



AEON CREDIT SERVICE

Q4 FYE25 Financial Results

8 April 2025

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KEY HIGHLIGHTS

Economic Outlook and Financial Results Overview

Robust revenue growth supported by stable economic outlook; Lower PAT attribute to higher operating expenses and share of losses from associate



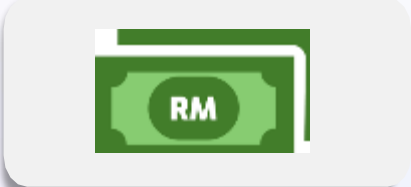
Malaysia GDP
5.0% 4Q24



Inflation Rate
1.5% Feb25



Unemployment Rate
3.1% Jan25



OPR
3.0%

Economic Outlook

- Domestic demand growth on increased consumer spending, rising minimum wages and continued private investment growth across key economic corridor nationwide

FYE25 Result



Total Revenue
RM2.2 BIL
+15.1% YoY



Operating Profit
RM581.8 MIL
0.0% YoY



Profit After Tax
***RM370.6 MIL**
-12.6% YoY



ROE
13.6%
-3.1% YoY



Total Loan Growth
+15.4% YoY

AEON Credit

- Strengthening our presence in the middle-income group remains a key strategy in enhancing asset quality
- Our loan growth driven by economic growth and rising demand
- Credit costs rose due to inflationary pressure affecting payment behaviours

* Share of result of associate losses of RM68.3 mil

FYE25 Indicators

Continual delivery of sustainable returns to shareholders



	FYE21	FYE22	FYE23	FYE24	Actual FYE25	Indicators FYE25	TARGET FYE2026	Remark
Loan Growth	-3.0%	-2.2%	9.9%	12.9%	15.4% 	±10%	±10%	<ul style="list-style-type: none"> Attributed to digital onboarding initiatives and growth strategy to acquire M40 customer
Cost-to-Income (exclude IL)	30.2%	32.0%	28.7%	28.3%	28.2% 	< 30%	< 30%	<ul style="list-style-type: none"> Revenue increased underpinned by higher loan growth CIR expansion in-line with sales and revenue growth activities
ROE	13.8%	19.2%	18.8%	16.7%	13.6% 	± 13%*	± 12%*	<ul style="list-style-type: none"> Higher revenue was compensated with higher operating expenses and accounts of losses of associate
Dividend Payout Ratio	31.9%	33.9%	30.3%	34.0%	39.6% 	> 30%* of PAT	> 30%* of PAT	<ul style="list-style-type: none"> Proposed final dividend of 14.50 sen per share Full year dividend amounts to 28.75 sen per share including interim dividend

• Incorporating proportionate share of AEON Bank results for FYE25

FYE25 – Business Expansion via Channels and Customer development

Improvement in market share underpinned by effective marketing strategies and onboarding initiatives



Plans

- Enhanced Vehicle Financing scheme for premium brand models to drive quality receivables
- Payment Business focused on middle-income group customers through AEON Group collaboration campaigns and privilege enhancement
- Continually driving digital onboarding awareness for Personal Financing and Credit Card



Actions



AEON Lounge and branches revamped

Branding



Features Revamped & AEON Group collaboration

Digital Onboarding



Digital Onboarding d and pre-assessment for Easy Payment

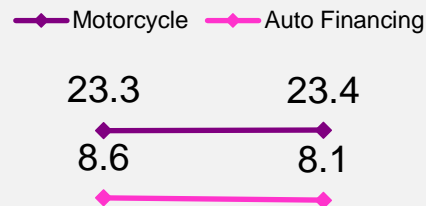
Premium Products



Premium product scheme for Vehicle Financing

Our Achievements

Market Share (%)

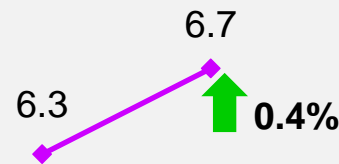


FYE24

FYE25

Vehicle Financing

Market Share (%)

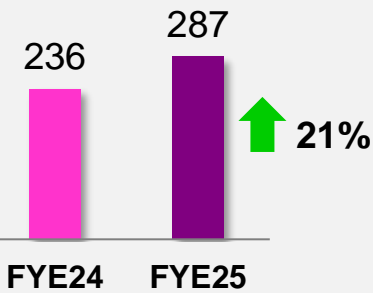


FYE24

FYE25

Personal Financing

Number of Cards (000)



FYE24

FYE25

Credit Card

NPS

NPS improved to +46 in Aug24



FEB24

AUG24

Net Promoter Score (NPS)

FYE25 – Building AEON Living Zone

“Malaysian Essential Lifestyle App” for seamless shopping and financing solutions



AEON Wallet UI/UX Update



Plans

- To integrate financial services and retail function in one application, to support a broader range of financial services
- Conversion of AEON Wallet to AEON Group membership app via common ID and loyalty programme
- To improve customer retention and increase membership acquisition



Actions

- AEON Wallet was enhanced in Jul24 to enable instant membership, virtual card issuance and AEON Group’s promotional offers
- Self-onboarding applications increased to 39% following the upgrade of AEON Wallet. We will continue drive the usage of digital onboarding and e-KYC
- To materialise the AEON Living Zone, a joint project with AEON Co established to build a unified customer data and loyalty program



