



Amway

AMWAY (MALAYSIA) HOLDINGS BERHAD

31ST ANNUAL GENERAL MEETING

10 JUNE 2026





Amway

AMWAY (MALAYSIA) HOLDINGS BERHAD

ADMINISTRATIVE MATTERS



Amway Emergency Assembly Point

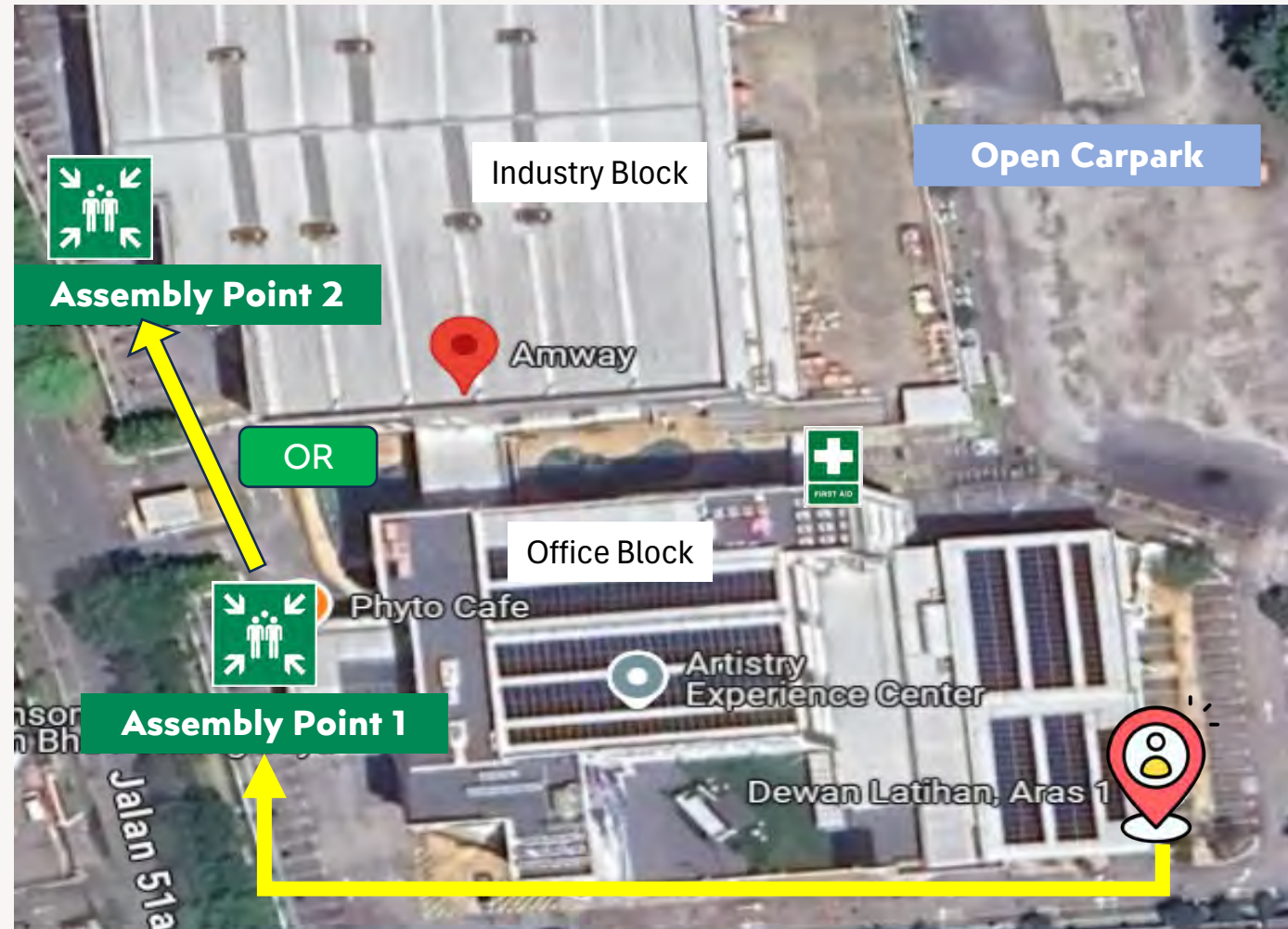
Evacuation from Training Hall, Gym and Foyer



1. Upon hearing alarm sound and announcement to evacuate, head to the nearest exit & head out.
2. Follow Amway Fire Warden's instructions.
3. Evacuate safely and prioritize people with special needs
4. Assemble at Assembly Point 1 or 2 and stay until further notice



First Aid Room





Amway

AMWAY (MALAYSIA) HOLDINGS BERHAD

31ST ANNUAL GENERAL MEETING

10 JUNE 2026



A person is shown from the chest down, wearing a light blue long-sleeved shirt and light blue pants. They are holding a smartphone in their right hand and a small potted plant in their left hand. The smartphone screen displays a text message conversation with the text "Oh hey Christina what's up?". The background is a blurred outdoor setting with a concrete floor and some foliage. The text "UPDATES FROM OUR MD" is overlaid in large, bold, orange letters with a white outline, centered over the image.

UPDATES FROM OUR MD

MICHAEL JONATHAN DUONG
MANAGING DIRECTOR

Our Key Senior Management



Jason Leng
Nominated Managing Director



Ng Ai Lee
Chief Financial Officer



Joanne Chong
Chief Marketing Officer



Saraswathy A/P Muniandy
National Sales Head



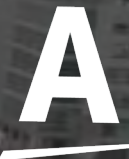
Thomas Jackson Khoo
Head of Omnichannel Commerce & ABO Experience



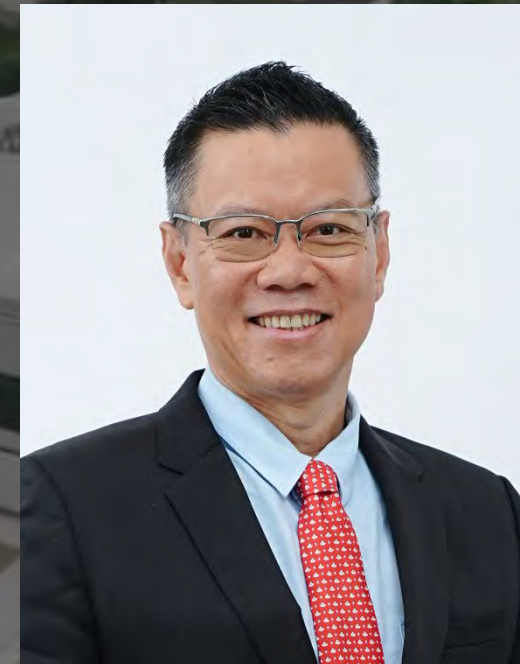
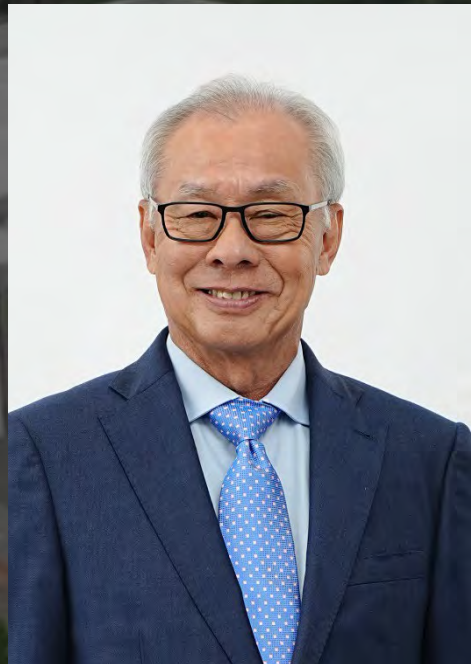
Mohamad Zaihan Bin Mohamed Ariffin
Head of Corporate & Government Affairs



Tan Ee Lane
Human Resources Director



AMWAY MALAYSIA



50 Years of Company Leadership & Partnership

GOLDILOCKS AND THE THREE BEARS



"This porridge is too hot."



"This porridge is too cold."



"This porridge is just right."
So, Goldilocks ate all the porridge.



"This bed is too hard."



"This bed is too soft."



"This bed is just right. Aaah!"
Goldilocks went to sleep.





