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AMWAY (MALAYSIA) HOLDINGS BERHAD

FY2025 ANALYST BRIEFING
26 February 2026

Year in Review

Video 2025



Opening Message

Michael 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

NEW

25 Feb 2026



2025 BUSINESS HIGHLIGHTS

Jason Leng, General Manager

Historically, Malaysia Has Shown the Sustainable Growth Trajectory

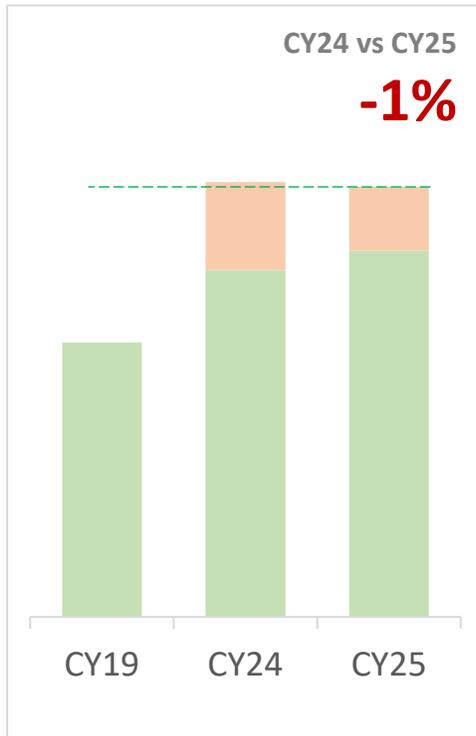


* Sales shows the accounting sales before MFRS adjustment