**113k Virtual
cards issued
since Aug24**

Virtual Card Issuance

**39%
LY:+14%**

Self-onboarding

**599k
LY:+41%**

New Sign-up User

1.2M

New Wallet Members

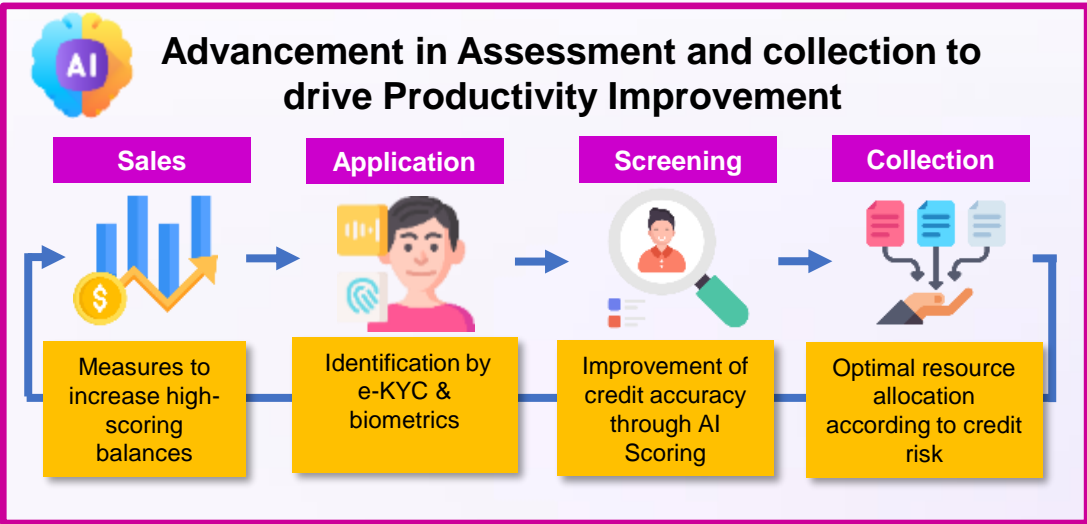
2.8M

AMP Membership

FYE25 – Digitalise Assessment and Collection Process



Accelerating automation to enhance customers’ digital experience

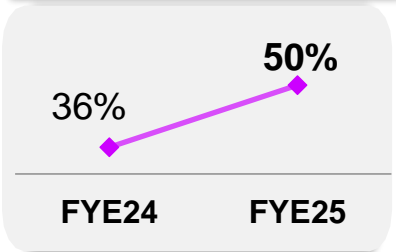


- Plans**
- Enhanced credit assessment process via AEON FinPlus membership ensuring seamless customer experience
 - Enhanced portfolio management and refined criteria for low performance products
 - Established e-KYC utilisation strategy to improve the take-up rate

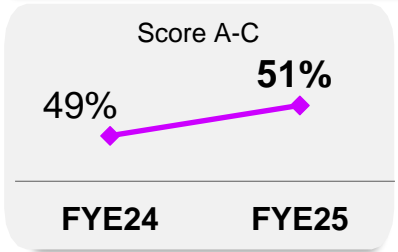
- Assessment Actions**
- Integration of Optical Character Recognition (“OCR”) solution, eliminating manual staff checks further improved auto-approval ratio
 - Credit risk improvement via score modelling and FinPlus membership criteria

- Collection Actions**
- Launched of New collection system in Dec24, increased 33% staff productivity

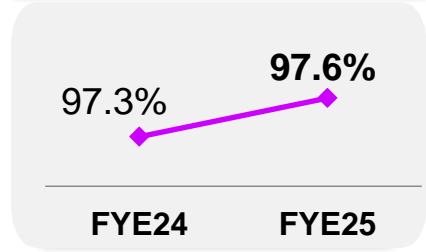
Auto Judge Ratio



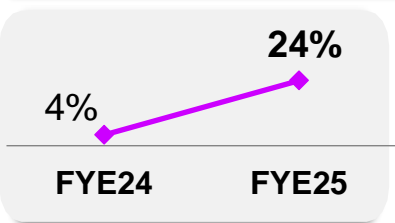
Portfolio Shift



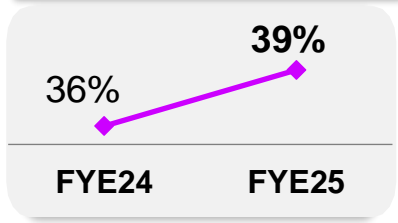
Collection Result



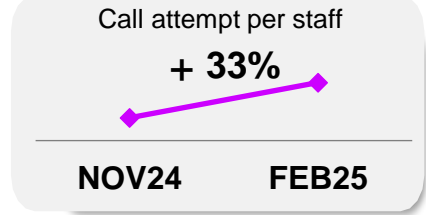
Auto Approval Ratio



Assessment Productivity



Collection Productivity



Note: AEON FinPlus membership categorised member to tiers based on customer historical usage to promote cross selling and auto approval

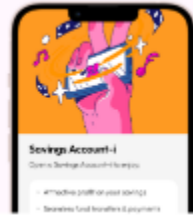
FYE25 – AEON Bank Progress

Expanding AEON Living Zone with Strategic Initiatives



Personal Banking

FYE25



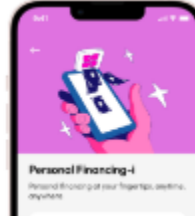
Savings/Deposits-i

- 0.88% p.a for savings Account-i
- 3.00% p.a for Saving Pot



Loyalty Program

- AEON membership plus
- Neko Mission collaboration campaign



Personal Financing-i

- Up to RM10,000
- Up to 24 months



Term Deposit-i

- To be launched in FYE26

FYE26 onward

Business Banking

- Target to launch of business current account and term deposit-i FYE26

Cross Selling

- Cross sell AEON bank CASA account via AEON Credit's channels



Where Are We now

RM 336 mil **deposit balance**
66% Customer **new to AEON**

Acquisition Strategies

- Leveraging AEON Living Zone and integration with AEON wallet to drive membership expansion
- Collaboration campaigns with partner to create brand awareness

FYE25 – Sustainability Updates

Embedding Sustainability across AEON Credit business



Environmental



Upgraded energy-efficient system

40% carbon emission reduction

Enhanced energy-efficient management, promoted employee awareness and purchased 1,700kWh of renewable energy credits

Economy



SLL Performance (under audit)

***SPT-1**
RM32 mil
SPT-2
25% Reduction
(base year 2021)

2nd year SPT-1 and SPT-2 for Sustainability Linked Loan (SLL) performance under review

Social



Continuous Commitment and Investment Towards Community

RM2.4 mil

CSR activities including Malaysia AEON Foundation charity programmes recorded 3,438 volunteering hours

Governance



Task Force on Climate Related Financial Disclosure (TCFD)

Scope 3 emissions

Developing Climate Action Framework to support organization in developing TCFD action plans and started in collecting Scope 3 emissions data for business travel and employee commuting

*SPT1: Social financing in relation to energy efficient appliances & E-bikes financing SPT2: Scope 1 and Scope 2 carbon emission reduction

FYE25 – Talent Development and CSR Initiatives

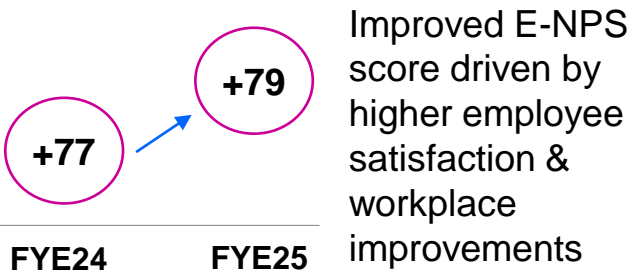


HUMAN CAPITAL DEVELOPMENT

Employee Development



Employee Engagement Score



Work-Life Balance & Wellbeing



Introduced Flexible Working Hours & Nationwide Wellness Programs

Workplace Renovation



Renovated HQ & Credit Operations Centre to foster a more employee-centric environment