Mike Duong

Managing Director of Amway
Malaysia, Brunei, Singapore,
Indonesia & the Philippines

Jason Leng

General Manager of
Malaysia & Brunei



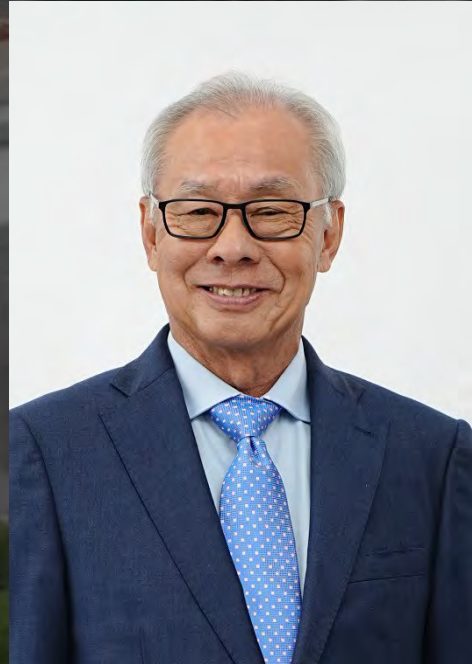
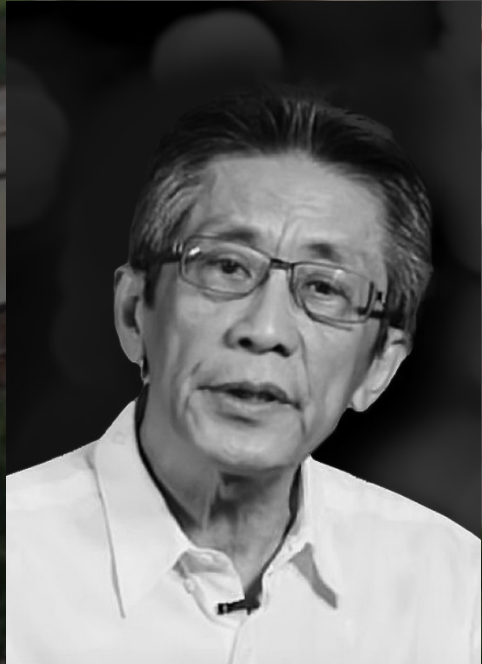
MONASH
University

**CHANGE
STARTS
HERE**



AMWAY MALAYSIA

A



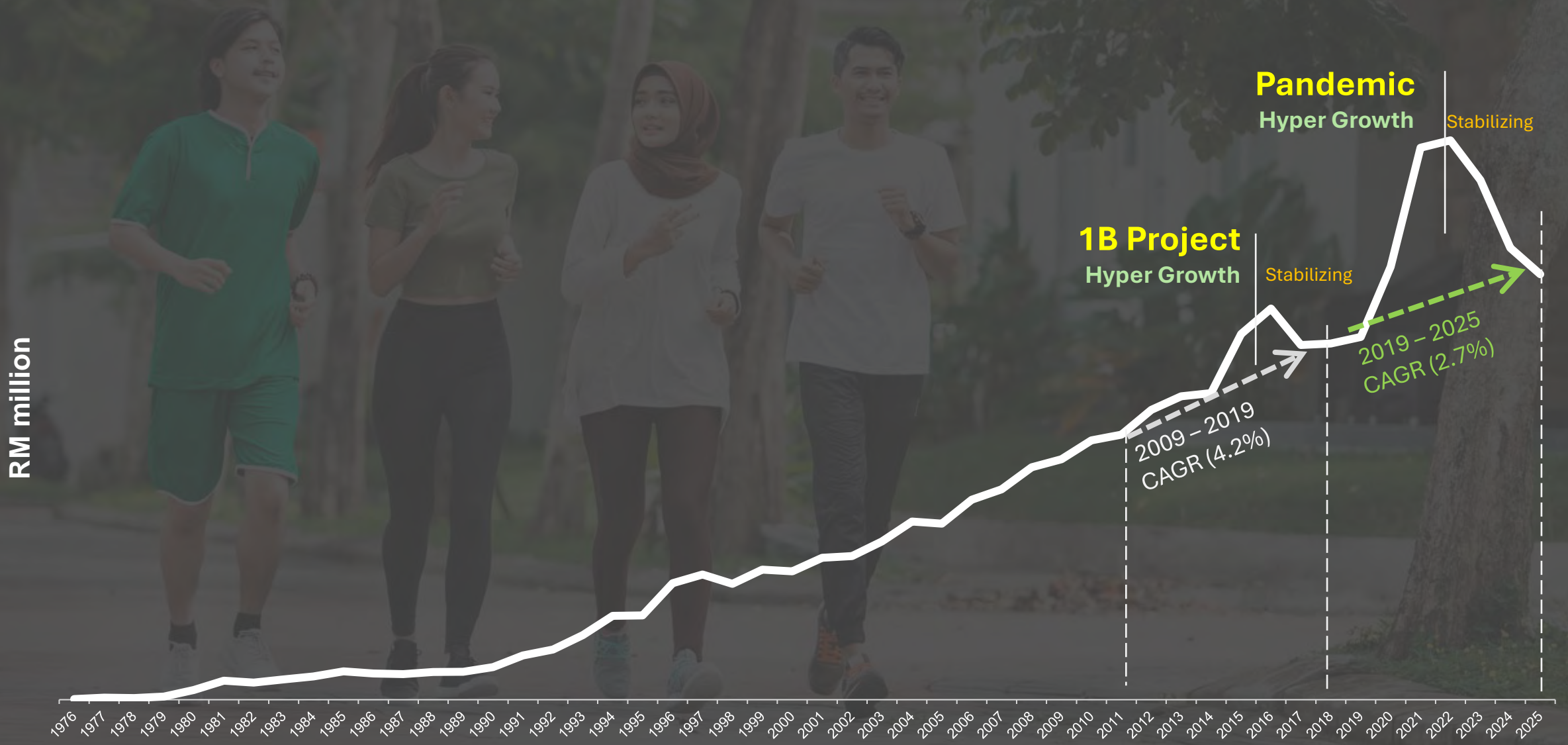
Nominate 5th MD – Jason Leng



2025 BUSINESS HIGHLIGHTS

JASON LENG
NOMINATED MANAGING DIRECTOR

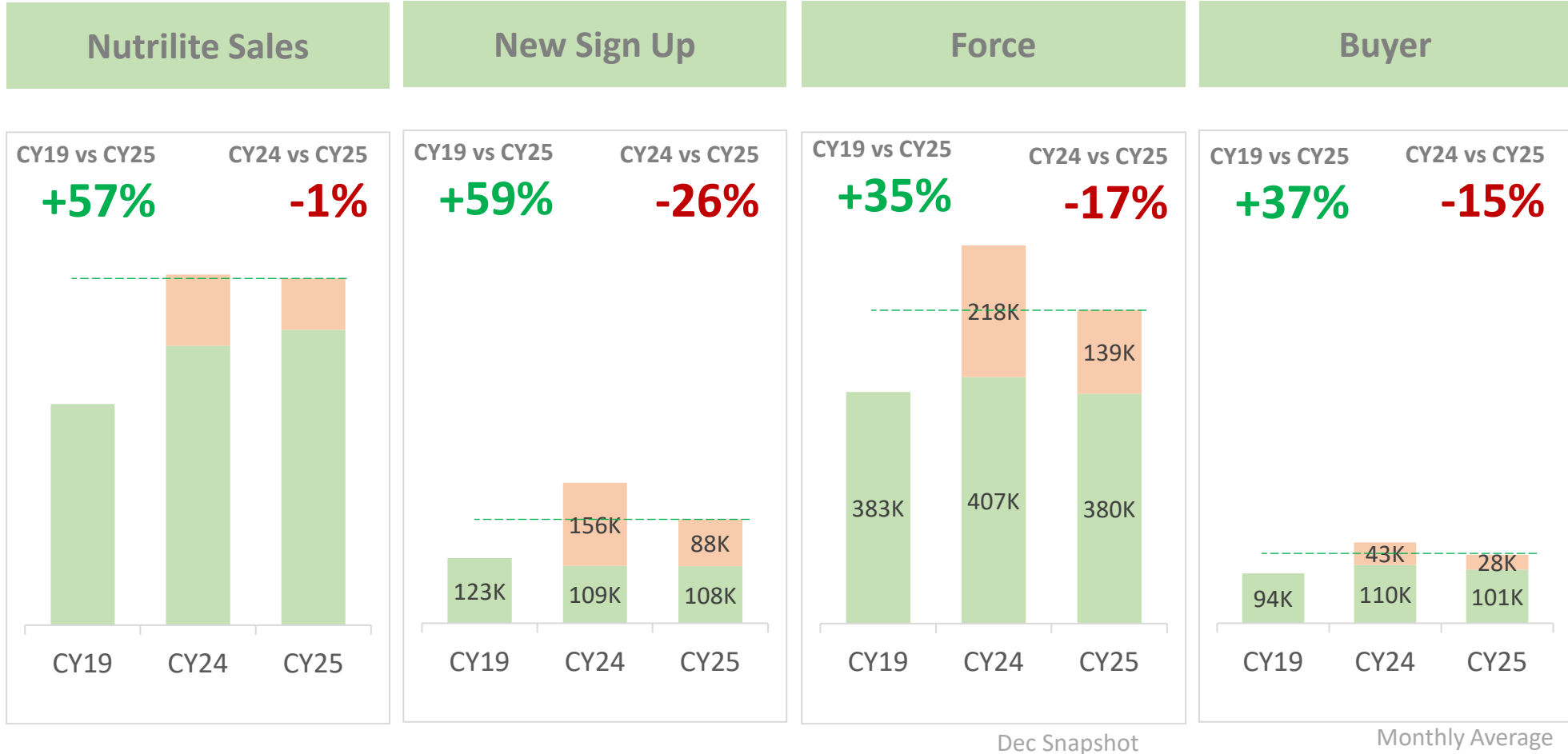
Historically, Malaysia Has Shown the Sustainable Growth Trajectory