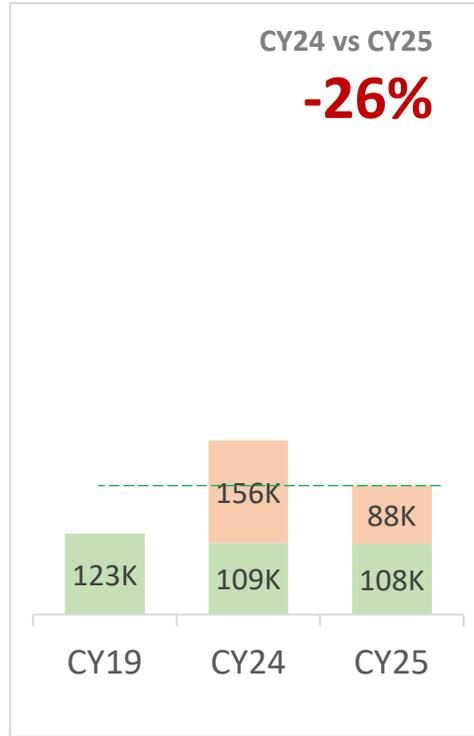
Navigating Post-Hypergrowth

■ ABO ■ APC

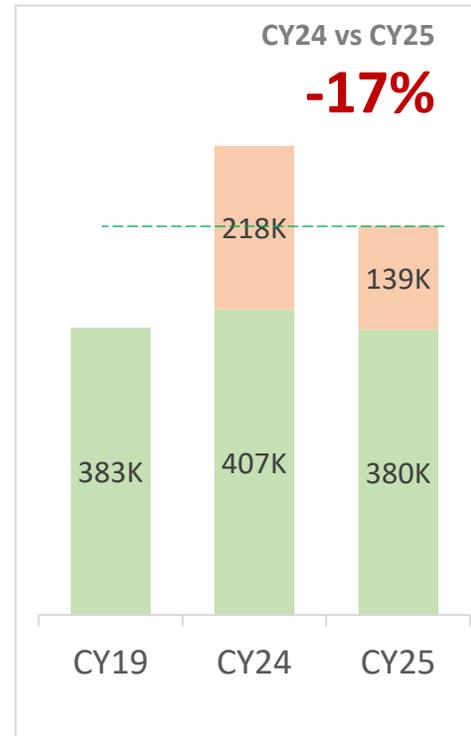
Nutriline Sales



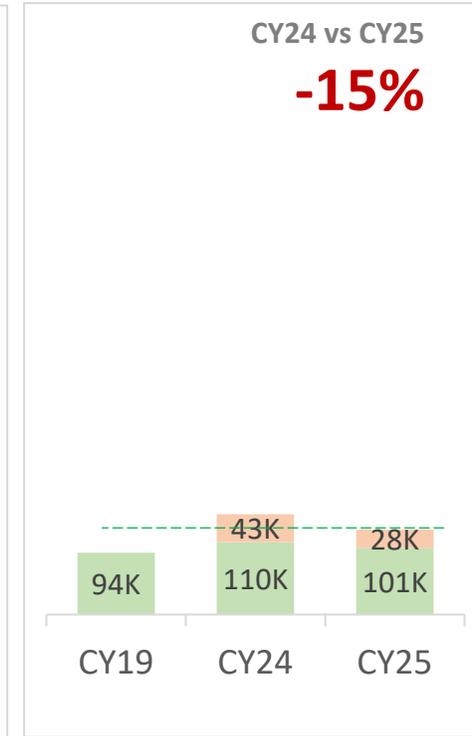
New Sign Up



Force



Buyer



Dec Snapshot

Monthly Average

In the Meantime, Positive Progress in Motion

++



ABO Leadership
KPIs

9%



Gut Protein

12%

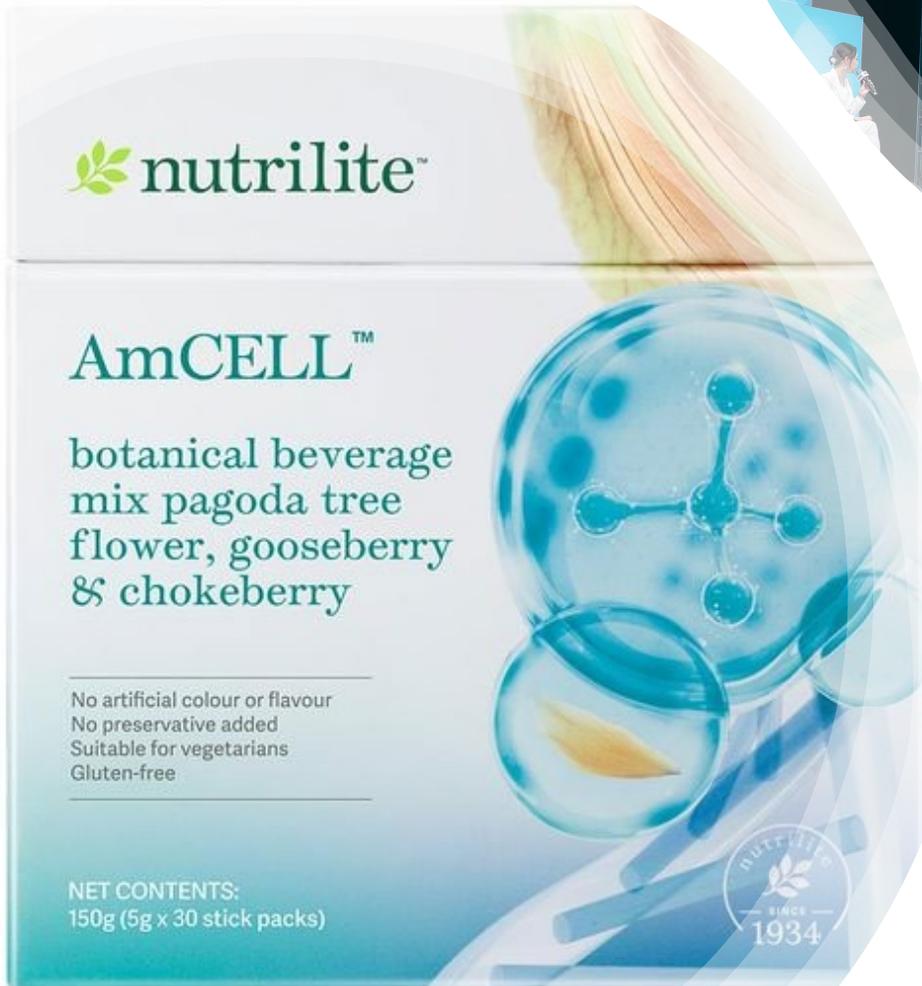


Amway Loyalty Program

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)