Human Right Policy



Committed to ethical business practices in compliance with all laws & regulations

RECOGNITION

FTSE4GOOD BURSA MALAYSIA INDEX



This inclusion reflects ACSM's commitment to sustainability, ethical business conduct & positive contributions to society

BEST WAKALAK SUKUK IN SEA & BEST SUKUK DEAL OF THE YEAR 2024



These distinguished awards recognise ACSM continuous efforts in financial services, long-term value creation and sustainable growth for stakeholders

NACGSA



National Corporate Governance & Sustainability Awards 2024 Excellence Award among the Top 50 public listed companies

SUSTAINABILITY & CSR MALAYSIA AWARD 2024



Sustainability and CSR Malaysia Award 2024 under **"Outstanding Community Engagement"**

FINANCIAL REVIEW

Financial Performance



- Total Income grew by 16.6% driven by continued positive momentum in sales and receivable, both over 15.0%YoY
- Operating expenses (excluding IL) increased, led by higher personnel costs, IT expenses and marketing expenses
- Impairment loss provision rose by 32.6% due to higher receivables growth and delinquency movement, while write-off amount remained stable. Loan loss coverage ratio at healthy level
- Operating profit before share of result in associate was recorded at RM581.8 mil

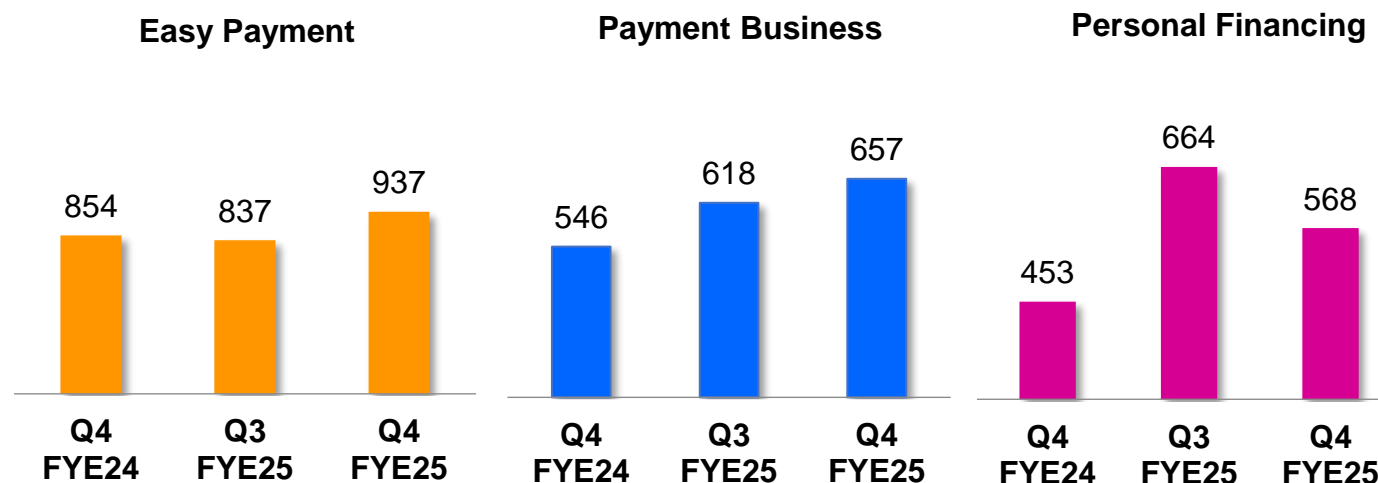
		Q4FYE24	Q4FYE25	Q4 YoY	FYE24	FYE25	YoY
Profitability	Total Income	548.7M	663.3M	+20.9%	2,106.9M	2,457.3M	+16.6%
	Operating Expenses (exlude IL)	-158.6M	-165.0M	+4.0%	-596.6M	-692.3M	+16.0%
	Impairment Loss	-114.0M	-185.3M	+62.6%	-569.9M	-757.7M	+32.6%
	Operating Profit	179.2M	202.5M	+13.0%	581.7M	581.8M	0.0%
	Share of result in associate	-16.6M	-22.8M	+37.7%	-16.6M	-68.3M	+312.3%
	PBT	162.6M	179.7M	+10.5%	565.2M	513.5M	-9.1%
	PAT	118.9M	131.0M	+10.1%	424.0M	370.6M	-12.6%
	ROE	16.7%	13.6%	-3.1%	16.7%	13.6%	-3.1%
	Transaction & Financing Volume	1.8B	2.2B	+16.7%	7.3B	8.4B	+15.3%
Asset Quality	Gross Financing Receivables	12.2B	14.1B	+15.4%	12.2B	14.1B	+15.4%
	Loan Loss Coverage Ratio	221%	209%	-12%	221%	209%	-12%
	Non-Performing Loan (NPL)	2.57%	2.64%	+0.07%	2.57%	2.64%	+0.07%
	Net Credit Cost (NCC)	3.35%	3.87%	+0.52%	3.35%	3.87%	+0.52%

Total Transaction & Financing Volume

Notable growth in all products, lead by Personal Financing 25.4% YoY growth

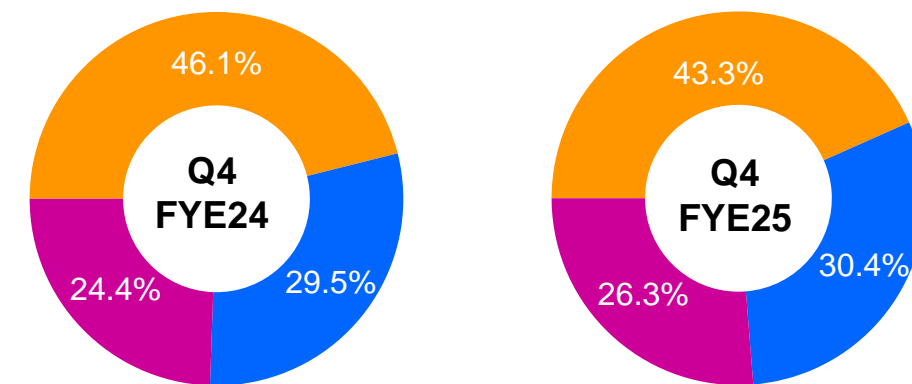


Total Transaction & Financing Volume (RM mil)