* Sales shows the accounting sales before MFRS adjustment

Navigating Post-Hypergrowth

■ ABO ■ APC



In the Meantime, Positive Progress in Motion

++



ABO Leadership
KPIs

9%



Gut Protein

12%

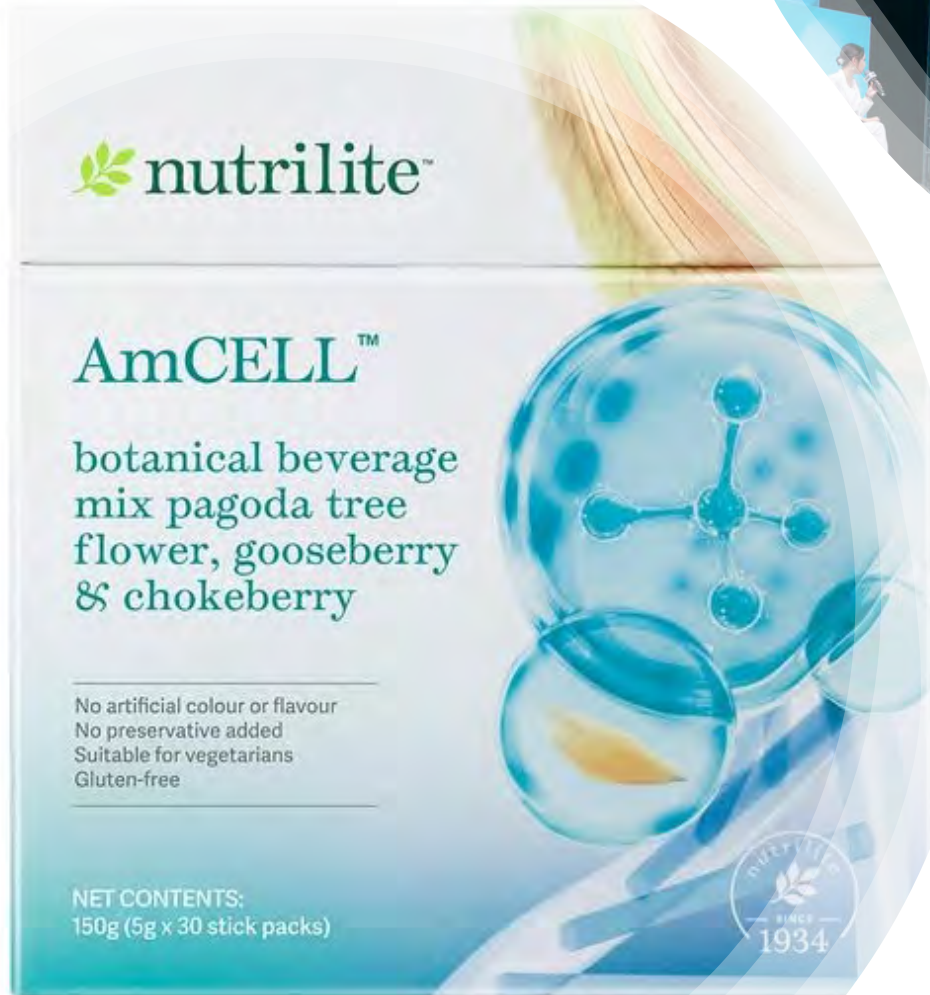


Amway Loyalty Program

10%



Monthly Productivity



**AmCELL Breaks Historical
Amway Records**
~120K units sold in 2025

2025 New Products

Health & Wellbeing



Healthy Cooking



2025 New Products

Beauty Care



ARTISTRY™

Personal Care



Amway

Our Investments: **New HQ Experience Centre, R&J Café and New Shops**



Jul '25

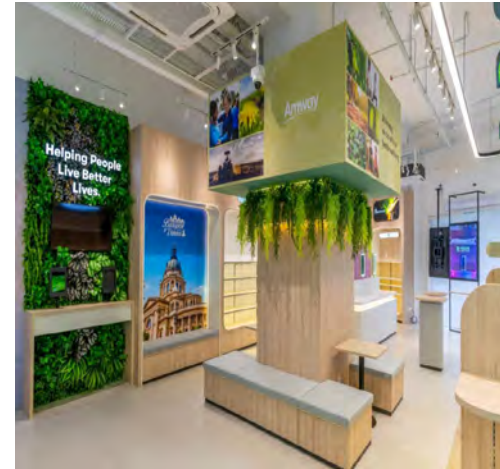
Dec '25



HQ Experience Centre



R&J Cafe



Wangsa Maju
(Fast Retail Shop)



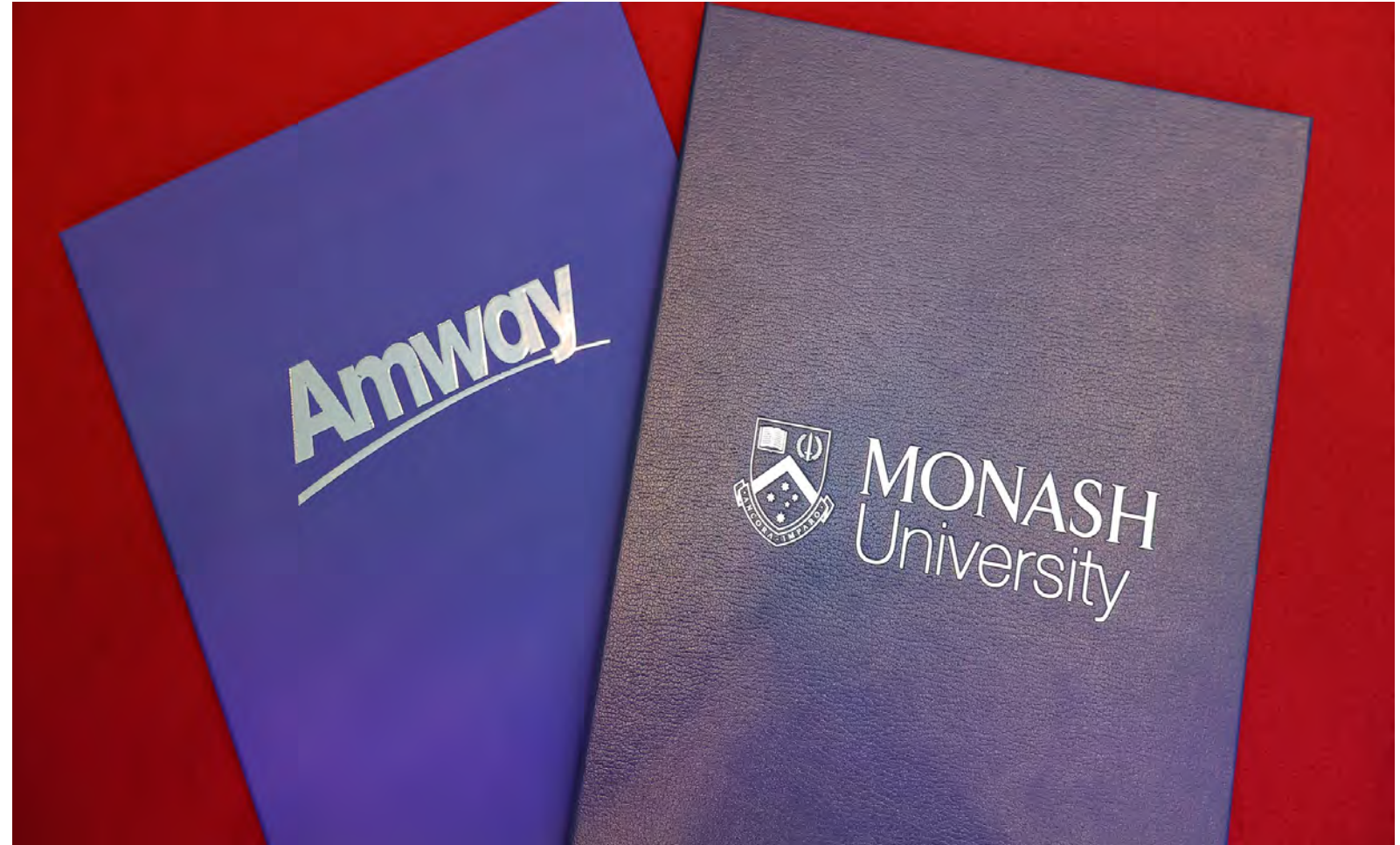
Kota Bharu
(Hybrid Shop)

Our Investments: Collaboration with Monash University

TheStar 30 YEARS ONLINE

Amway and Monash University collaborate to tackle gut health and chronic disease

MALAYSIA



Our Investments: Support Leaders to Build Health & Wellbeing Business

AMWAY BOTANICAL RESEARCH CENTER DISCOVERY JOURNEY





New Achievers (Diamond)

Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**ODIS PANG
& CADDI CHAN**

An Amway Diamond award card featuring a man in a dark blue suit and a woman in a white blazer and dark blue skirt. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

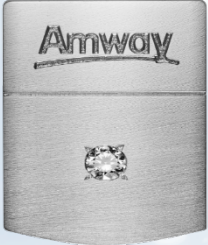
Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
NATALIE CHIAM

An Amway Diamond award card featuring a woman in a white blazer. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**BRYAN CHONG
&
WENDY CHUNG**

An Amway Diamond award card featuring a woman in a black off-the-shoulder dress and a man in a dark blue suit. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**VIVIEN WONG
YUEN LYE**

An Amway Diamond award card featuring a woman in a white blazer and white dress. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**TAN CHUN YONG
& LEE KHAI YEE**

An Amway Diamond award card featuring a man in a dark blue suit and a woman in a grey dress. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**TENKU
SHARIHAN
& AZHAR**

An Amway Diamond award card featuring a woman in a white hijab and a man in a grey suit. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**NURULZIHA
& MOHD EZRI**

An Amway Diamond award card featuring a man in a blue suit and a woman in a grey suit and blue hijab. The background is a pink and purple geometric pattern. A small Amway Diamond award is shown at the bottom left.

