stable

### Award-winning bank

Public Bank has consistently garnered accolades and recognition for its sustainable financial strength and prudent management throughout its 59 years of journey. The Public Bank Group was honoured with multiple best bank awards and excellence in corporate governance by national and international publications.

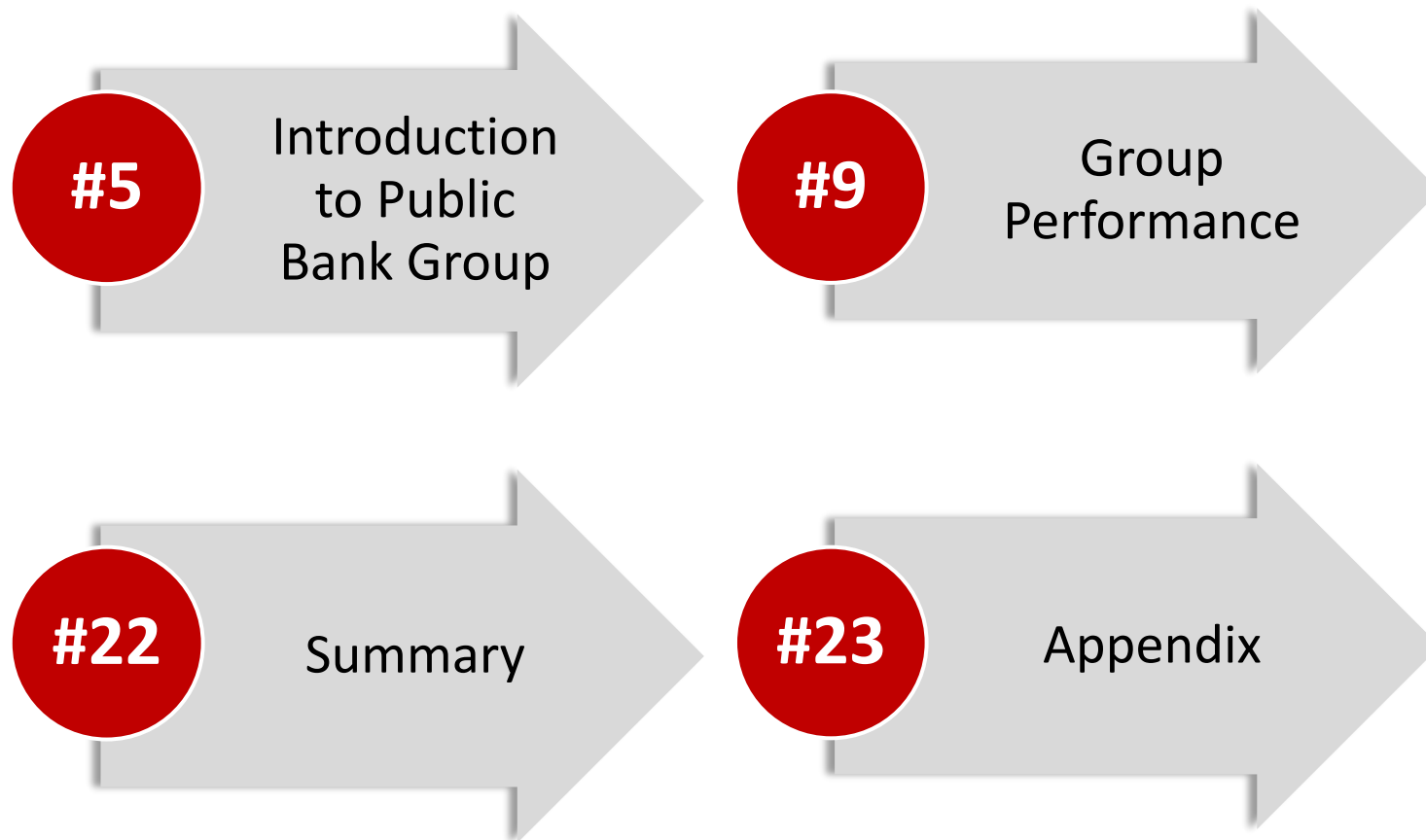
### Mobilising Synergies Towards Sustainability

In striving towards its Corporate Mission, the Public Bank Group is committed to deliver long term value through its core retail and commercial banking business, and making sustainability an important element.

Building around its Corporate Philosophy, the Public Bank Group aligns its strategic business directions along with four ESG themes – **Protecting the Environment, Proficient Employees, Prosperous Customers and Communities, and Principled Conduct** – to drive towards creating shared value and contributing to the best interest of its stakeholders and its business.



## Contents



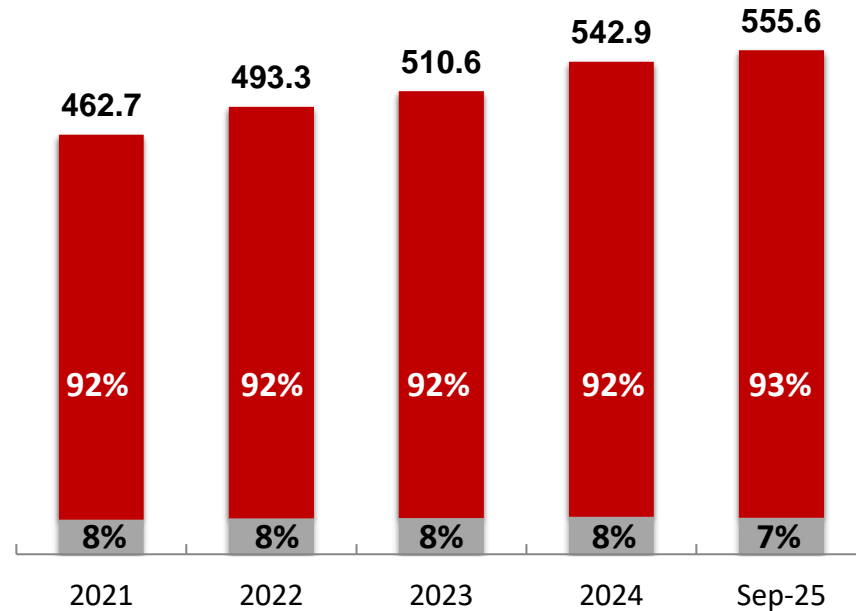


# Introduction to Public Bank Group

- Commenced operations in 1966
- Listed in April 1967 on Bursa Malaysia Securities Berhad (*then known as Kuala Lumpur Stock Exchange*)
- Domestic operations in Malaysia contributes over 90% of the Group's assets and profits
- Unbroken profit track record since inception

Total Assets

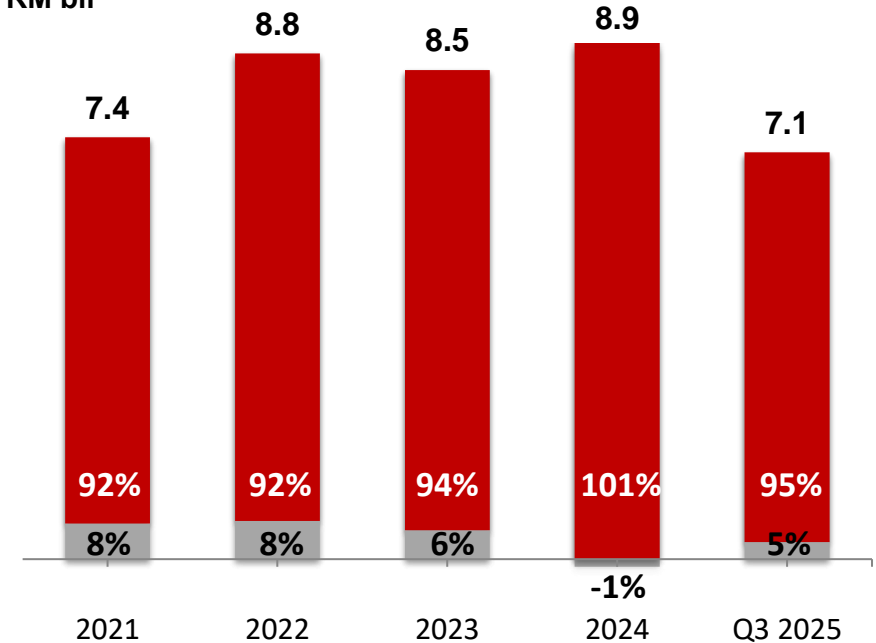
RM'bil



■ Overseas ■ Malaysia

Pre-tax Profit

RM'bil



■ Overseas ■ Malaysia



PBB Group is a full financial services group providing a wide range of services in Malaysia and in six other countries / locations