Volume (RM mil)	Q4 FYE24	Q3 FYE25	Q4 FYE25	QoQ	YoY
Easy Payment	855	837	937	11.9%	9.7%
Payment Business	546	618	657	6.4%	20.4%
Personal Financing	453	664	568	-14.5%	25.4%
Total	1,854	2,119	2,162	2.1%	16.7%

Transaction & Volume by Types



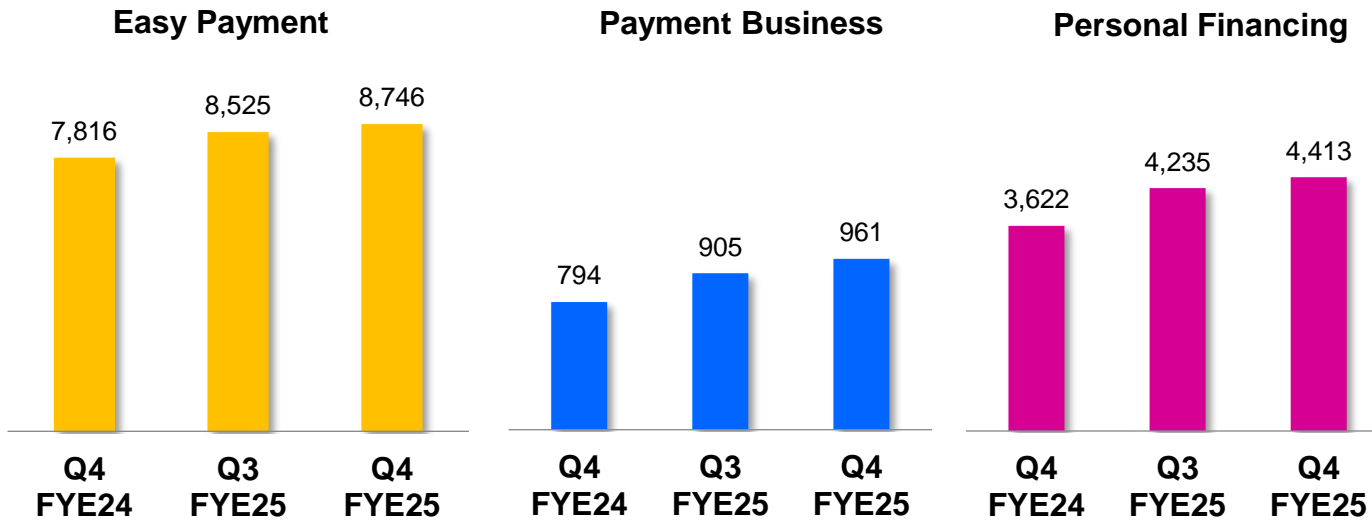
- Motorcycle Financing and Auto Financing increased QoQ by 9.9% and 11.1% respectively driven by enhanced Superbike schemes, premium Auto Financing products and merchant incentive program
- Payment Business increased by 6.4% QoQ, supported by higher daily sales and average spending attributed to 21% increase in CIC base, reaching 287k, along with AEON collaborative campaigns
- Personal Financing declined by 14.5% QoQ impacted by credit score refinement targeting low-score customers, particularly young and low-income group. Continue focus on cross-selling and drive effective marketing campaigns

Total Gross Financing Receivables

Stronger loan growth across all key products

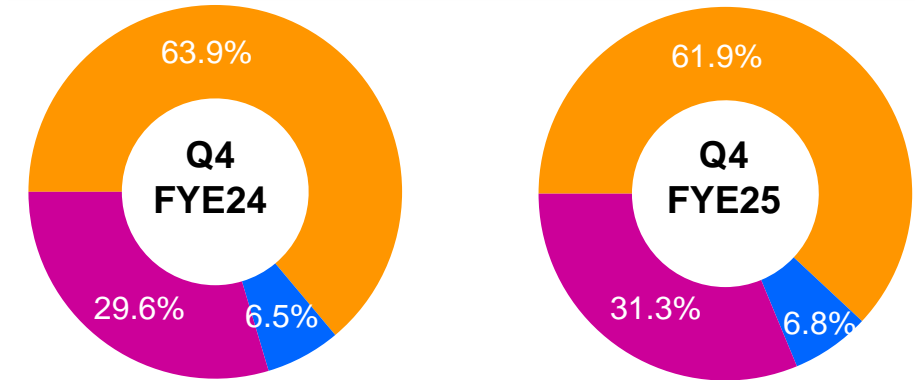


Gross Financing Receivables (RM mil)



Volume (RM mil)	Q4 FYE24	Q3 FYE25	Q4 FYE25	QoQ	YoY
Easy Payment	7,816	8,525	8,746	2.6%	11.9%
Payment Business	794	905	961	6.2%	21.0%
Personal Financing	3,622	4,235	4,413	4.2%	21.8%
Total	12,232	13,665	14,120	3.3%	15.4%