New Achiever (Founders Diamond)





ABO & COMPANY EVENTS

- National Leadership Conference & Dinner 2025
- The AM50 Leadership Summit
- The AM50 AM-Powering Life Rally
- **148** Workshops & Trainings
- **18** Leaders Engagement Meetings
- **10** Recognition Rallies
- **2** Recognition Dinners
- **5** New Product Rallies & Campaigns
- **3** New Amway Shop Launch and Reopening
- **2** New Platinum Seminar
- **1** Brunei Rally



Platinum Seminar (Jan 2026)

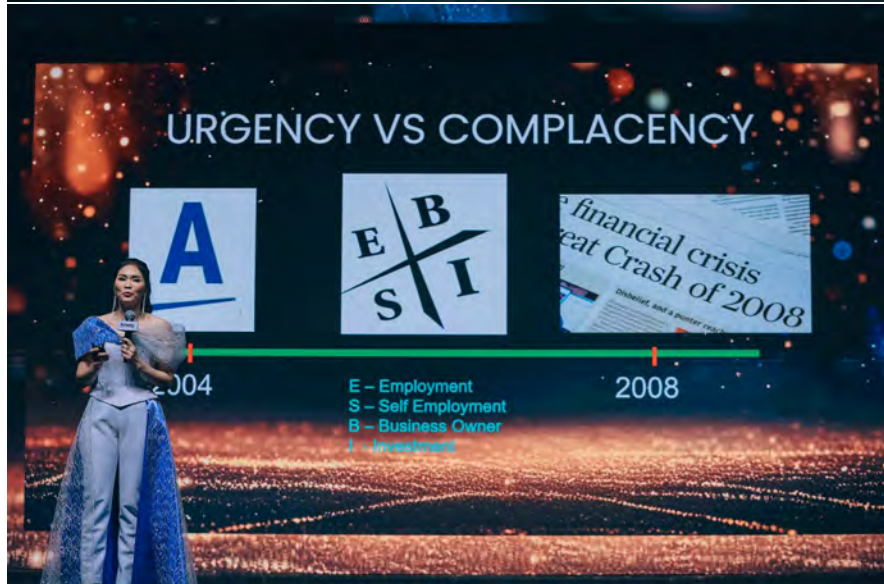


Amway **NEW PLATINUM SEMINAR**

January Class of 2026
The Westin Langkawi Resort & Spa, Kedah
19th - 22nd January 2026



Diamond Recognition Rally & Achievers Night 2026



Amway Leadership Seminar – Budapest & Vienna



AM50 Regional Rally – Miri & Johor Bahru

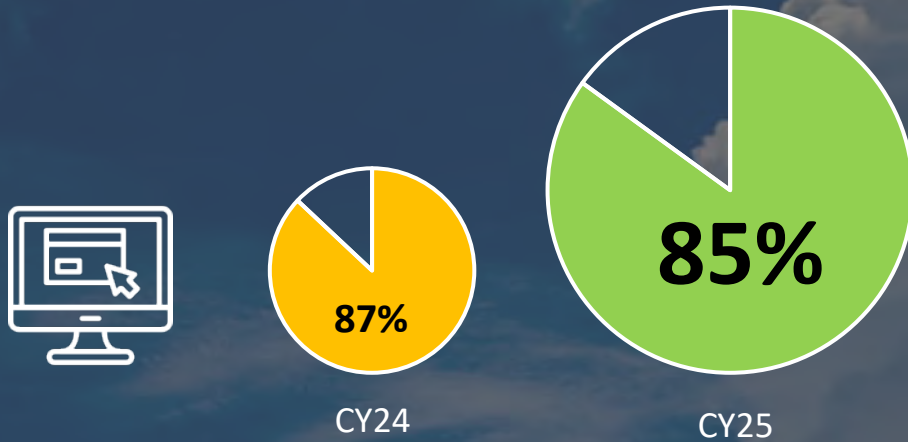


ARTISTRY SELF TRANSFORMATION WORKSHOP

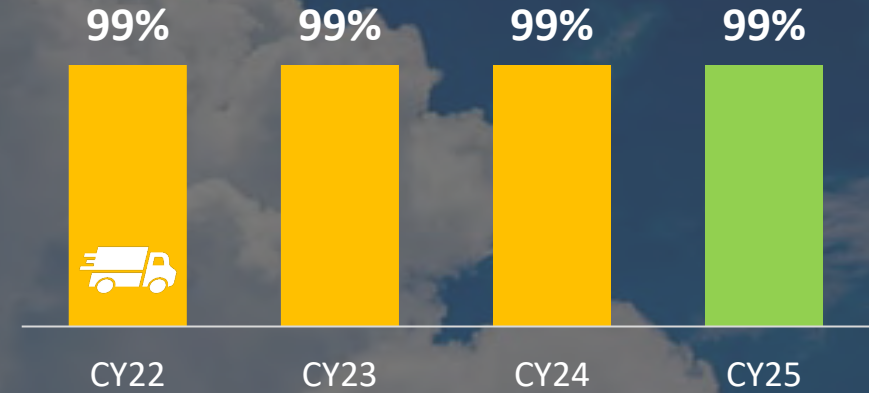


Amway Malaysia's Service Performance

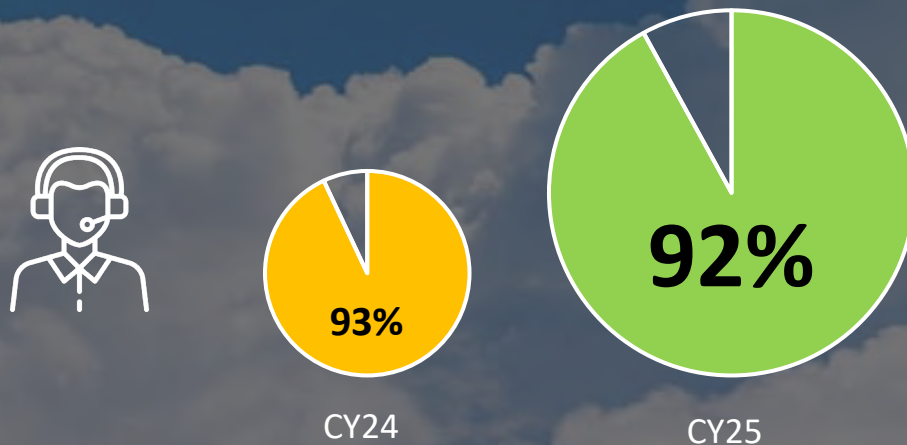
% Website Satisfaction



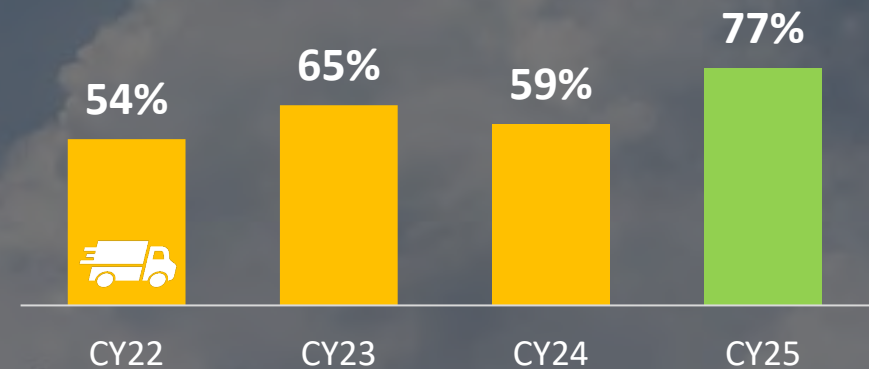
On Time Delivery



Customer Service 1st Contact Resolution



The Next Day Delivery



CSR: AM-Power Lives Drive-Thru & Beneficiary

AM-Power Lives Drive-Thru is a recycling and fundraising initiative that brings together ABOs, APCs, employees and the public to contribute cash, essential items and recyclables in support of the students and families of Sekolah Bimbingan Jalinan Kasih (SBJK).

SBJK is a community school established under the Ministry of Education to provide free education and care for undocumented, underprivileged, and at-risk children in Chow Kit.



**SEKOLAH BIMBINGAN
JALINAN KASIH**

LOBONG HJ HUSSEIN 2
OFF JALAN RAJA MUDA ABDUL AZIZ
50380 KUALA LUMPUR

AM-Power Lives Drive-Thru

25 & 26 November 2025



RM32,000

raised with AmwayMY's
matching contribution

~1,200 kg

Recyclables
Collected

58

Staff Volunteers

472

Volunteer Hours

A hand is shown using a calculator on a desk. In the background, there are several sheets of paper with charts and graphs, suggesting a financial or business context. The overall scene is dimly lit, with a focus on the hand and the calculator.