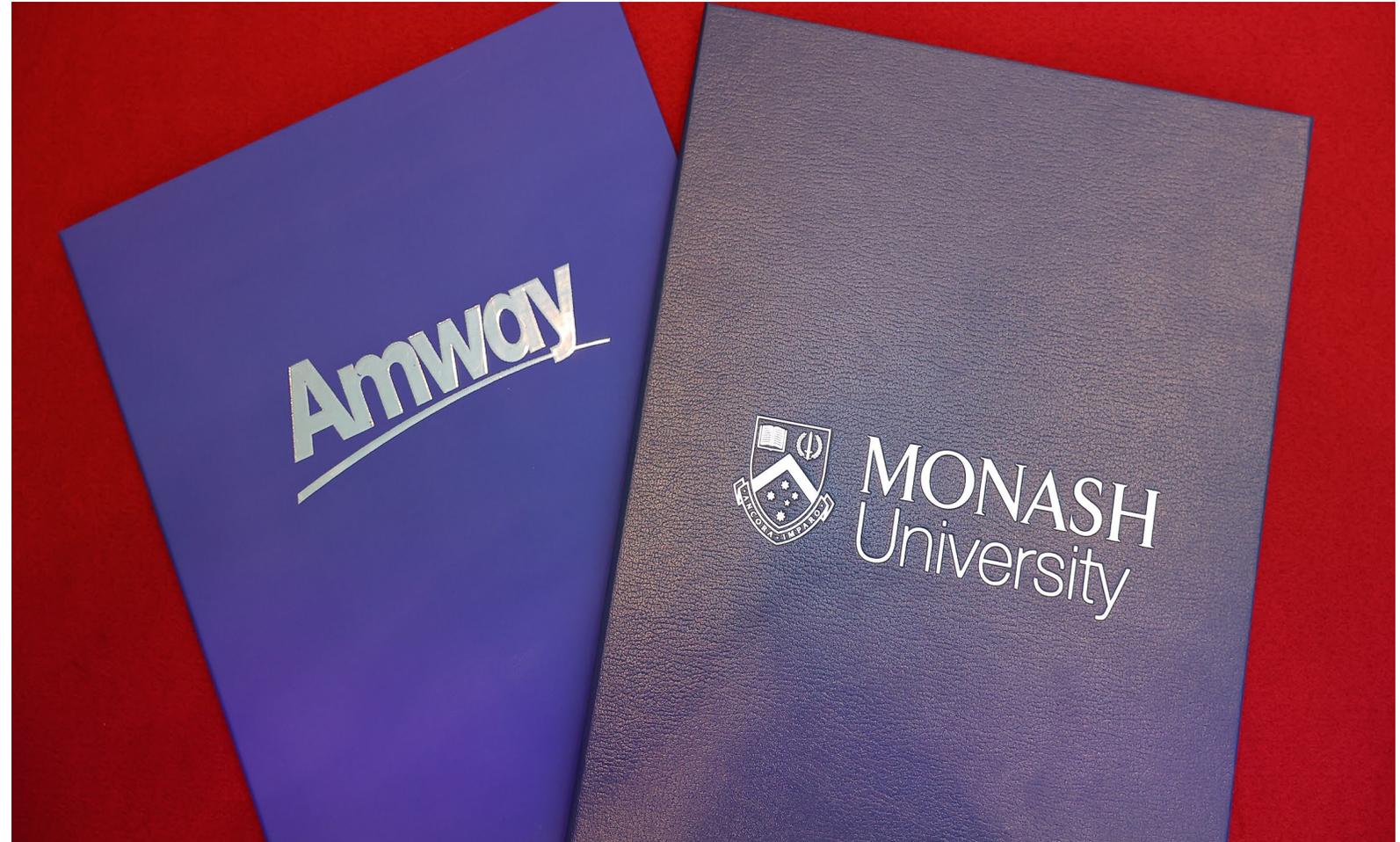


Kota Bharu
(Hybrid Shop)

Our Investments: Collaboration with Monash University



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**



Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
NATALIE CHIAM



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



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



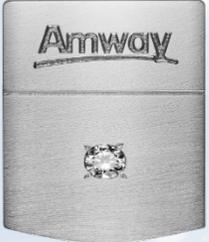
Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**TAN CHUN YONG
& LEE KHAI YEE**



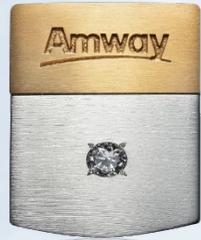
Amway
CONGRATULATIONS
TO OUR NEW
DIAMOND
**TENKU
SHARIHAN
& AZHAR**



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



New Achiever (Founders Diamond)