## Overview of PBB Group

	Malaysia	Hong Kong & China	Cambodia	Vietnam	Laos	Sri Lanka	Singapore
Banking, financing and related services	Public Bank (Hldg Co) Public Islamic Bank (100%) Public Bank Labuan (100%) (Offshore)	Public Bank (HK) (73.2%) Public Finance (73.2%) Winton Financial (73.2%)	Cambodian Public Bank (100%)	Public Bank Vietnam (100%)	Public Bank Lao (100%)	Public Bank Branches	
Investment banking/ stockbroking	Public Investment Bank (100%)	Public Securities (73.2%)	Campu Securities (100%)	Public Bank Securities Vietnam (100%)			
Wealth Management	Public Mutual (100%)						
Insurance/ Takaful business	AIA PUBLIC Takaful (30%) LPI Capital (44.15%)		Campu Lonpac Insurance (55%)				LPI Capital - Lonpac Branch
Property holding	Public Holdings (100%)						



# Business Delivery Channel

	2023	2024	Sep-25
<b>Malaysian Operations</b>			
Public Bank - Domestic	260	260	260
- Overseas	7	3*	3*
Public Islamic Bank	4	4	4
Public Mutual	28	28	28
Public Investment Bank	1	1	1
Lonpac Insurance	-	22^	22^
<b>Hong Kong &amp; China Operations</b>			
Public Finance	40	40	40
Public Bank (HK) - Hong Kong	30	30	29
- China	5	5	5
Winton (B.V.I) Group	3	3	3
<b>Indo-China Operations</b>			
Cambodia Public Bank	32	32	32
Public Bank Vietnam	40	40	40
Public Bank Lao	-	4*	4*
	<b>450</b>	<b>472</b>	<b>471</b>



**>21,000**  
Staff



**>2,000**  
Self Service Terminals

**MyPB** Internet / Mobile Banking

**PB enterprise** Internet / Mobile Banking

\* Public Bank Lao officially commenced business operations on 1 January 2024 as a full fledge banking subsidiary, with the opening of 4 domestic branches converted from Public Bank Berhad's 4 overseas branches

^ LPI Capital Berhad's physical distribution channel includes 21 Lonpac branches across Malaysia and 1 in Singapore



# Strategic Direction

<b>Corporate Mission</b>	To <b>sustain the position</b> of being the <b>most efficient, profitable</b> and <b>respected</b> premier financial institution in Malaysia
<b>Strategic Focus</b>	To pursue <b>synergistic growth</b> in the <b>retail banking business</b> , focusing on domestic consumer banking and SME lending

## Key Value Driver

<u>Business Pillars</u>			
➤ Lending Business	➤ Non-interest Income	➤ Treasury Operations	➤ Investment Banking
➤ Deposit-Taking Business	➤ Corporate Banking	➤ Islamic Banking Business*	➤ Overseas Operations

## Strategic Direction

<u>Delivering sustainable returns to shareholders</u>	<u>Enhancing customer experience</u>	<u>Increased focus on sustainability</u>
<p><b>Increase profitability by focusing on areas of strength</b></p> <ul style="list-style-type: none"> <li>▪ Focus on <b>synergistic growth</b></li> <li>▪ Preserve <b>asset quality</b></li> <li>▪ Maintain <b>cost discipline</b></li> <li>▪ Uphold <b>strong corporate governance</b></li> </ul> <p><b>Enhance capital strength and risk management</b></p> <ul style="list-style-type: none"> <li>▪ Maintain an appropriate balance between <b>optimising returns to shareholders</b> and <b>upholding prudent capital management</b></li> <li>▪ Compliance with <b>regulatory requirements</b></li> <li>▪ Maintenance of <b>strong external credit ratings</b> by domestic and international rating agencies</li> <li>▪ Sustain <b>healthy liquidity position</b></li> </ul>	<p><b>Solidify customer loyalty and trust</b></p> <ul style="list-style-type: none"> <li>▪ Uphold <b>service quality</b></li> <li>▪ <b>Ethical banking</b></li> <li>▪ Enhance <b>data security</b></li> </ul> <p><b>Digital transformation</b></p> <ul style="list-style-type: none"> <li>▪ Embrace digital transformation to meet customers' evolving needs</li> </ul> <p><u>Developing employees</u></p> <p><b>Build capabilities for the future</b></p> <ul style="list-style-type: none"> <li>▪ Nurture talents</li> <li>▪ Employee health and safety, and well-being</li> <li>▪ Diversity and inclusion</li> </ul>	<p><b>Transition to a sustainable future</b></p> <ul style="list-style-type: none"> <li>▪ Support the <b>transition to a climate resilient future</b></li> </ul> <p><b>Financial inclusion and accessibility</b></p> <ul style="list-style-type: none"> <li>▪ Expand <b>financial inclusion</b> and <b>support the community's financial needs</b></li> </ul> <p><b>Community contribution</b></p> <ul style="list-style-type: none"> <li>▪ Contribute to <b>nation building</b></li> <li>▪ Nurture future generations</li> <li>▪ Strengthen communities through <b>volunteerism and charitable donations</b></li> </ul>



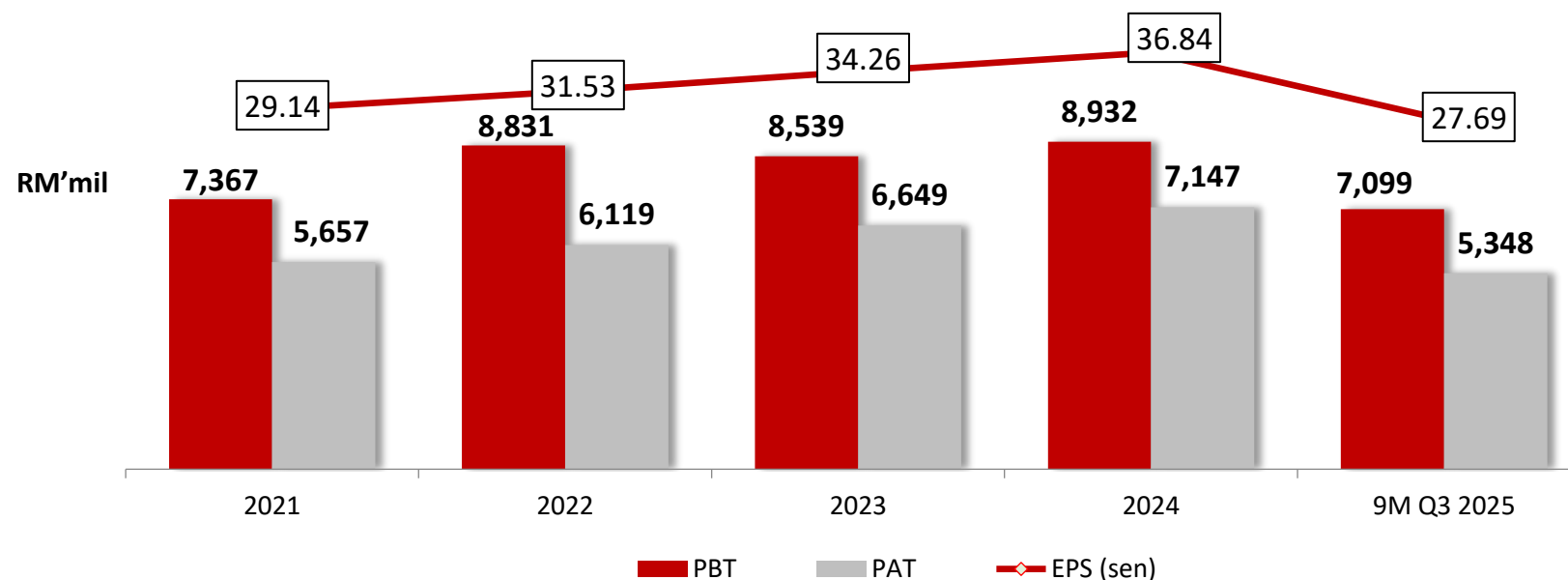
Improve IT Application	Enhance Human Capital Development	Uphold Service Quality	Strengthen Compliance	Prudent Risk Management
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# Resilient Profitability