FINANCIAL PERFORMANCE

NG AI LEE
CHIEF FINANCIAL OFFICER

Our Performance



Sales Revenue
RM 1,124.6million



Profit Before Tax
RM 60.7 million



Net Profit
RM 45.3 million

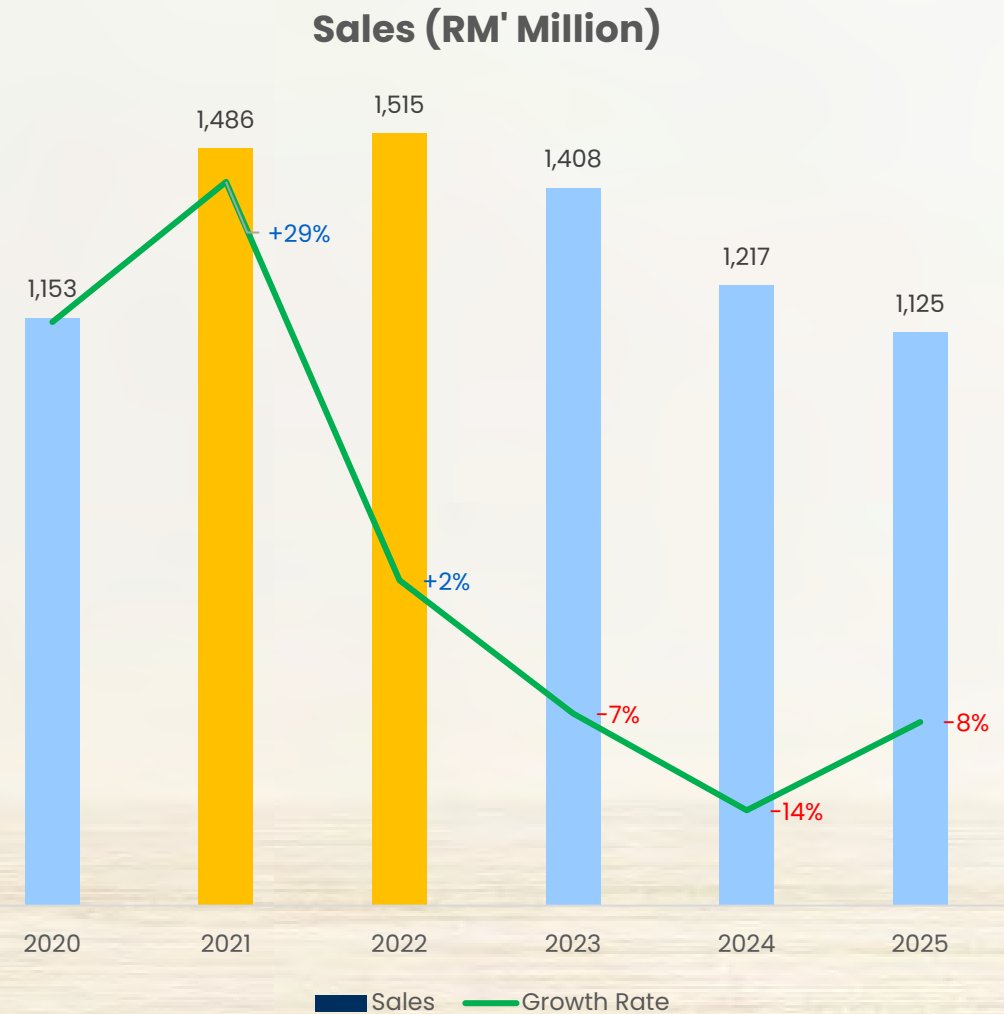
Sales Revenue

 **7.6%** vs PY

FY2025: RM1,124.6 million | FY2024: RM 1,217.2 million

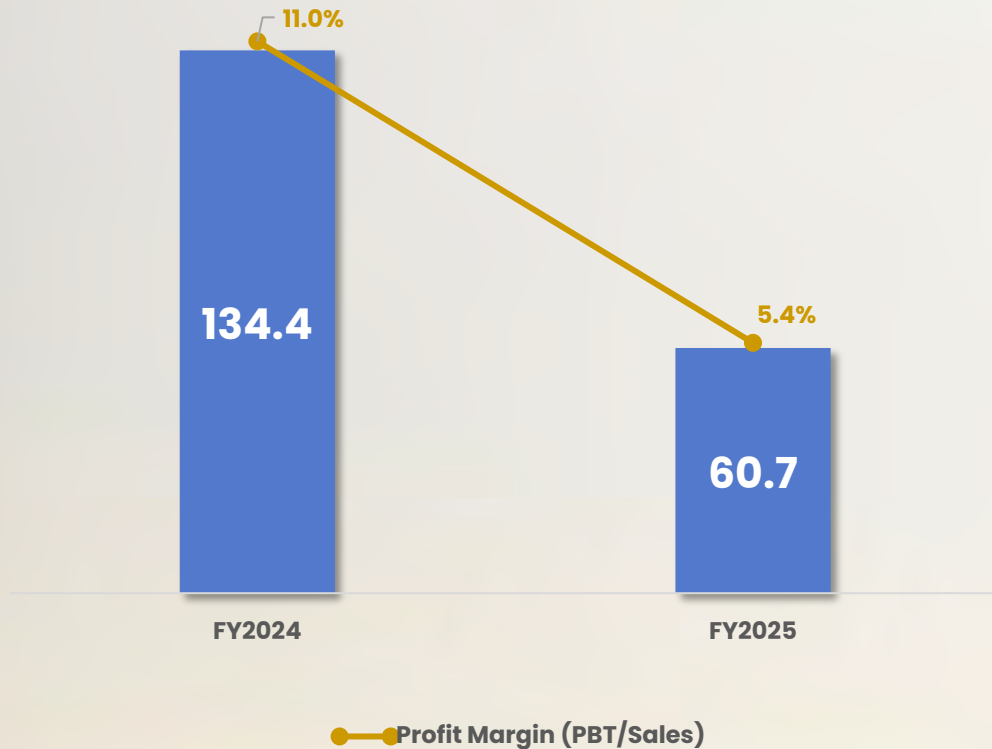
Decline mainly due to:

- ✓ Softer consumer demand and ongoing cost pressures weigh on discretionary spending;
- ✓ Lower demand for home appliances, beauty, and personal care products; and
- ✓ Partially offset by growth in health and wellness products (mainly driven by the new AmCELL cellular health product)



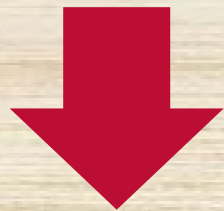
Profit Before Tax (RM' Million)

Profit Before Tax (PBT)



Decrease mainly due to:

- Lower sales volume; and
- Higher product cost.



-54.9% vs PY

-5.6% profitability

FY2025: RM60.7 million | FY2024: RM134.4 million

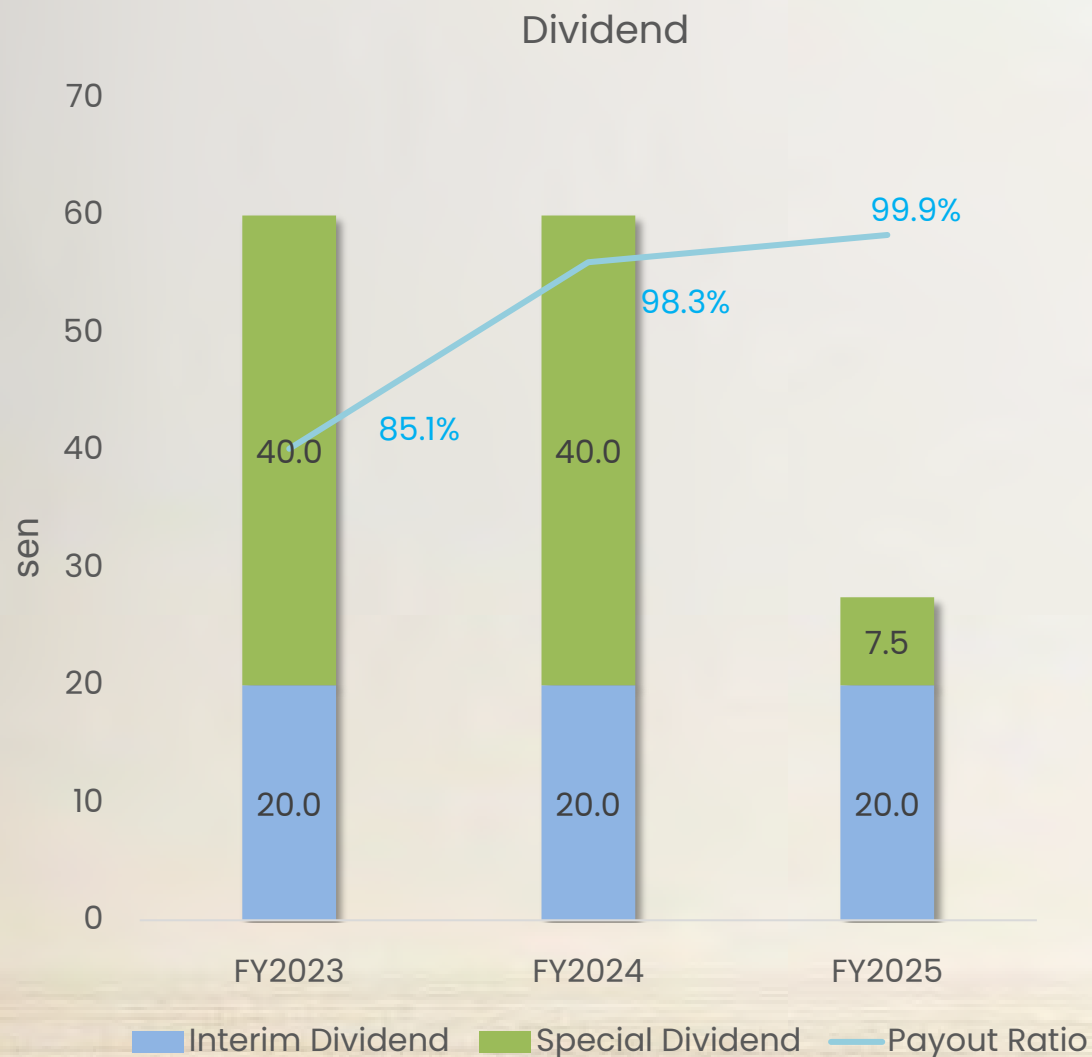
Dividends

Dividend Policy

Dividend payout ratio of no less than 80% of the current year's net earnings

Dividend Payout 2025

- Total dividend
27.5 sen (2024: 60.0 sen)
- Dividend payout (RM)
RM45.2 million (2024: RM98.6 million)
- Dividend payout ratio (%)
99.9% (2024: 98.3%)





2026 STRATEGIES

JASON LENG
NOMINATED MANAGING DIRECTOR

Unite. Rebuild. Accelerate.