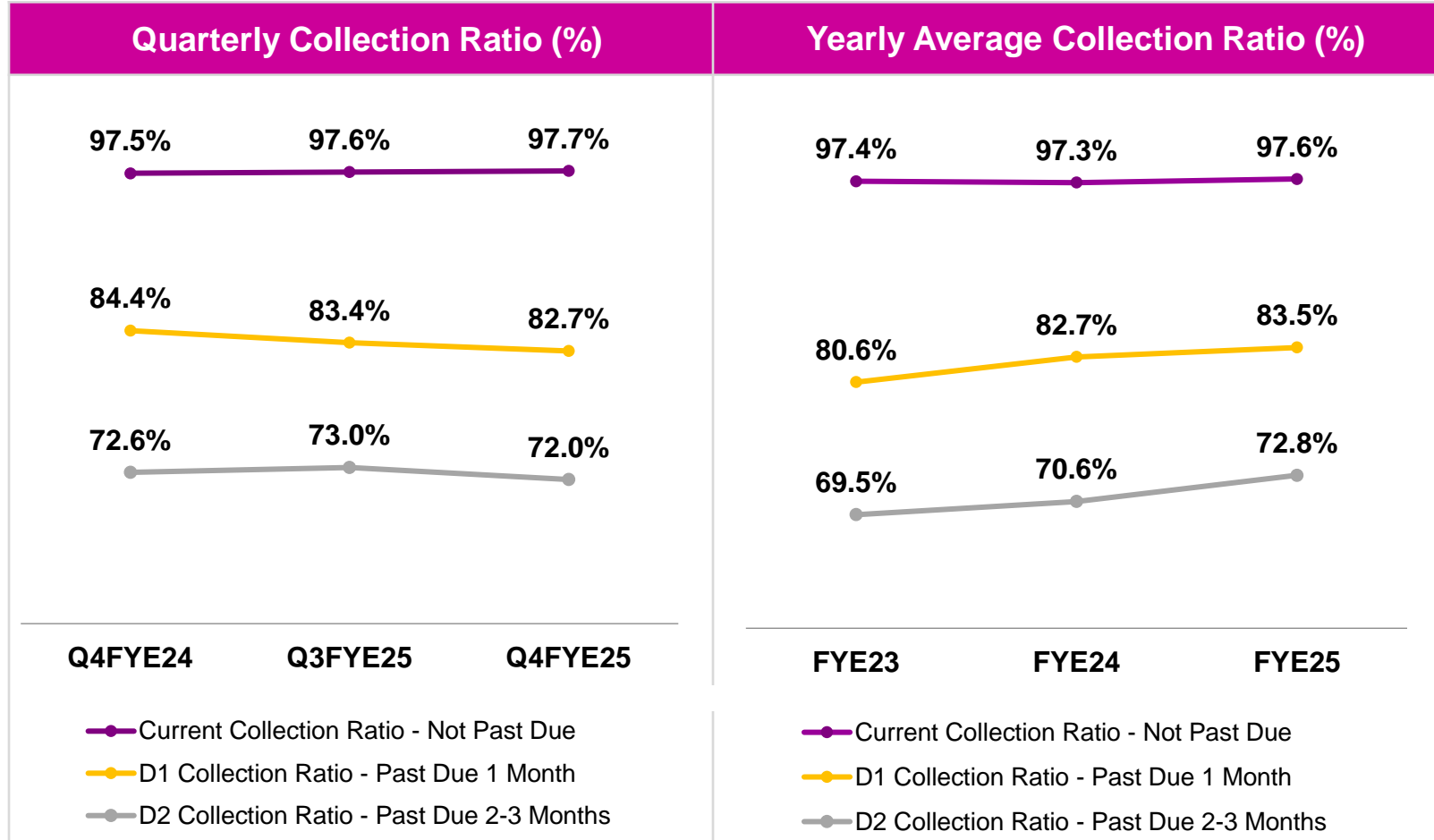
Gross Financing Receivables by Types



- Gross Financing Receivables increased by 3.3% QoQ and 15.4% YoY to RM14.1 bil with growth across all products except Objective and SME Financing
- Personal, Used Car and Superbike Financing were the primary growth drivers, increasing by 21.8%, 19.8% and 26.9% YoY respectively, fueled by strategic and tactical pricing aligned with our focus on to growth quality asset through M40 segment acquisition and seamless digital onboarding

Receivables Collection

Introducing collection management system to improve collection performance and productivity



Overall collection performance remained stable YoY. Focus remains on continuously enhancing collection management and implementing effective countermeasures:

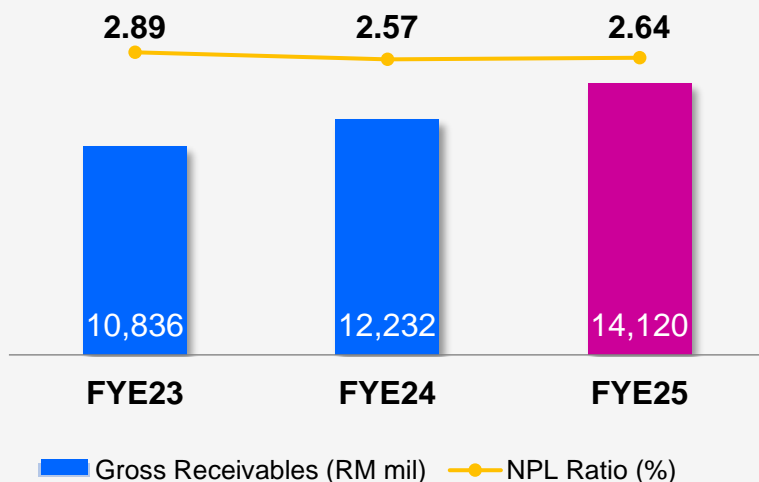
- Launched a new collection system in Dec24 with enhanced functionality, stabilising system performance and improving productivity
- Continued the risk-based collection approach with a focus on high-risk customer groups
- Implemented auto-assessment and document digitalisation via OCR to improve credit assessment accuracy
- Continued strengthen score modeling, implementing a credit limit multiplier alongside refined credit criteria for weaker segments to improve asset quality

Non-Performing Loan (NPL) and Net Credit Cost (NCC)

Continuous prudent approach on provisioning

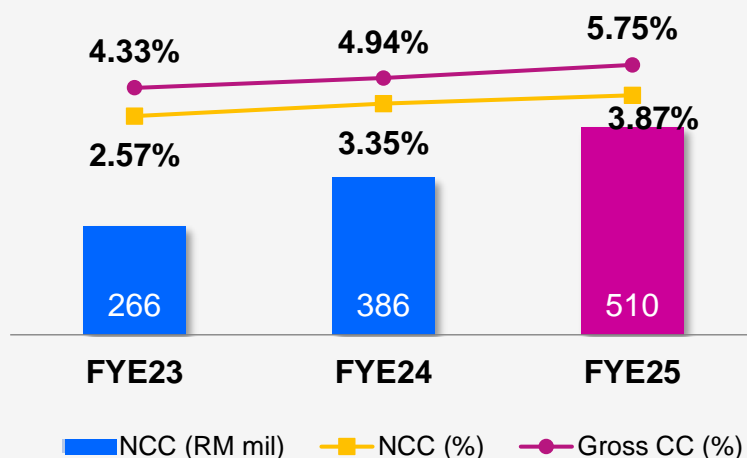


NPL Trend



(RM mil)	FYE23	FYE24	FYE25
Receivables	10,836	12,232	14,120
Balance D3+	313	315	373
NPL (%)	2.89	2.57	2.64