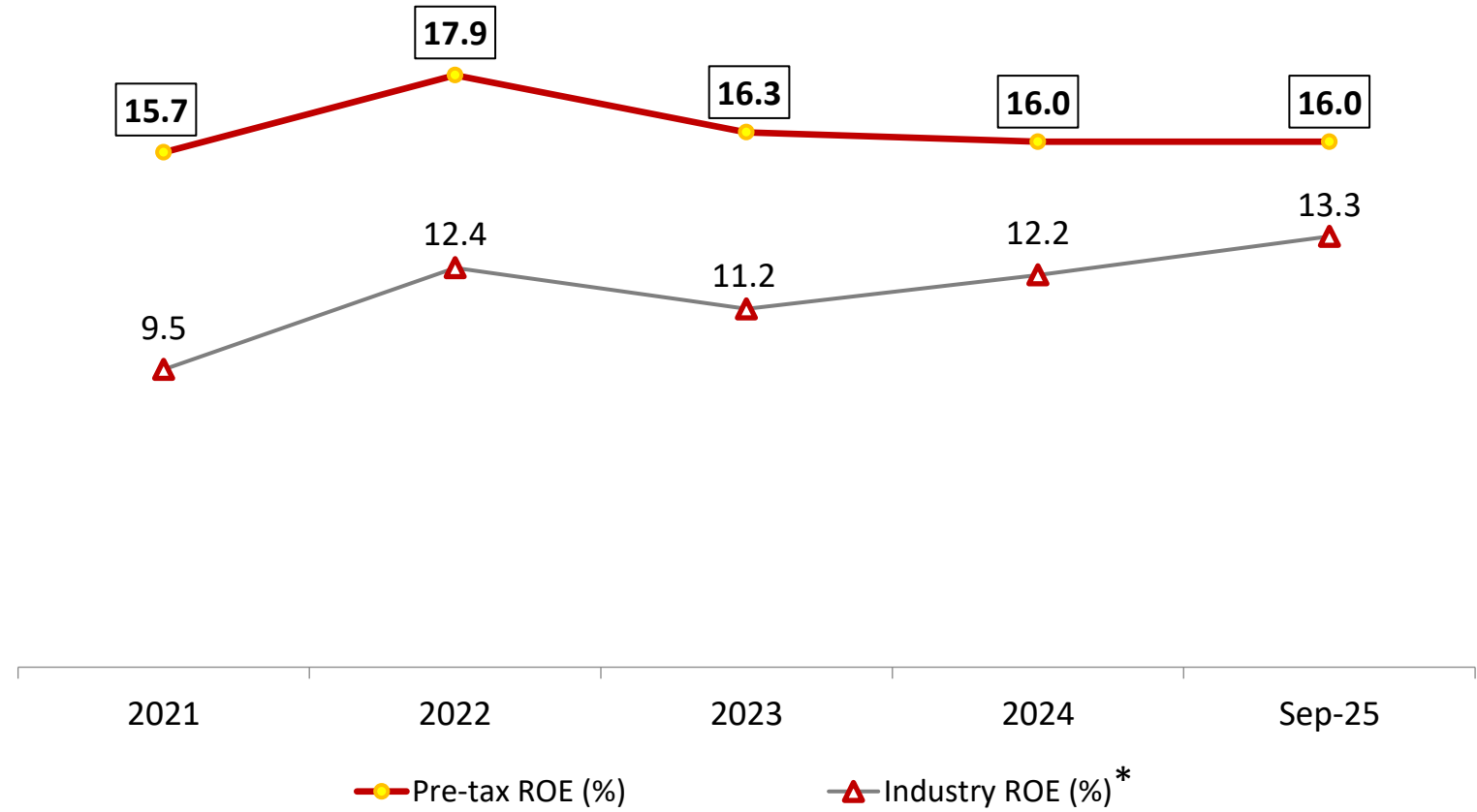
	RM'mil						y-o-y growth (%)				
	2020	2021	2022	2023	2024	9M Q3 2025	2021	2022	2023	2024	9M Q3 2025
Pre-tax profit	6,285	7,367	8,831	8,539	8,932	7,099	17.2	19.9	-3.3	4.6*	3.5
Net profit	4,872	5,657	6,119	6,649	7,147	5,348	16.1	8.2	8.7	7.5	0.01

\* Excluding the one-off impairment of goodwill of RM473.8 million incurred for the Group's Hong Kong operations, the Group's PBT grew 10.1% in 2024.





# Above- industry Return on Equity (ROE)



\*Source: Bank Negara Malaysia



# 9M 3Q 2025 Key Highlights

## Income Statement

	9M Q3 2025	9M Q3 2024	Change
Profit before tax	RM7,099 mil	RM6,861 mil	3.5%
Net profit attributable to shareholders	RM5,348 mil	RM5,348 mil	0.01%
Earnings per share	27.69 sen	27.55 sen	0.5%

## Balance Sheet

	September 2025	December 2024	Change
Total asset	RM555.6 bil	RM542.9 bil	3.1%*
Loan:			
- Group	RM441.2 bil	RM424.2 bil	5.4%*
- Domestic	RM416.0 bil	RM397.7 bil	6.1%*
Deposit:			
- Group	RM446.2 bil	RM433.3 bil	4.0%*
- Domestic	RM416.0 bil	RM403.5 bil	4.1%*

\*Annualised growth










## Financial Indicators (%)

	September 2025	December 2024
Net return on equity	12.6	13.2
Cost to income ratio	34.9	34.5
Gross impaired loans ratio	0.52	0.52
Gross loan to fund ratio	95.0	94.3
Gross loan to fund and equity ratio	83.9	83.2
Loan loss coverage	154.8	166.2
Common equity Tier I capital ratio	13.8	14.3 <sup>π</sup>
Tier I capital ratio	13.8	14.3 <sup>π</sup>
Total capital ratio	16.5	17.1 <sup>π</sup>

<sup>π</sup> After deducting dividends declared subsequent to end of period / year