A70

Amway MALAYSIA
EMPOWERING LIVES
50

RM million

1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025



Go beyond AM50



**Driving
Health & Wellbeing**

**Enhancing
Income Opportunity**

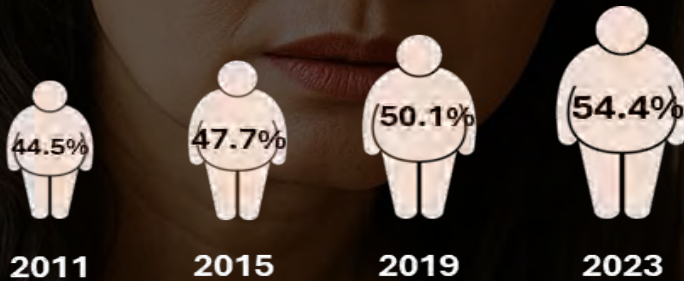
**Strengthening
Brand & Reputation**

Malaysia's Double Health Crisis

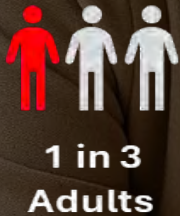
NCD Surge

Malaysian's overall health metrics are worsening

Obesity



High Cholesterol



Hypertension

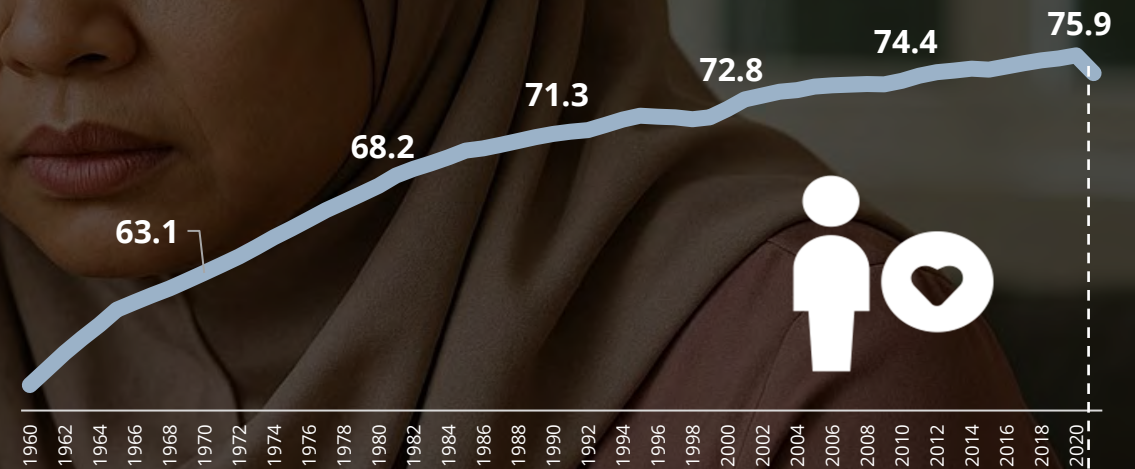


Diabetes



Aging & Ailing

Malaysian's Life Expectancy



AVERAGE HEALTHSPAN TODAY



Chronic illness
Loss of quality of life



Go Beyond in Driving Health & Wellbeing

Amway's Effort to "GO BEYOND in Driving Health & Wellbeing"

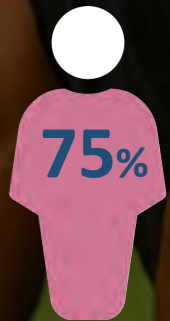
Malaysia's Double Health Crisis

Enhanced Awareness

Lifestyle Change

"Best of Science, Best of Nature"

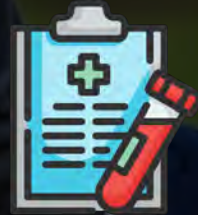
ABO Led Community



Death By NCDs



Pop. over 50



Knowledge & Health Test



Diet & Movement



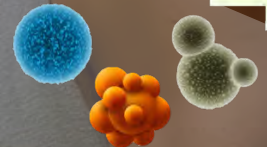
Phytonutrients



Gut Microbiome



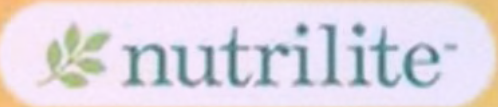
Cellular Health



NEW!

EMPOWERING 50,000 LIVES





EMPOWERING LIVES



50,000
Health
Pledgers



50,000
Blood
Testers



50,000
Improved
NCDs

StoryLiving

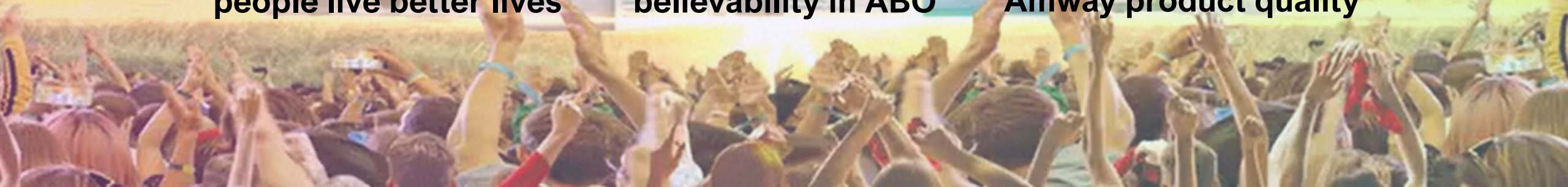
Elevate believe in helping people live better lives


StoryProofing

Improve Prospects' believability in ABO

StoryTelling

Strengthen believe in Amway product quality





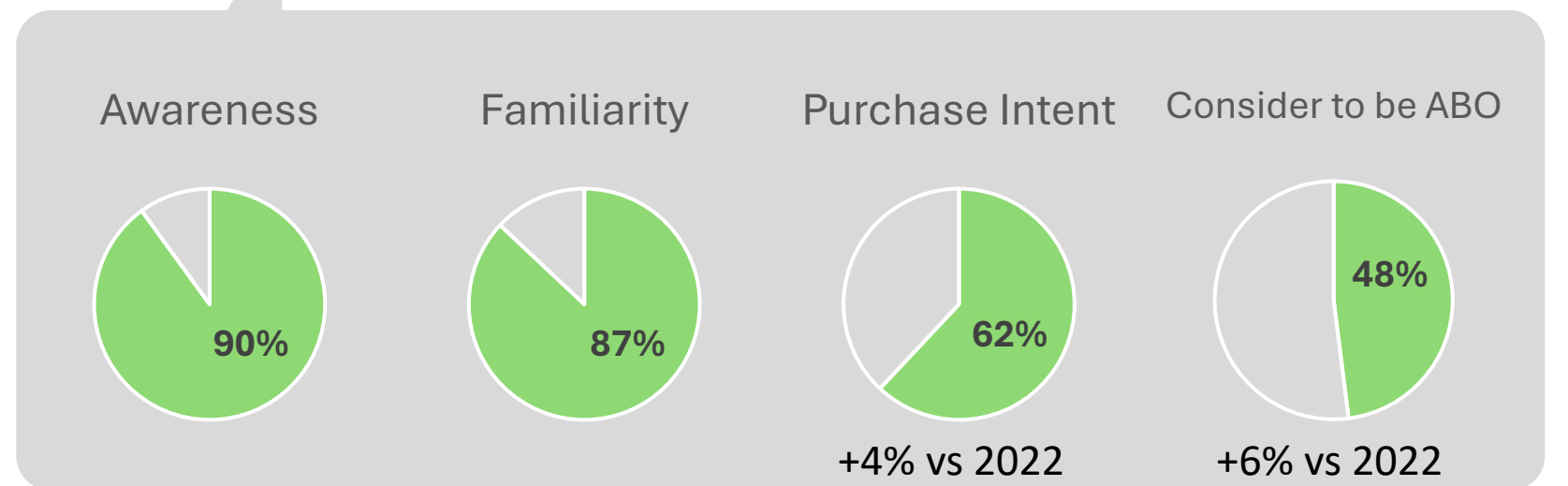
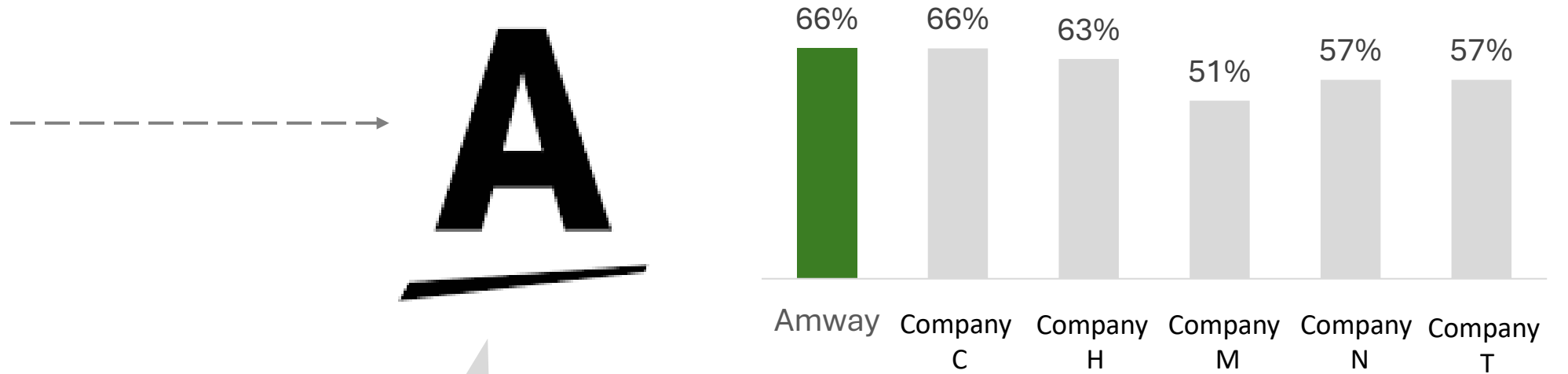
ATTNOCY

Strengthening Brand Reputation

Public perceives Amway as a Health & Wellbeing Company

Q: Is a Health & Wellbeing Company?