NCC



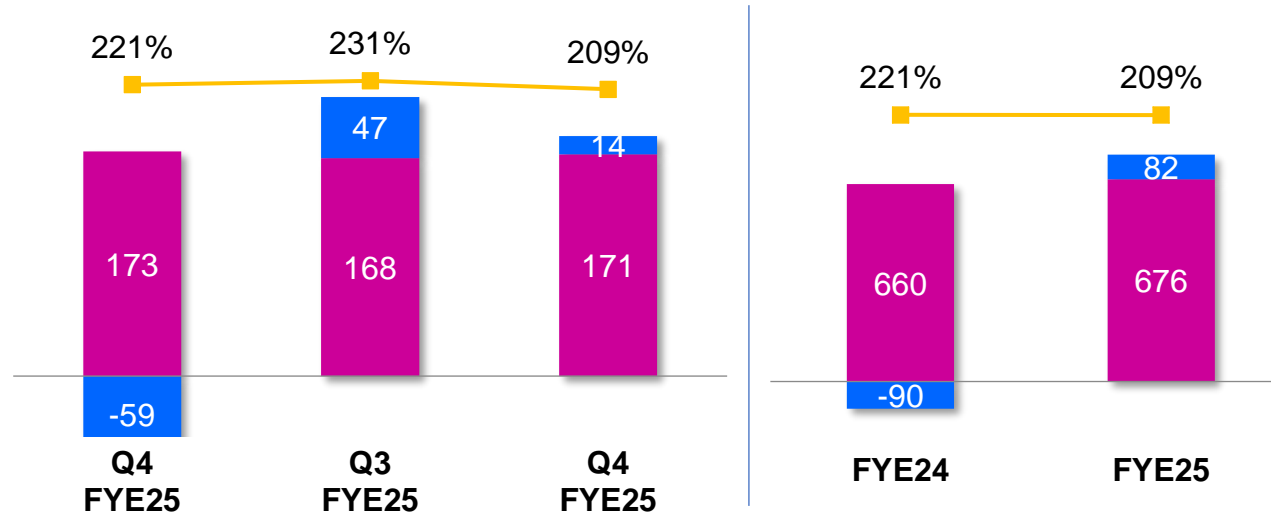
(RM mil)	FYE23	FYE24	FYE25
Total Impairment Loss (IL)	448	570	758
(-) Bad Debt Recovered	182	184	248
NCC	266	386	510

NPL and NCC Movement:

- NPL stood at 2.64%, remained healthy in line with receivables growth
- Higher NCC contributed by new sales and receivables delinquency movement and lower ECL model refreshment reversal impact compared to previous year
- Ongoing credit tightening in Auto and Personal Financing, with a focus on young age and low-score customers. Continued monitoring underperforming segments while enhancing auto-approval rates for high score customers

Impairment Loss (IL) Analysis

Loan Loss Coverage Ratio continues to remain healthy



Write Off (RM mil) IL Provision (RM mil) Loan Loss Coverage Ratio (%)

(RM mil)	Q4 FYE24	Q3 FYE25	Q4 FYE25	QoQ RM mil	QoQ	FYE24	FYE25	YoY
Write Off	173	168	171	3	1.7%	660	676	2.4%
IL Provision	-59	47	14	-33	-70.2%	-90	82	-190.2%
Total IL	114	215	185	-30	-13.9%	570	758	32.6%

Q4 FYE25 movement:

- Impairment loss provision reduced by 13.9% QoQ driven by refinement LGD in ECL model
- Bad debt write off recorded at RM171 mil, remaining stable compared to the previous quarter

FYE25 movement:

- Increased in IL due to higher ECL from receivables growth and delinquent account movement. Prior year's IL reversal was mainly attributed to the ECL model refresh and one-off adjustment for early settlement automation exercise

Several initiatives have been implemented to enhanced credit assessment accuracy, including

- e-KYC implementation
- New collection system to boost responsiveness to underperforming accounts and improve staff productivity

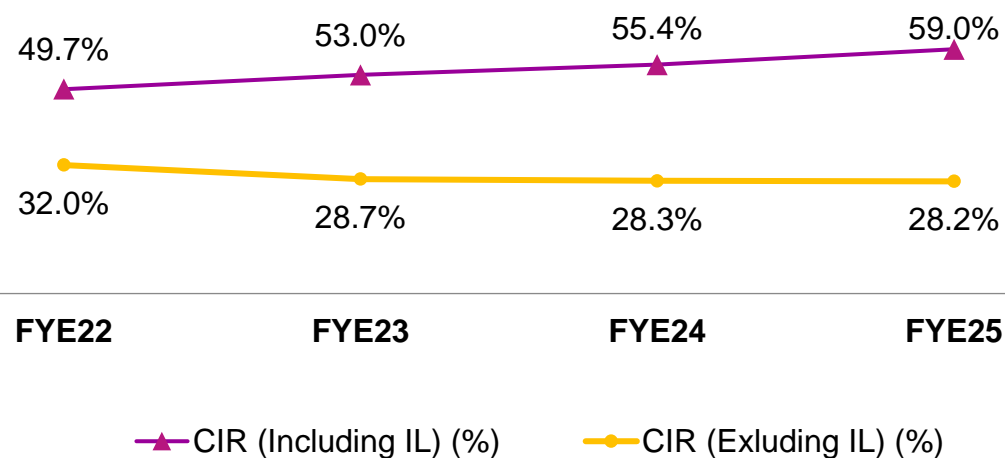
Cost-to-Income Ratio (CIR)

Higher cost on Personnel, IT and Revenue-Related Expenses



RM mil	Q4 FYE24	Q4 FYE25	YoY	FYE24	FYE25	YoY
Total Operating Income	548.7	663.3	20.9%	2,106.9	2,457.3	16.6%
Personnel Expenses	65.0	71.9	10.7%	246.1	280.5	14.0%
Advertisement & Promotion	13.7	8.4	-39.1%	38.5	52.2	35.7%
Other Operating Expenses	79.9	84.7	6.0%	312.0	359.6	15.3%
Total Operating Expenses	158.6	165.0	4.0%	596.6	692.3	16.0%
CIR %	28.9%	24.8%		28.3%	28.2%	