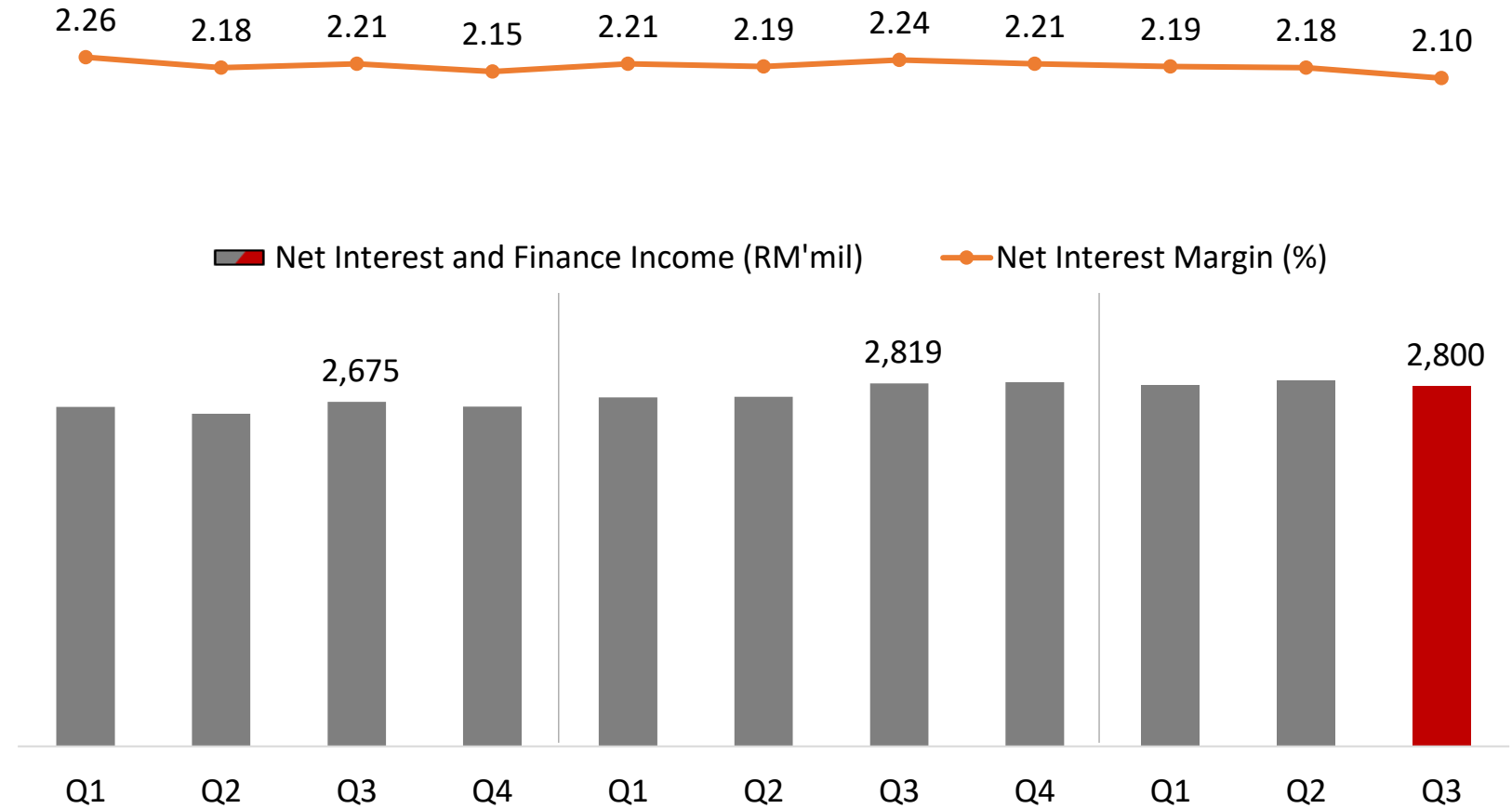


## Segmental Profit

Profit before tax by Operating Segments							
(RM'mil)	Composition	9M Q3 2024	9M Q3 2025	y-o-y	Q2 2025	Q3 2025	q-o-q
Retail operations	 48%	3,461.4	<b>3,397.8</b>	-1.8%	1,124.3	<b>1,188.3</b>	5.7%
Hire purchase	 7%	570.4	<b>537.8</b>	-5.7%	192.1	<b>148.6</b>	-22.7%
Fund management	 9%	640.5	<b>624.5</b>	-2.5%	195.3	<b>221.2</b>	13.2%
Corporate lending	 9%	554.1	<b>631.8</b>	14.0%	207.0	<b>231.4</b>	11.8%
Treasury operations	 3%	232.1	<b>223.6</b>	-3.7%	93.5	<b>85.8</b>	-8.2%
General Insurance	 4%	N/A	<b>308.2</b>	N/A	105.7	<b>110.6</b>	4.6%
Investment banking	 1%	75.7	<b>49.5</b>	-34.7%	12.2	<b>19.3</b>	58.6%
Others	 14%	1,001.5	<b>978.3</b>	-2.3%	326.5	<b>304.8</b>	-6.7%
Overseas operations	 5%	325.0	<b>347.3</b>	6.9%	77.0	<b>142.6</b>	85.1%
<b>Profit before tax</b>	<b>100%</b>	6,860.7	<b>7,098.8</b>	3.5%	2,333.6	<b>2,452.6</b>	<b>5.1%</b>











# Net Interest Income & Margin



	2023	2024	9M Q3 2025
Year Average NIM	2.20%	2.21%	2.16%







## Non-Interest Income

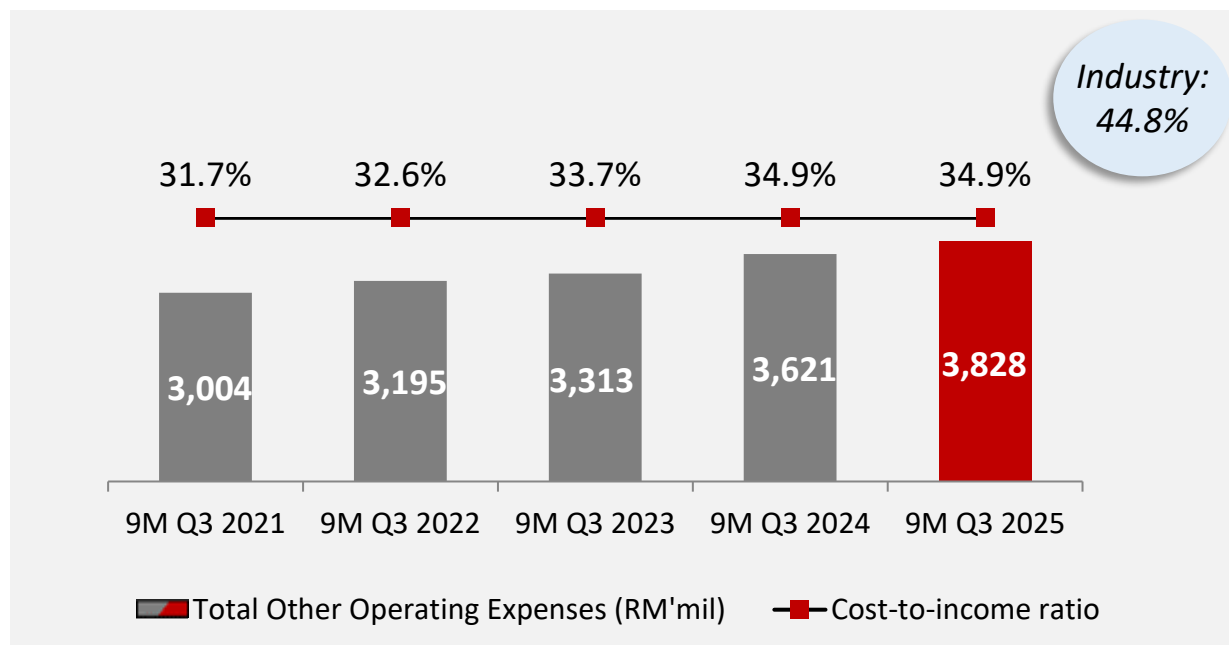
(RM'mil)	Composition	9M Q3 2024	9M Q3 2025	y-o-y	Q2 2025	Q3 2025	q-o-q
<b>Net fee and commission</b>		<b>1,648.3</b>	<b>1,633.5</b>	<b>-0.9%</b>	<b>525.6</b>	<b>565.0</b>	<b>7.5%</b>
Of which: - Unit trust income		920.9	928.8	0.9%	285.0	332.9	16.8%
- Fee & commission income		566.3	579.8	2.4%	198.7	195.3	-1.7%
- Stockbroking income		161.1	124.9	-22.5%	42.0	36.8	-12.4%
<b>Net gains and losses on financial instruments</b>		<b>73.8</b>	<b>196.6</b>	<b>&gt;100.0%</b>	<b>73.4</b>	<b>89.2</b>	<b>21.6%</b>
<b>Other operating income</b>		<b>336.2</b>	<b>372.9</b>	<b>10.9%</b>	<b>101.7</b>	<b>144.7</b>	<b>42.3%</b>
Of which: - Foreign exchange income		261.7	301.2	15.1%	95.2	110.9	16.5%
- Others		74.5	71.7	-3.9%	6.5	33.8	>100.0%
Income from general insurance business		N/A	<b>234.6</b>	N/A	<b>77.4</b>	<b>88.5</b>	<b>14.4%</b>
<b>Non-interest income</b>		<b>2,058.3</b>	<b>2,437.6</b>	<b>18.4%</b>	<b>778.1</b>	<b>887.4</b>	<b>14.0%</b>
<b>Islamic non-financing income</b>		<b>67.8</b>	<b>93.0</b>	<b>37.2%</b>	<b>31.2</b>	<b>37.2</b>	<b>19.0%</b>
<b>Total non-interest / non-financing income</b>	<b>100%</b>	<b>2,126.1</b>	<b>2,530.6</b>	<b>19.0%</b>	<b>809.3</b>	<b>924.6</b>	<b>14.2%</b>
<b>Total non-interest income/Total income*</b>		<b>20.5%</b>	<b>23.1%</b>		<b>22.2%</b>	<b>24.8%</b>	