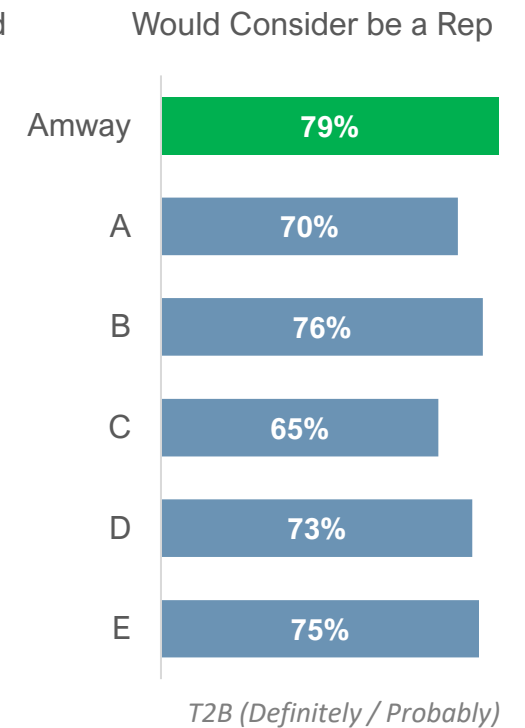
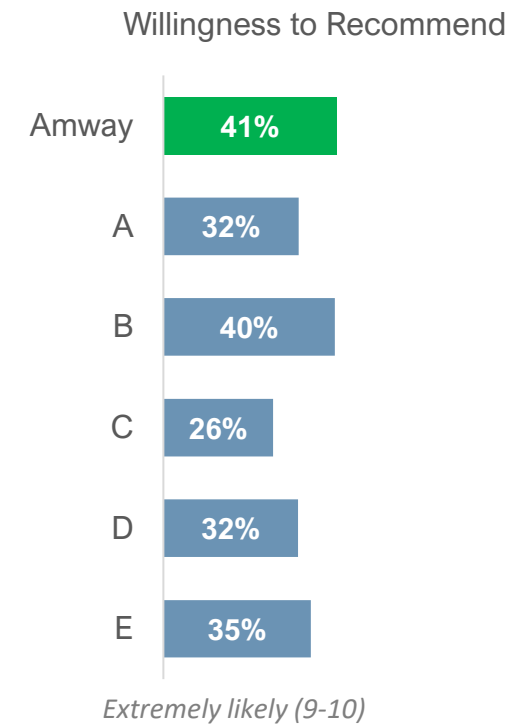
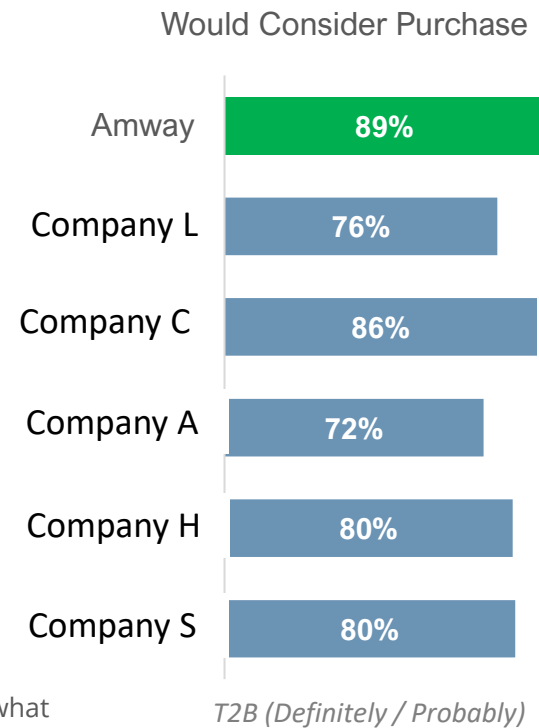
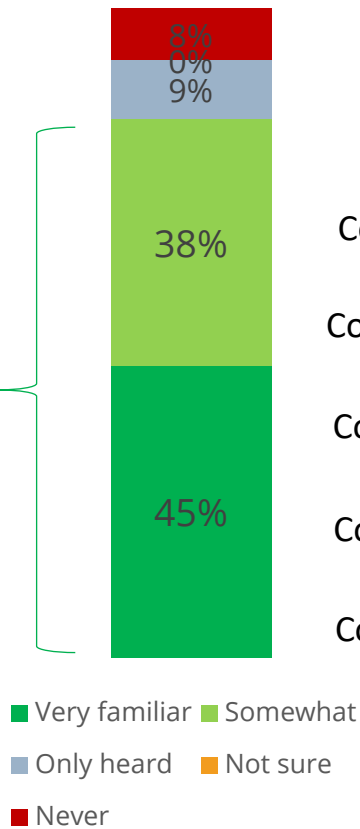
The others are competitors in DS



Potential ABO Has More Favorability toward Amway

Q. How familiar are you with each of the following companies (Amway)? *n* =500

83% are familiar with Amway



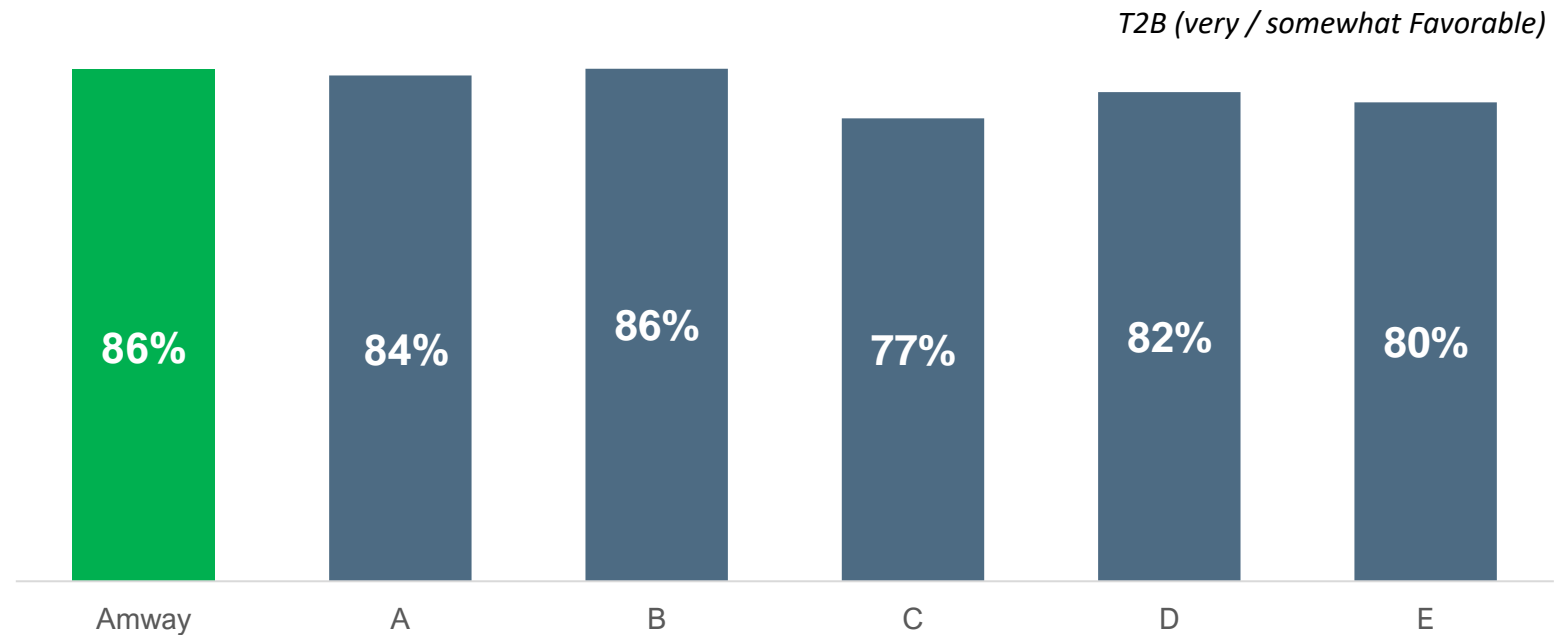
Base: At least "Heard of" the company

Potential ABO

Who are interested in Direct Selling

Potential ABO Has More Favorability toward **ABO AS WELL**

Q. How would you describe your overall experience with each of the following distributors / sales representatives?



Potential ABO

Who are interested in Direct Selling

AM50 Public Awareness Campaign

- LRT Train Wrap : 1 May – 31 July 2026 (3 months)
- 17 billboards: 20 April – 20 May 2026 (1 month)
- DOOH for 5 CUBIGs: 1 June – 31 July 2026 (2 months)



A group of diverse people, including men and women of various ethnicities, are shown in profile, looking towards the right. They appear to be in a professional or educational setting. Overlaid on the image is a semi-transparent teal bar chart with a white line graph showing an upward trend, ending in a large white arrow pointing towards the top right. The overall color palette is warm and professional, with a teal overlay.