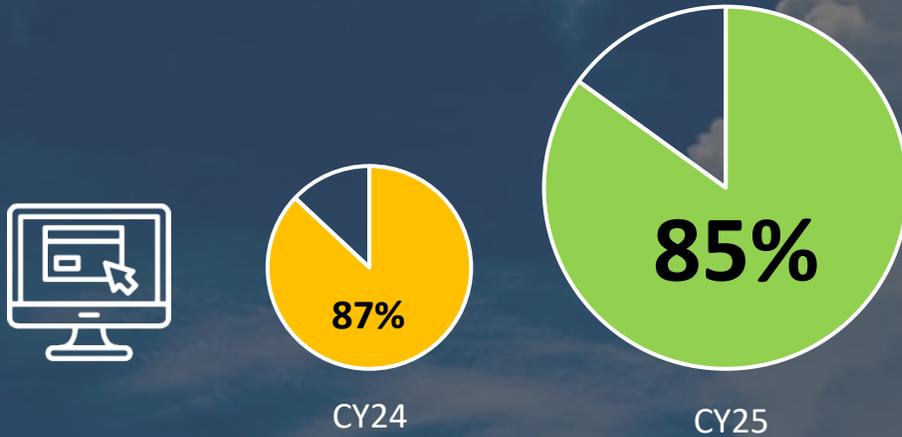
ABO & COMPANY EVENTS

- 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

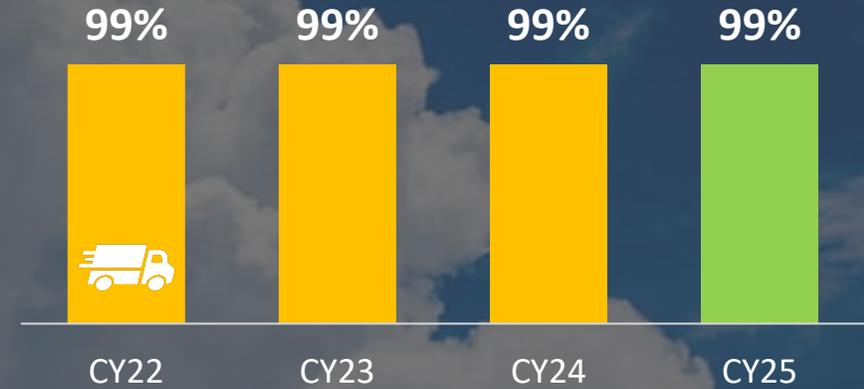


Amway Malaysia's Service Performance

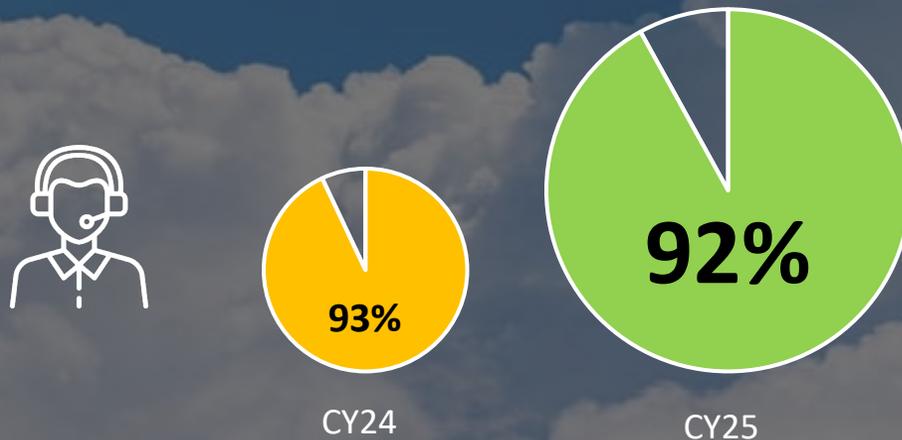
% Website Satisfaction



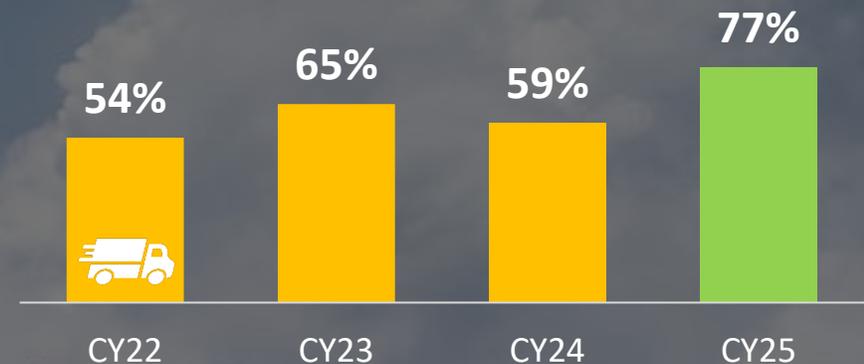
On Time Delivery



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 MUJIDA ABDUL AZIZ
50300 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