CIR Trend



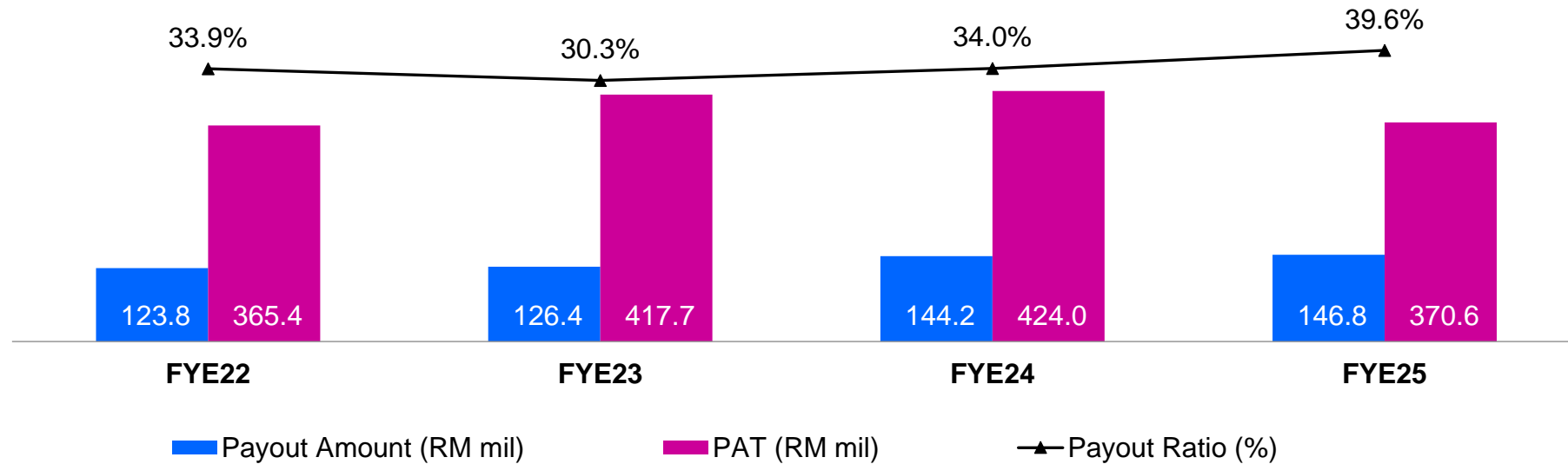
FYE25

- Stable cost-to-income ratio excluding impairment loss at 28% YoY, reflecting disciplined cost management
- Personal expenses grew by 14.0% due to workforce expansion and salary increments. Employee headcount rose by 6% to 3,291 as of Feb25 (LY:3,106)
- Advertisement & Promotion rose, contributed by increased acquisition and promotional campaigns
- Others operating expenses increased by 15.3% YoY in FYE25, driven by higher IT costs and sales & revenue-related expenses

Dividend

Maintaining a payout ratio >30% to reward shareholders

Historical Dividend Data



Sen	FYE22	FYE23	FYE24	FYE25
Interim	28.50	28.50	** 14.25	14.25
Final	15.00	21.00	14.00	14.50
Special	*5.00	-	-	-
Total	48.50	49.50	28.25	28.75

* Declared special dividend in conjunction with AEON Credit's 25th Anniversary celebration

** Adjusted to reflect the bonus issue of 1 bonus share for every existing 1 share which was completed on 21 Nov 23

Corporate Social Responsibilities Key Activities in Q4FYE25

Empowering communities through on-going engagements and environmental conservation

Malaysia AEON Foundation



58 students participated in MAF Digital Green Student Challenge



161 families in Johor received flood donation under AEON Bantu



281 childrens from 8 locations benefitted during Christmas charity shopping



80 children benefitted during CNY School Holiday Outing at Zoo Negara

Environmental & Social Inclusion Initiatives



160 blood pints donated during AEON Credit Pre-Ramadan Blood Donation Drive



1,000 mangrove trees planted at Setiu Wetland, Terengganu



1,000 mangrove trees planted at Byram Forest Reserve, Penang

KEY STRATEGIES AND MOVING FORWARD

Key Business Strategies In FYE26

Expanding brand visibility & bringing “Finance” closer to everyone

1

Robust Financial Performance



Easy Payment

- Strategic partnership and collaboration to strengthen merchant relationship
- Penetrate middle-value segment with tailored financing solutions



Personal Financing

- Continuous digital adoption and drive FinPlus onboarding experience



Payment Business

- Drive profitability via CIC expansion and introduce new cards
- Channel expansion via AEON Group collaboration and other new partnership

±10%

Loan Growth

25%

FinPlus Member Sales

>150K

New Card Issuance

2

Collection Cost Optimisation



- Strengthen collection strategy and performance management via new collection system to implement full utilisation of dunning by pool
- Adopt new technology such as voice bot collection to shift call to non-human
- Continue enhance assessment through automation

20%

Non-Human call

98%

D0 Collection ratio

-21%

Collection Manpower

Key Business Strategies In FYE26

Cross selling via wallet integration and group collaboration program to bringing “Finance” closer to everyone

3

Drive AEON Group Synergy

Establish and Promote **AEON Living Zone**



Collaboration initiative with AEON Bank:

- To expand CASA acquisition via wallet and leverage on ACSM branch and merchant network



Collaboration initiatives with AEON Insurance:

- Integration of AEON Insurance's enhanced sales portal into AEON Wallet

Continue AEON Wallet features enhancement to become one-stop Financial service app



- Introduce tiered membership
- DuitNow
- Common ID
- Embed AEON Group app link to Wallet

100k

Customer Referral

▲ 20%

Wallet Financing Application

▲ 25%

Wallet User

4

Talent Development & ESG Initiatives

Employee Development

- Talent development & Acquisition
- Accelerate IT organisation transformation
- Regional office working environment transformation

ESG & Sustainability

- Embed sustainability initiatives into business model
- Continue work for scope 3 GHG emissions data disclosure
- 45% GHG emission reduction for Scope 1 and Scope 2