Enhancing Income Opportunity

AM50: Incentives & Enablement

SPONSOR

AM50 Sponsoring Campaigns



BUILD

Leadership Incentives for AM50



LEAD

Training & Enablement



AM50: Events & Conventions



**Support
Programs**

AM50: Events & Conventions

Mar



**Support
Programs**





ENERGIZE AMWAY EXPERIENCE

FEEL, TASTE, EXPLORE





AM50: Events & Conventions

Mar

APR

MAY

JUN



**Support
Programs**



AM50 Regional Rally – Miri & Johor Bahru



AM50: Events & Conventions

Mar

APR

MAY

JUN

JUL



Support
Programs



LEVEL G • AMWAY HQ, PJ

Shop Till You Drop @ Product Pavilion

- ▶ Free Entry
- ▶ Discover exclusive promotions & shop your favourite Amway products here (usual operation hours)

Rise of Gen Wellness (Gen W)

@ Training Hall | 17,18,24 July 2026

- ▶ A powerful session for the future of health & entrepreneurship.
 - Future health & wellness innovation
 - Beyond Amway entrepreneur stories
 - ABO transformation story

Separate registration - Stay Tuned For More Info

Nom Nom Nom

Food & Beverage
(10am - 6pm)

- ▶ Free Entry
- ▶ Food trucks & stalls available

ARTISTRY Skin Analysis (BEC & PP)

- ▶ Separate registration required via Amway Booking - Stay Tuned for More Info, *T&C apply

Brand Experience Centre (BEC)

10am - 8.30pm

- ▶ Free Entry

LEVEL 1 • EXPERIENCE ZONE (formerly Amway Warehouse)



The best way to discover Amway!

Your pass to endless discoveries includes:

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| 
Discovery Lab
Explore Tech, Quality & Innovation, Traceability & more | 
Exclusive New Product Preview |
| 
Glow Up Zone & More | 
Power Kaw Kaw Energy Zone |
| 
Happy Home Product Demos & More | 
Forever Young Healthy Aging Zone |

Something exciting every day!

Different days, different stage activities
(jangan-lah boring)

- | | |
|---------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 
Pilates Prince & Princess | 
Dance Party |
| 
Pound Fitness | 
Jump Rope Party |
| 
Cooking Demo with a Nutritionist | 
ARTISTRY Makeup & Facial Demo |

AM50: Events & Conventions

Mar

APR

MAY

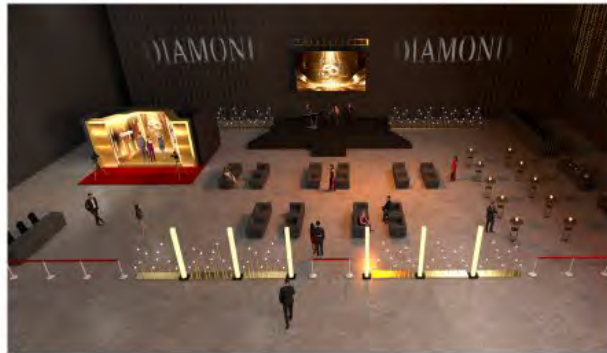
JUN

JUL



**Support
Programs**





AM50: Events & Conventions

Mar

APR

MAY

JUN

JUL



**Support
Programs**





Pictures are for illustration purposes only

THANK YOU

Amway



Amway

AMWAY (MALAYSIA) HOLDINGS BERHAD

31ST ANNUAL GENERAL MEETING

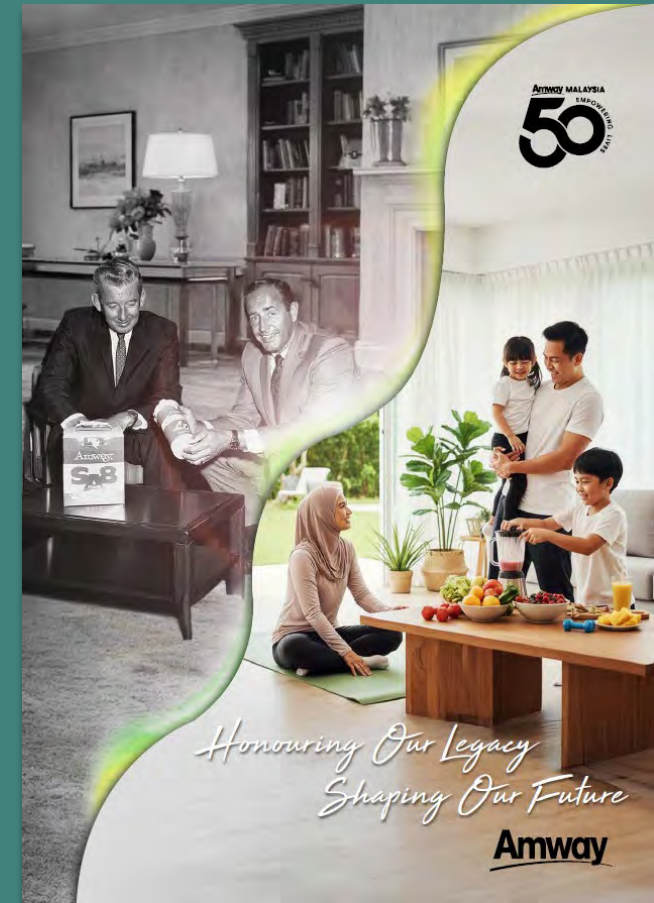
MEETING AGENDA



Agenda 1

Receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Directors' and the Auditors' Reports thereon

Q&A



Agenda 2 (Resolution 1)

Re-election of
Ms. Ho Kim Poi as
Director



Agenda 3 (Resolution 2)

Re-election of
Puan Norhanifah Binti
A.Jalil as Director



Agenda 4 (Resolution 3)

Appointment of
Mr. Leng Kek Mun as
Non-Independent
Executive Director &
Managing Director



Agenda 5 (Resolution 4)

Approval of the Director's fee of up to RM142,300 payable to Encik Abd Malik Bin A Rahman, the Chairman and the Senior Independent Non-Executive Director for the financial year ending 31 December 2026

Agenda 6 (Resolution 5)

Approval of the Director's fee of up to RM102,100 payable to Ms. Ho Kim Poi, the Audit Committee Chairperson and the Independent Non-Executive Director for the financial year ending 31 December 2026

Agenda 7 (Resolution 6)

Approval of the Director's fee of up to RM88,800 payable to Mr. Low Han Kee, the Non-Independent Non-Executive Director for the financial year ending 31 December 2026

Agenda 8 (Resolution 7)

Approval of the Director's fee of up to RM103,550 payable to Datin Seri Azreen Binti Abu Noh, the Nominating Committee Chairperson and the Independent Non-Executive Director for the financial year ending 31 December 2026

Agenda 9 (Resolution 8)

Approval of the Director's fee of up to RM81,100 payable to Puan Norhanifah Binti A.Jalil, the Non-Independent Non-Executive Director for the financial year ending 31 December 2026

Agenda 10 (Resolution 9)

Approval of the Director's fee of up to RM94,750 payable to Dato' Sri Harjeet Singh A/L Hardev Singh, the Independent Non-Executive Director for the financial year ending 31 December 2026

Agenda 11 (Resolution 10)

Approval of the Directors' benefits of up to RM138,000 for the financial year ending 31 December 2026

Agenda 12 (Resolution 11)

Re-appointment of Ernst & Young PLT as Auditors of the Company and to authorise the Directors to fix their remuneration

Agenda 13 (Resolution 12)

Proposed Renewal of Shareholders' Mandate
for Recurrent Related Party Transactions of a
Revenue or Trading Nature



Amway MALAYSIA
50
EMPOWERING LIVES

*Honouring Our Legacy
Shaping Our Future*

Amway

Amway

AMWAY (MALAYSIA) HOLDINGS BERHAD

Poll Voting

Amway MALAYSIA
50
EMPOWERING LIVES



Amway MALAYSIA
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Shaping Our Future*

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AMWAY (MALAYSIA) HOLDINGS BERHAD

Poll Counting

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AMWAY (MALAYSIA) HOLDINGS BERHAD

Poll Results



AMWAY (MALAYSIA) HOLDINGS BERHAD

(340354-U)

Appendix 1

AMWAY (MALAYSIA) HOLDINGS BERHAD 31ST AGM

Van Andel & DeVos Training Centre, Amway (Malaysia) Sdn. Bhd., 28, Jalan 223,
46100 Petaling Jaya, Selangor Darul Ehsan, Malaysia
On Wednesday, June 10, 2026 9:30 AM

Result On Voting By Poll

Resolution(s)	Votes For		Vote Against		Total Votes	
	No of Units	%	No of Units	%	No of Units	%
Ordinary Resolution 1	139,569,371	99.9258	103,700	0.0742	139,673,071	100.0000
Ordinary Resolution 2	139,574,371	99.9293	98,700	0.0707	139,673,071	100.0000
Ordinary Resolution 3	139,569,371	99.9258	103,700	0.0742	139,673,071	100.0000
Ordinary Resolution 4	139,538,105	99.9055	131,966	0.0945	139,670,071	100.0000
Ordinary Resolution 5	139,536,105	99.9019	136,966	0.0981	139,673,071	100.0000
Ordinary Resolution 6	139,541,105	99.9055	131,966	0.0945	139,673,071	100.0000
Ordinary Resolution 7	139,541,105	99.9055	131,966	0.0945	139,673,071	100.0000
Ordinary Resolution 8	139,541,105	99.9055	131,966	0.0945	139,673,071	100.0000
Ordinary Resolution 9	139,541,105	99.9055	131,966	0.0945	139,673,071	100.0000
Ordinary Resolution 10	139,532,205	99.9013	137,866	0.0987	139,670,071	100.0000
Ordinary Resolution 11	139,550,701	99.9124	122,370	0.0876	139,673,071	100.0000
Ordinary Resolution 12	54,584,088	99.8195	98,700	0.1805	54,682,788	100.0000



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Thank You

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