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

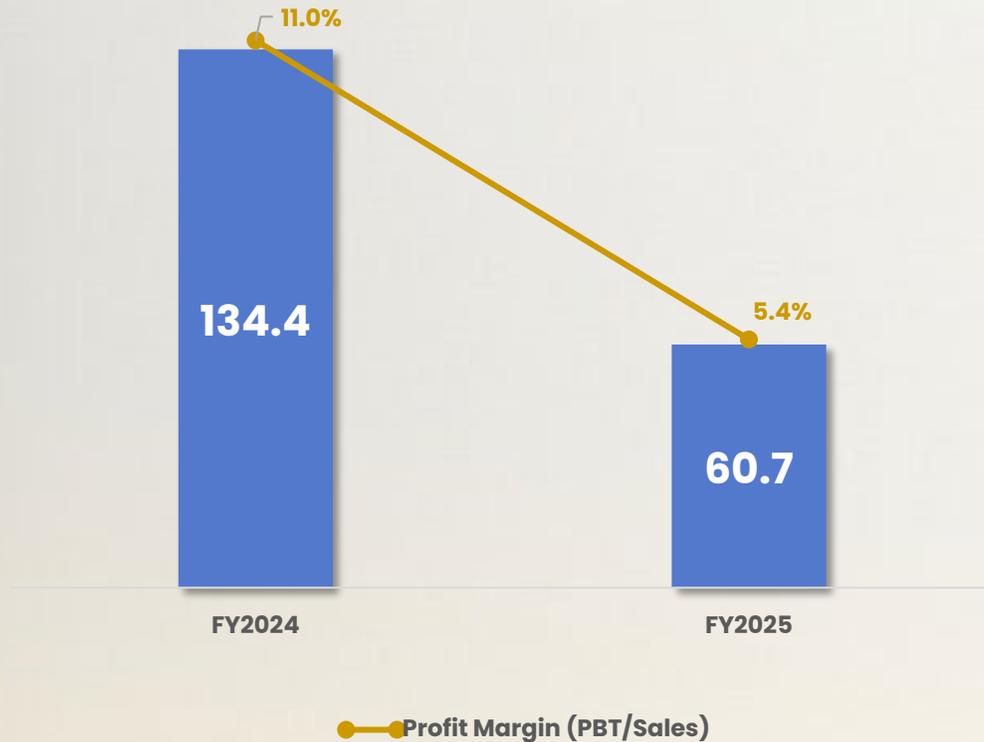
Decline mainly due to:

- ✓ The increasingly cautious economic backdrop continued to put pressure on consumer demand
- ✓ 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.