Best Employer of Choice

High Employee Satisfaction

Leading ESG Company

Maintain high ESG Score

APPENDICES

Performance Highlights

(RM mil)	Q4 FYE24	Q1 FYE25	Q2 FYE25	Q3 FYE25	Q4 FYE25	QoQ	YoY	FYE24	FYE25	YoY
Total Transaction & Financing Volume	1,853.6	1,975.0	2,158.0	2,118.7	2,162.2	2.1%	16.7%	7,299.8	8,413.9	15.3%
Easy Payment Financing	854.4	963.9	1,015.5	837.1	937.0	11.9%	9.7%	3,335.3	3,753.4	12.5%
Payment Business	546.0	537.6	580.3	617.4	657.2	6.4%	20.4%	2,020.8	2,392.6	18.4%
Personal Financing	453.2	473.5	562.2	664.2	568.0	-14.5%	25.4%	1,943.7	2,267.9	16.7%
Total Income	548.7	589.8	593.5	610.7	663.3	8.6%	20.9%	2,106.9	2,457.3	16.6%
Operating Expenses	-272.6	-331.6	-368.8	-399.4	-350.3	-12.3%	28.5%	-1,166.6	-1,450.0	24.3%
Interest Expenses	-97.0	-101.8	-104.8	-108.3	-110.5	2.1%	14.0%	-358.5	-425.4	18.7%
Operating Profit	179.2	156.4	119.9	103.0	202.5	96.6%	13.0%	581.7	581.8	0.0%
Share of Result of Associate	-16.6	-11.6	-18.7	-15.2	-22.8	50.4%	37.7%	-16.6	-68.3	312.3%
Profit Before Tax	162.6	144.8	101.1	87.9	179.7	104.5%	10.5%	565.2	513.5	-9.1%
Income Tax	-43.7	-38.4	-29.9	-25.8	-48.7	89.0%	11.6%	-141.2	-142.9	1.2%
Net Profit	118.9	106.4	71.2	62.1	131.0	111.0%	10.1%	424.0	370.6	-12.6

Financial Summary



(RM mil)	Q4 FYE24	Q1 FYE25	Q2 FYE25	Q3 FYE25	Q4 FYE25	QoQ	YoY
Easy Payment Financing	7,816.8	8,085.7	8,398.3	8,524.7	8,746.5	2.6%	11.9%
Payment Business	793.9	804.1	842.8	905.0	960.7	6.2%	21.0%
Personal Financing	3,621.6	3,763.6	3,957.4	4,235.5	4,412.9	4.2%	21.8%
Total Financing Receivables	12,232.3	12,653.4	13,198.5	13,665.2	14,120.1	3.3%	15.4%
Impairment Loss	-696.7	-691.8	-717.6	-764.4	-778.4	1.8%	11.7%
Other Assets	1,084.7	1,058.2	1,087.8	1,059.6	1,002.1	-5.4%	-7.6%
Total Assets	12,620.3	13,019.7	13,568.7	13,960.4	14,343.8	2.7%	13.7%
Total Liabilities	9,982.7	10,289.5	10,844.2	11,250.8	11,511.9	2.3%	15.3%
Shareholders' Fund	2,637.6	2,730.2	2,724.5	2,709.6	2,831.9	4.5%	7.4%

Operating Income



(RM mil)	Q4 FYE24	Q1 FYE25	Q2 FYE25	Q3 FYE25	Q4 FYE25	QoQ	YoY	FYE24	FYE25	YoY
Easy Payment Financing	294.7	307.6	316.7	320.1	322.1	0.6%	9.3%	1,144.6	1,266.4	10.6%
Payment Business	47.6	45.9	47.3	50.3	54.3	7.8%	14.0%	180.2	197.8	9.8%
Personal Financing	155.9	165.2	173.9	187.9	195.0	3.8%	25.1%	574.4	722.1	25.7%
Brokerage Fee*	3.4	3.5	3.5	3.7	3.6	-0.7%	7.9%	13.3	14.4	8.6%
Total Revenue	501.6	522.2	541.4	562.0	575.0	2.3%	14.6%	1,912.5	2,200.7	15.1%
Other Operating Income	47.1	67.6	52.1	48.7	88.3	81.2%	87.2%	194.4	256.6	32.0%
Total Operating Income	548.7	589.8	593.5	610.7	663.3	8.6%	20.9%	2,106.9	2,457.3	16.6%

*AEON Insurance Brokers (M) Sdn Bhd (Formerly known as Insurepro Sdn Bhd) is a wholly-owned subsidiary of AEON Credit since Oct 2021

Total Expenses



(RM mil)	Q4 FYE24	Q1 FYE25	Q2 FYE25	Q3 FYE25	Q4 FYE25	QoQ	YoY	FYE24	FYE25	YoY
Impairment Loss on Receivables	114.0	163.5	193.6	215.3	185.3	-13.9%	62.6%	569.9	757.7	32.6%
Personnel Expenses	65.0	64.2	71.6	72.8	71.9	-1.2%	10.7%	246.1	280.5	14.0%
Advertising & Promotion (A&P)	13.7	15.3	13.2	15.3	8.4	-45.4%	-39.1%	38.5	52.2	35.7%
Other Operating Expenses	79.9	88.7	90.4	96.0	84.7	-11.8%	6.0%	312.0	359.6	15.3%
Operating Expenses	272.6	331.6	368.8	399.4	350.3	-12.3%	28.5%	1,166.6	1,450.0	24.3%
Interest expenses	97.0	101.8	104.8	108.3	110.5	2.1%	14.0%	358.5	425.4	18.7%
Total Expenses	369.5	433.4	473.6	507.7	460.8	-9.2%	24.7%	1,525.1	1,875.4	23.0%

Financial Indicators

	FYE22	FYE23	FYE24	FYE25
PBT (RM mil)	526.8	547.0	565.2	513.5
PAT (RM mil)	365.4	417.7	424.0	370.6

Weighted average no. of ordinary shares (mil)	255.3	255.3	510.6**	510.6**
Basic EPS (RM)*	0.70	0.80	0.81	0.73
NTA per share (RM)*	3.9	4.6	5.2	5.5

ROE (%)	19.2	18.8	16.7	13.6
ROA (%)	3.6	3.9	3.6	2.8

Capital Adequacy Ratio (%)	26.8	27.1	24.4	22.7
Debt-to-Equity Ratio (x)	3.1	3.0	3.5	3.8

Share Price (RM)*	7.3	6.0	6.3	5.8
PER (x)	10.6	7.5	7.8	7.9
Market Capitalisation (RM mil)	3,748	3,064	3,237	2,961

* The Basic EPS and NTA per share restated for FYE2021, FYE2022, FYE2023, to reflect the bonus issue which was completed on 21 November 2023

** Reflect the bonus issue which was completed on 21 November 2023

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THANK YOU

Mr Lee Kit Seong

Chief Corporate Officer
leeks@aeoncredit.com.my

Ms Lee Siew Tee

Chief Financial Officer
stlee@aeoncredit.com.my

Investor Relations Team

ir_info@aeoncredit.com.my

Level 18, UOA Corporate Tower,
Avenue 10, The Vertical,
Bangsar South City,
No. 8, Jalan Kerinchi,
59200 Kuala Lumpur.

www.aeoncredit.com.my

03-2772 9000