\* These ratios include non-financing income from Islamic banking business



# Other Operating Expenses

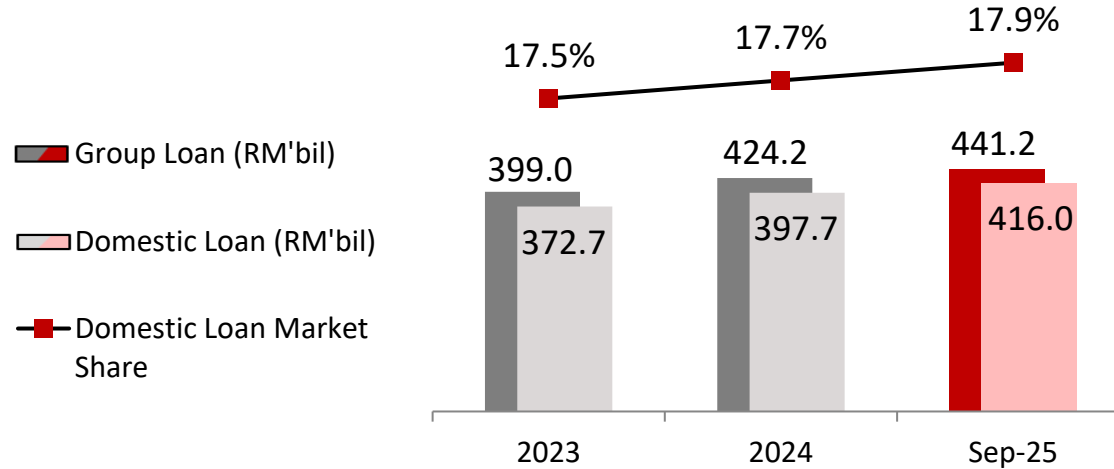
(RM'mil)	Composition	9M Q3 2024	9M Q3 2025	y-o-y	Q2 2025	Q3 2025	q-o-q
Personnel costs	 73%	2,658.8	2,789.3	4.9%	930.1	926.8	-0.4%
Establishment costs	 17%	650.6	649.4	-0.2%	218.3	222.3	1.9%
Marketing expenses	 3%	90.8	105.1	15.8%	36.3	39.2	8.2%
Administration and general expenses	 7%	221.3	283.8	28.2%	114.8	80.3	-30.1%
<b>Total other operating expenses</b>	<b>100%</b>	<b>3,621.5</b>	<b>3,827.6</b>	<b>5.7%</b>	<b>1,299.5</b>	<b>1,268.7</b>	<b>-2.4%</b>





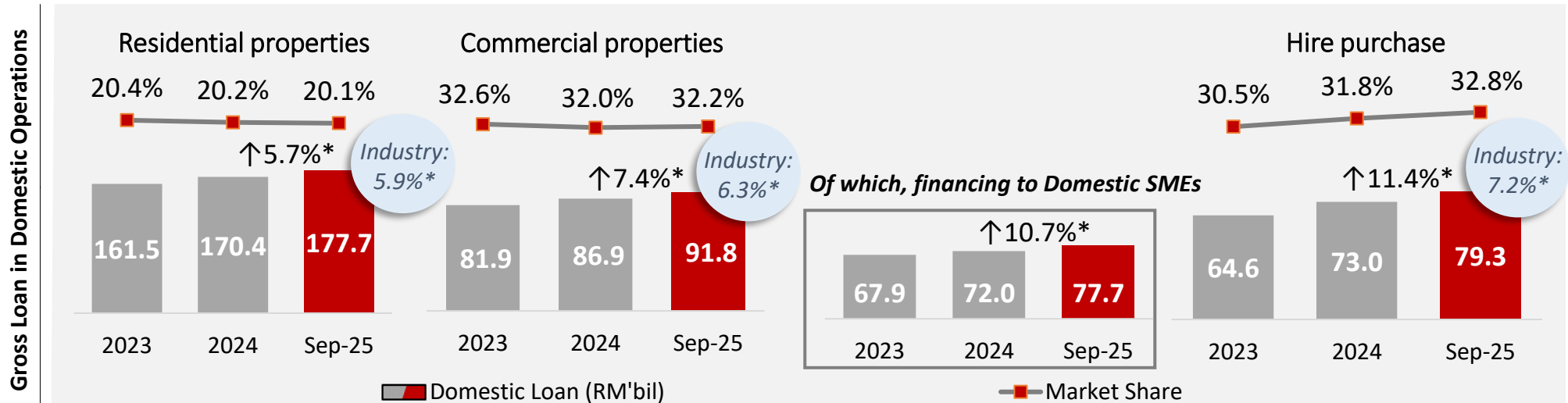
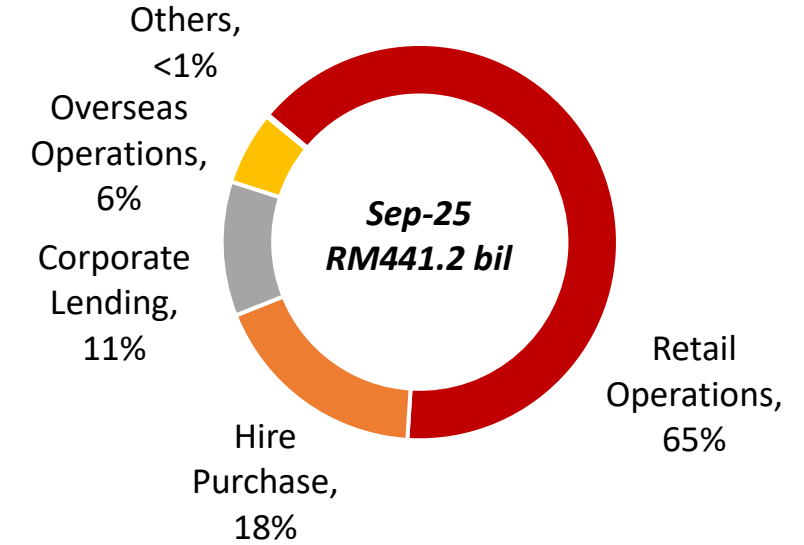
# Loan Growth

## Loans – Outstanding Balance and Market Share



Group Loan Growth	5.9%	6.3%	5.4%*
Domestic Loan Growth	5.9%	6.7%	6.1%*
Domestic Industry Average	5.3%	5.5%	4.5%*

## Loans – By Segment

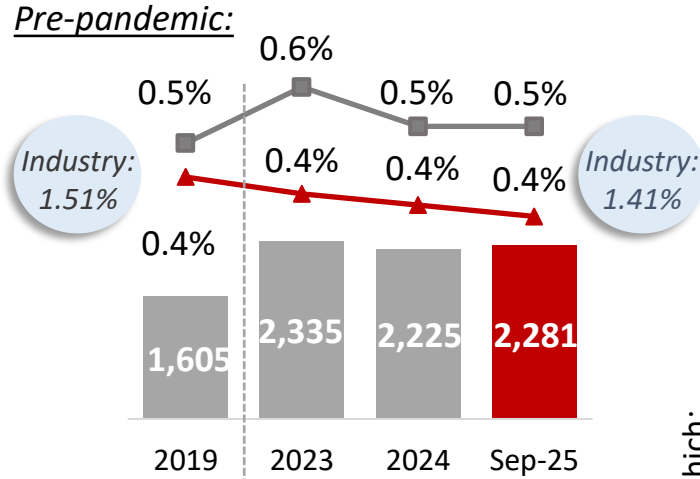


\* Annualised growth



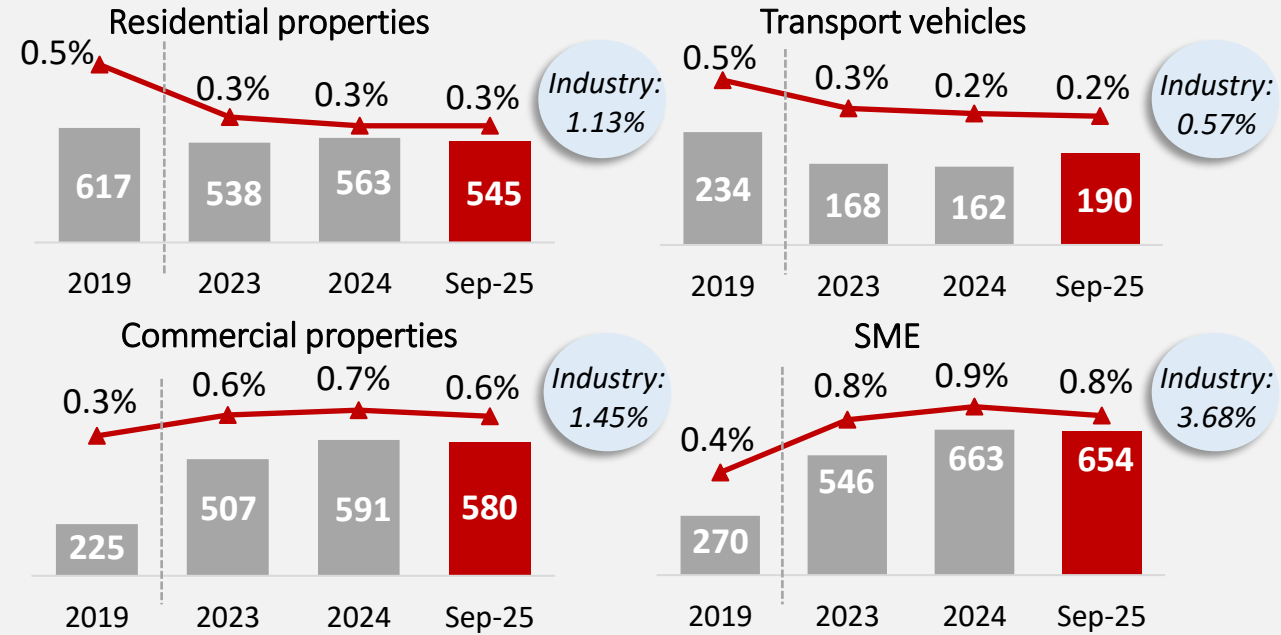
# Asset Quality

## Group Gross Impaired Loans



Of which:

## Domestic Operations

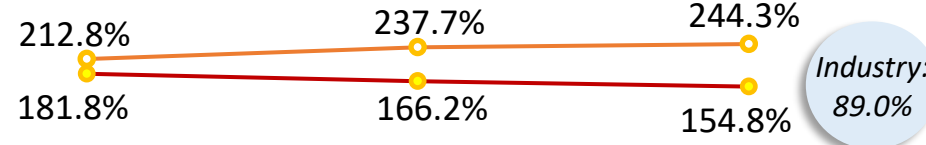


■ Gross Impaired Loans (RM'mil)

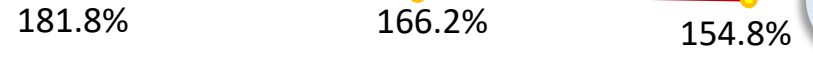
■ Group Gross Impaired Loans Ratio (%)

▲ Domestic Impaired Loans Ratio (%)

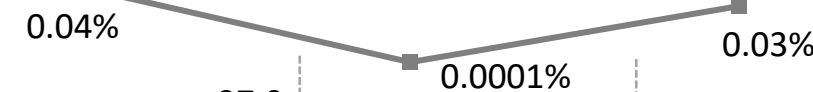
Loan loss coverage (include regulatory reserve)



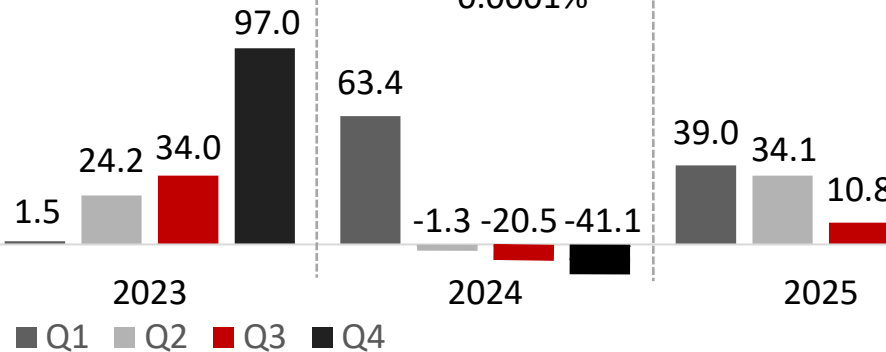
Loan loss coverage



Credit cost ratio



Loan impairment allowances (RM'mil)



## Ageing analysis of total domestic loans

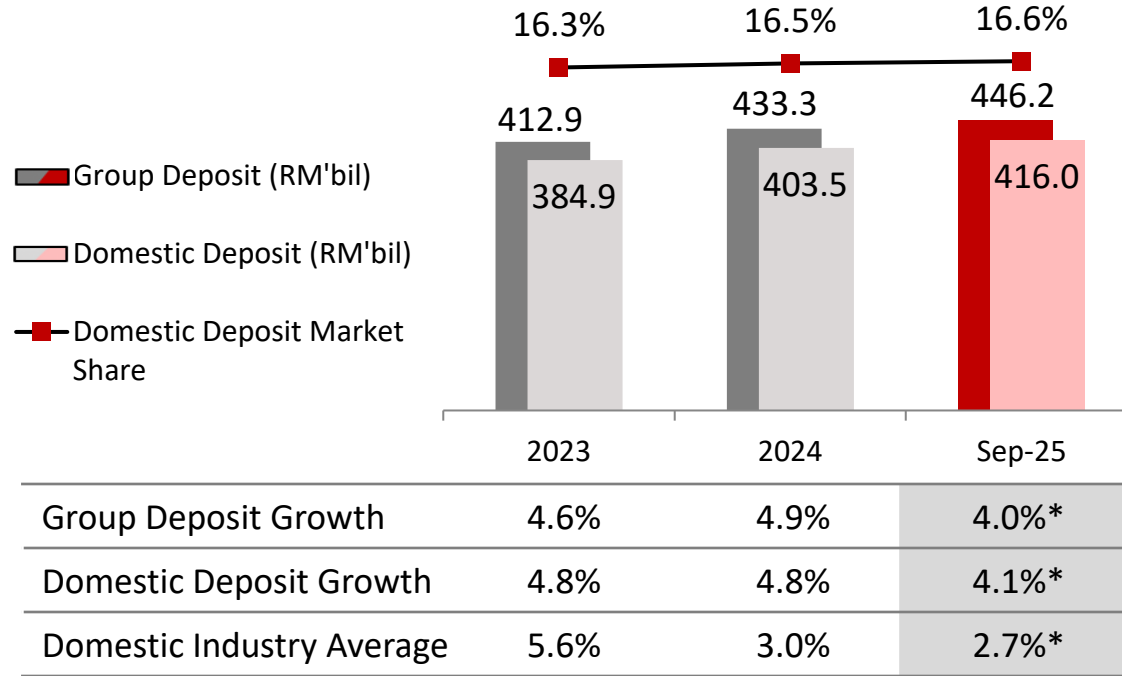
### % Ageing Profile of Past Due Loan / Financing

	Pre-pandemic		At present	
	2018	2019	2024	Sep-25
1 mth to <2 mths	2.6%	2.2%	1.3%	0.9%
2 mths to <3 mths	1.0%	1.0%	0.2%	0.2%
>3 mths	0.4%	0.4%	0.4%	0.4%
<b>Total &gt;1 mth</b>	<b>4.0%</b>	<b>3.6%</b>	<b>1.9%</b>	<b>1.5%</b>

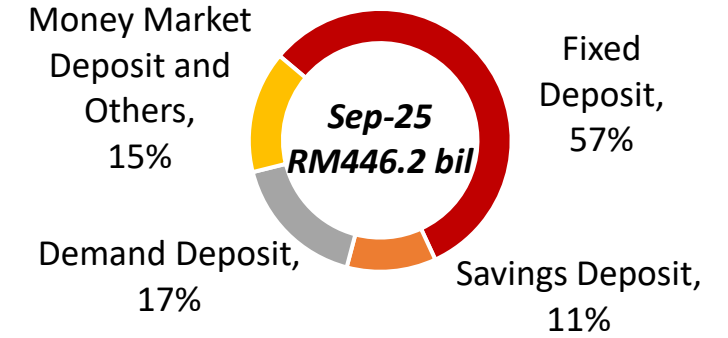


# Deposit Growth

## Deposit – Outstanding Balance and Market Share

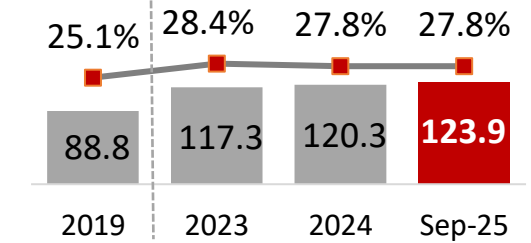


## Deposit – By Type

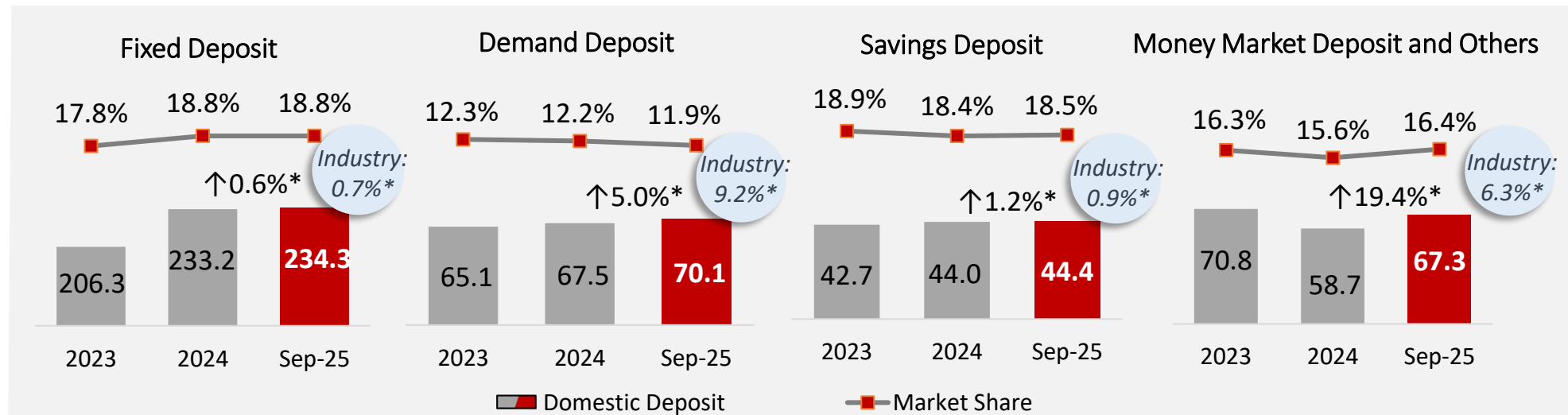


## Group CASA ratio

Pre-pandemic:



Total Deposit in Domestic Operations

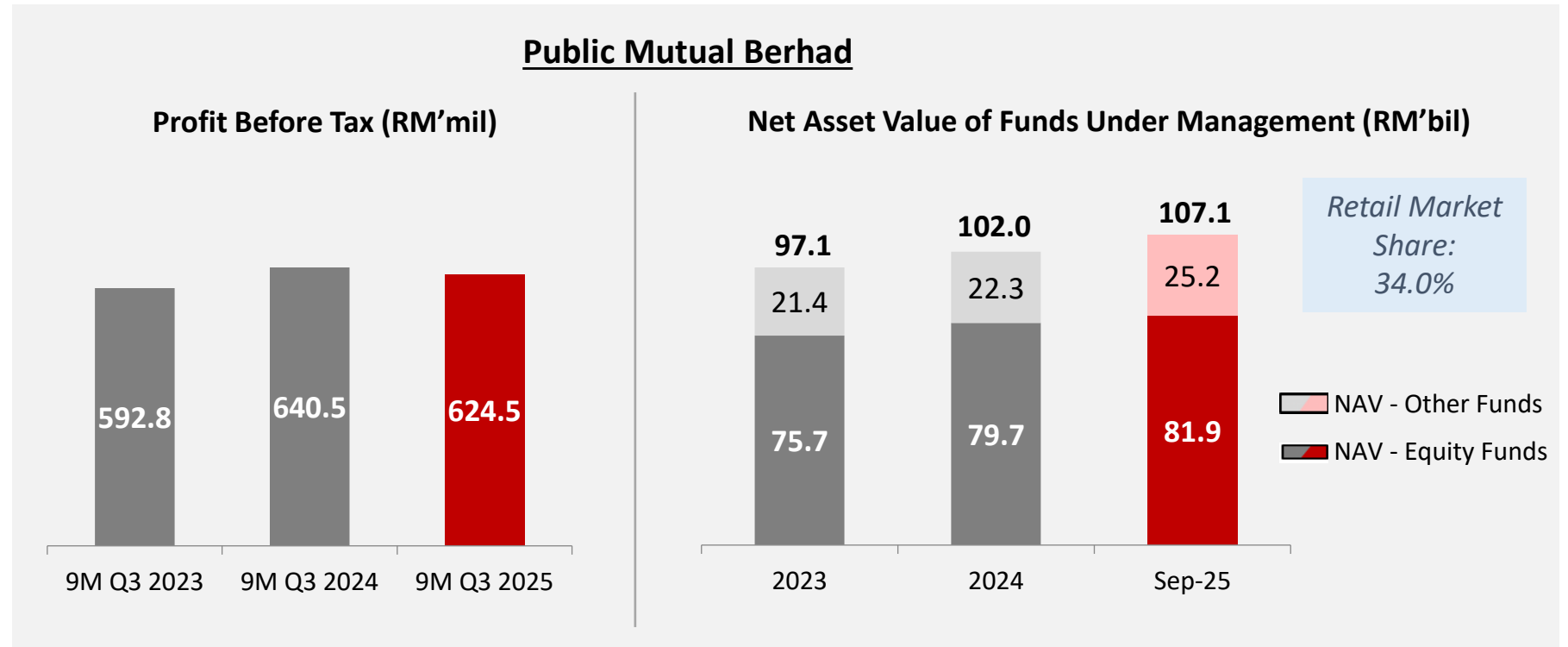


\* Annualised growth

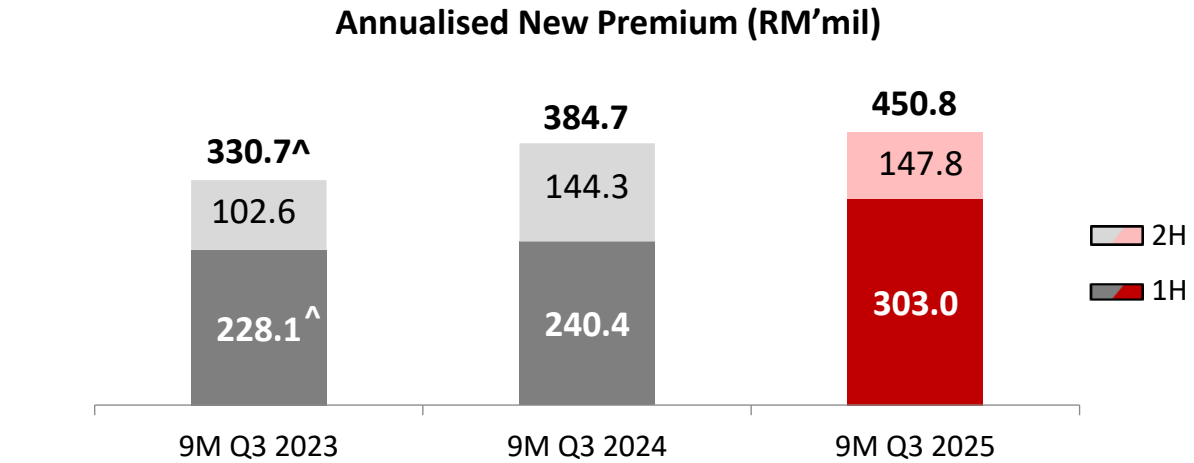


# Wealth Management

Of which: Unit Trust Business



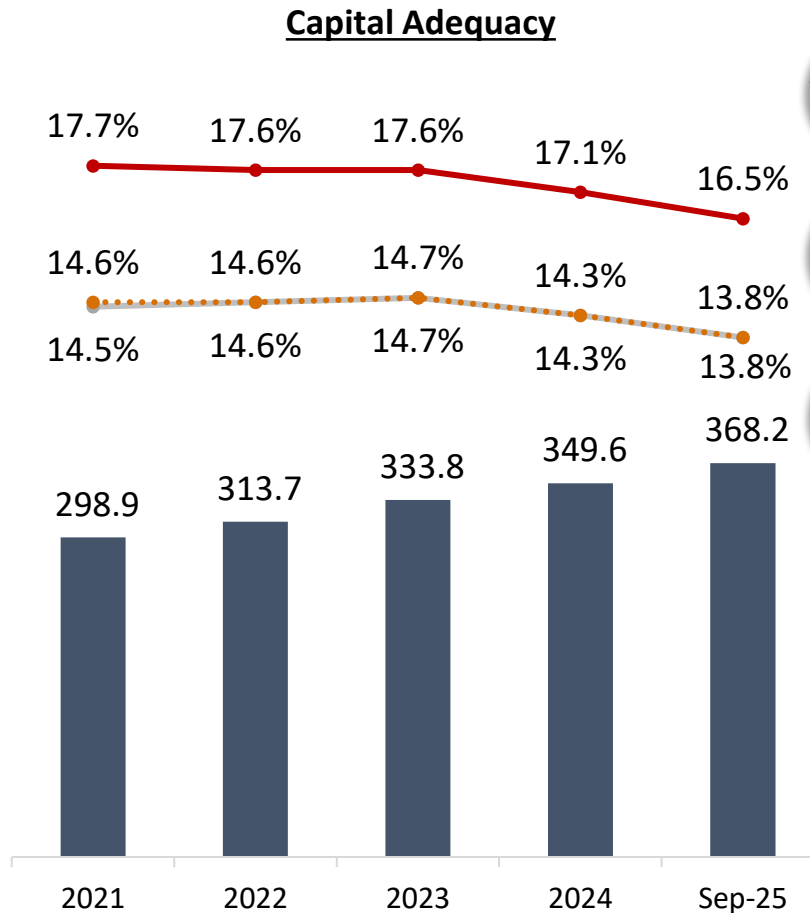
Of which: Bancassurance Business



<sup>^</sup> Restated



# Capital & Liquidity Position

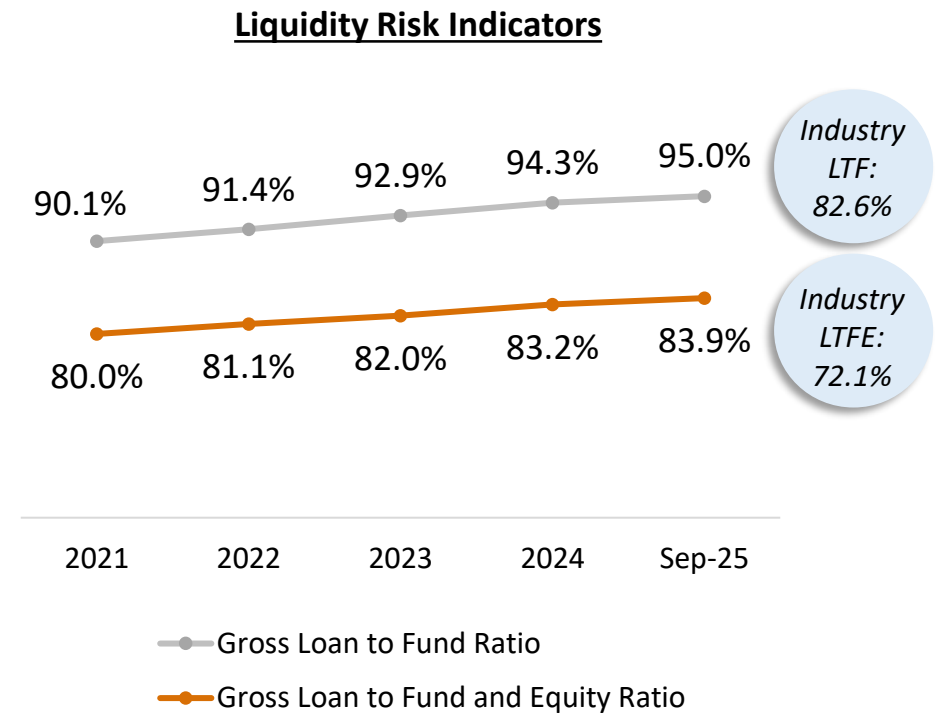


Industry Total capital: 17.9%

Industry Tier I: 14.6%

Industry CET I: 14.2%

	Basel III Requirement*
Common Equity Tier I Capital	7.5%
Tier I Capital	9.0%
Total Capital	11.0%



\* The Basel III capital ratio requirements are inclusive of:

- (i) 2.5% capital conservation buffer
- (ii) Domestic Systemically Important Bank (DSIB) buffer of 0.5% imposed on PBB as announced by BNM, which was effective on 31 Jan 2021

Note: PBB did not opt for the BNM transitional arrangement on capital relief



## Targets & Achievements

The Public Bank Group's achievement vs key performance targets are as follows:

Key Performance Benchmarks		
	FY2025 Targets	September 2025 Achievement
Net Return on Equity	12.5% – 13.0%	12.6%
Cost to Income Ratio	~35%	34.9%
Gross Impaired Loan Ratio	<1%	0.52%
Loan Growth		
– Group	5% – 6%	5.4%
– Domestic		6.1%



## Summary

- Profitable retail franchise
  - Domestic and Indo-China markets
  - Strong market share standing
  - Affluent and quality retail customer base for lending and wealth management business
- Unbroken profit track record and sustained strong asset quality
- Valuable PB Brand and retail franchise
- Proactive capital management
- Large market capitalisation
  - High liquidity and high free-float
- Proven management record in execution
- Strong working commitment and excellent career environment



## Appendix

		RM'mil	2019	2021	2022	2023	2024	Sep-25
Profitability	Operating profit		7,283	8,579	9,203	8,678	9,183	7,149
	Profit before tax		7,134	7,367	8,831	8,539	8,932	7,099
	Net profit		5,512	5,657	6,119	6,649	7,147	5,348
Shareholder Value	Earnings per share (sen)		28.39	29.14	31.53	34.26	36.84	27.69
	Net assets per share (RM)		2.25	2.48	2.59	2.82	2.97	3.02
	Dividend per share (sen)		14.6	15.2	17.0	19.0	21.0	N/A
	Dividend payout ratio (%)		51.4	52.2	53.9	55.5	57.0	N/A
Key Balance Sheet Data	Total assets		432,831	462,739	493,263	510,598	542,863	555,638
	Gross loan		330,468	358,027	376,892	398,997	424,171	441,239
	Domestic loan		307,164	334,646	352,065	372,697	397,656	415,980
	Deposit from customers		353,340	380,394	394,719	412,897	433,264	446,209
	Domestic deposit		325,199	352,615	367,144	384,918	403,481	416,019
	Core customer deposit		294,646	325,770	335,570	342,033	374,500	378,921