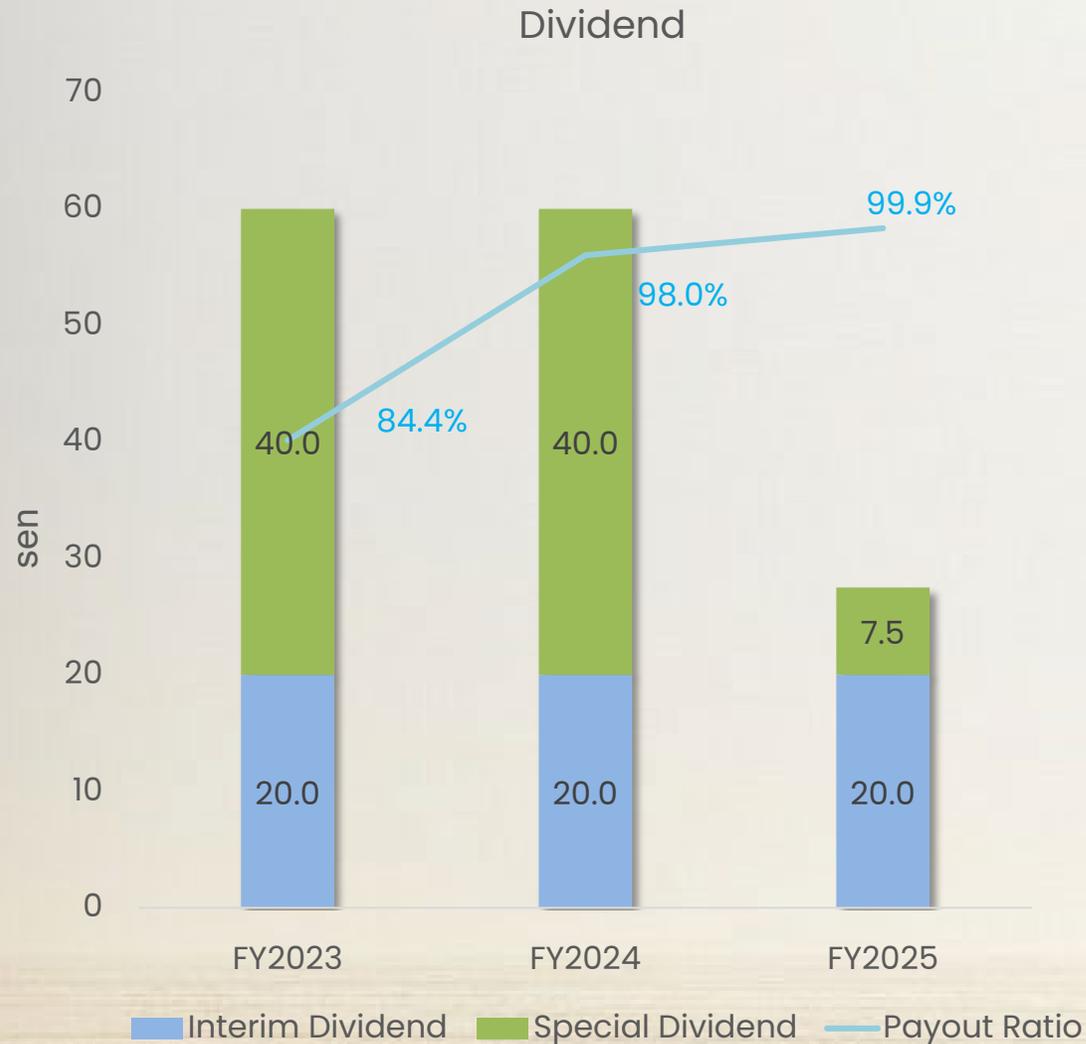


-54.9% vs PY

-5.6% profitability

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

Dividend Payout

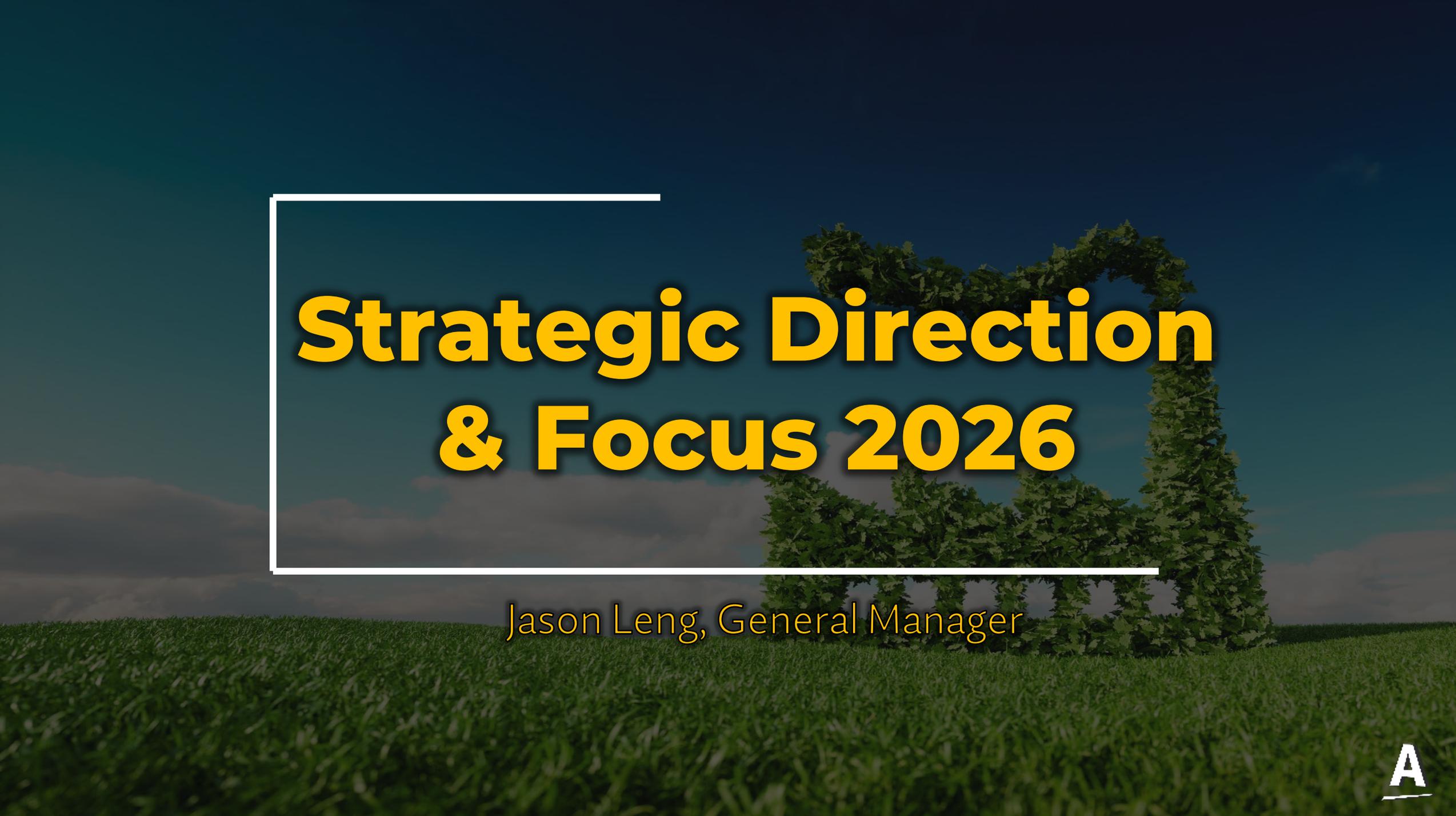


Dividend policy:

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

Dividend payout 2025:

- Total dividend : **27.5 sen** (2024: 60.0 sen)
- Dividend payout: **RM45.2mil** (2024: RM98.6mil)



Strategic Direction & Focus 2026

Jason Leng, General Manager

Unite. Rebuild. Accelerate.

A70

Amway MALAYSIA
EMPOWERING LIVES
50

RM million



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

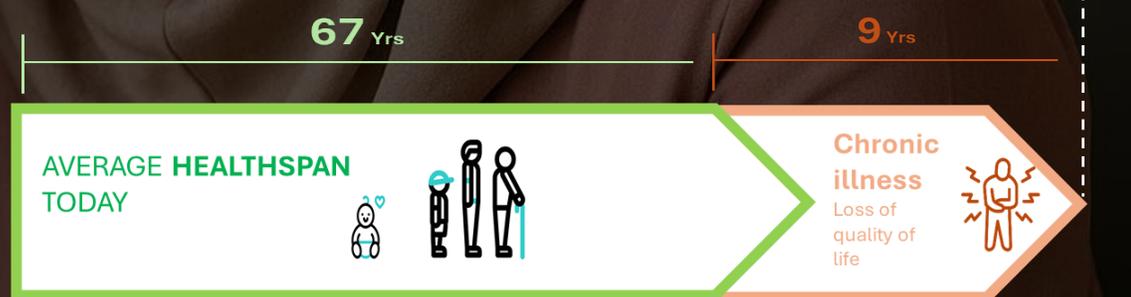
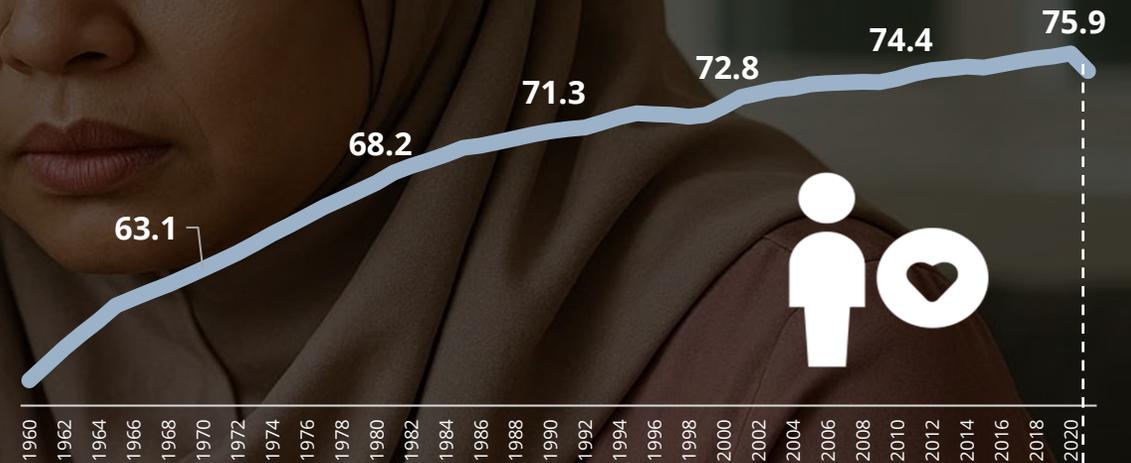