	Shareholders' equity		43,594	48,163	50,179	54,674	57,335	58,251
	Common equity Tier I capital <sup>π</sup>		37,406	43,428	45,648	48,911	49,835	50,845
	Tier I capital <sup>π</sup>		37,564	43,587	45,806	48,971	49,895	50,902
	Total capital <sup>π</sup>		46,571	52,878	55,256	58,624	59,677	60,904
Risk-weighted assets		277,906	298,890	313,678	333,774	349,571	368,162	

<sup>π</sup> After deducting dividends declared subsequent to end of period / year



## Appendix

	%	2019	2021	2022	2023	2024	Sep-25	Industry <sup>b</sup>
Profitability Ratios	Net interest margin on yielding assets	2.15	2.22	2.39	2.20	2.21	2.16	N/A
	Net return on equity <sup>+</sup>	13.6	12.4	12.8	13.0	13.2	12.6	10.3
	Pre-tax return on average assets	1.7	1.6	1.8	1.7	1.7	1.7	1.5
	Cost to income ratio	34.4	31.6	31.5	33.7	34.5	34.9	44.8
	Non interest income/Total income*	22.7	22.0	18.5	19.6	21.0	23.1	38.3
Liquidity	Gross loan to fund ratio <sup>~</sup>	88.9	90.1	91.4	92.9	94.3	95.0	82.6 <sup>^</sup>
	Gross loan to fund and equity ratio <sup>~</sup>	79.2	80.0	81.1	82.0	83.2	83.9	72.1 <sup>#</sup>
Asset Quality	Gross impaired loans ratio	0.49	0.31	0.42	0.59	0.52	0.52	1.41
	Loan loss coverage ratio	124.1	360.7	272.0	181.8	166.2	154.8	89.0
	Credit cost ratio	0.05	0.34	0.10	0.04	0.00	0.03	0.16 <sup>~</sup>
Capital Adequacy	Common equity Tier I capital ratio <sup>π</sup>	13.5	14.5	14.6	14.7	14.3	13.8	14.2
	Tier I capital ratio <sup>π</sup>	13.5	14.6	14.6	14.7	14.3	13.8	14.6
	Total capital ratio <sup>π</sup>	16.8	17.7	17.6	17.6	17.1	16.5	17.9
Market Share	<u>Domestic market share</u>							
	Commercial property financing	35.0	34.2	33.4	32.6	32.0	32.2	N/A
	Residential property financing	19.9	20.5	20.6	20.4	20.2	20.1	N/A
	Passenger vehicle financing	29.4	29.9	30.2	30.5	31.8	32.8	N/A
	Domestic loans	17.3	17.4	17.4	17.5	17.7	17.9	N/A
	Domestic deposits	16.5	16.2	16.3	16.3	16.5	16.6	N/A
	Retail private unit trust	35.0	34.6	35.4	35.9	34.7	34.0	N/A

<sup>+</sup> Based on average equity adjusted with proposed dividend, if any

<sup>~</sup> Gross loans exclude loans/financing sold to Cagamas. Funds include deposits from customers and debt securities issued and other borrowed funds

<sup>^</sup> Loans exclude loans extended to banking institutions

<sup>#</sup> Equity comprises ordinary and preferred shares and retained earnings

<sup>π</sup> After deducting dividends declared subsequent to end of year / period

<sup>b</sup> Based on latest available industry statistics

<sup>~</sup> Average of the top 8 local banks as at Jun'25

<sup>\*</sup> Include non-financing income from Islamic banking business



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