Diabetes



Aging & Ailing

Malaysian's Life Expectancy



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

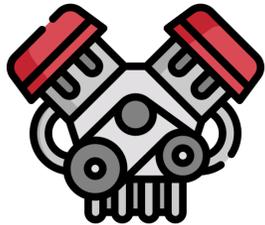
NEW!

The Human Engine: Fuel, Function & Maintenance for Better Healthspan

Fuel



Engine



Service



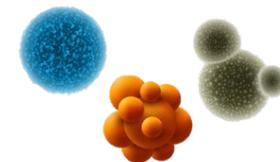
Phytonutrients



Gut Microbiome Health



Cellular Health





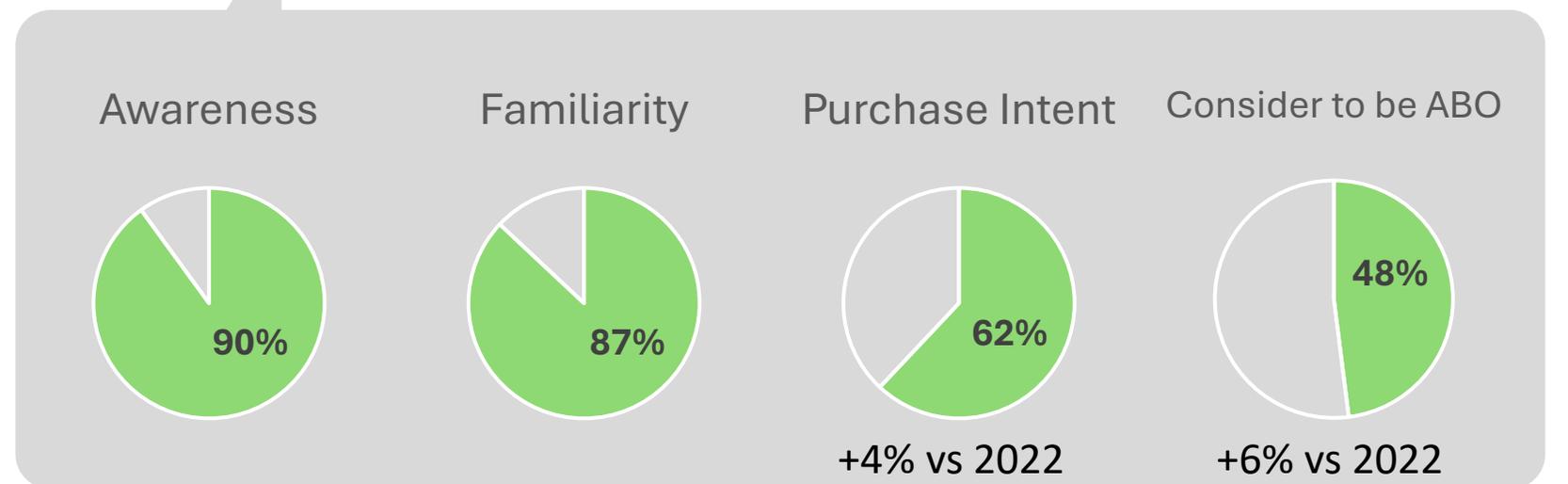
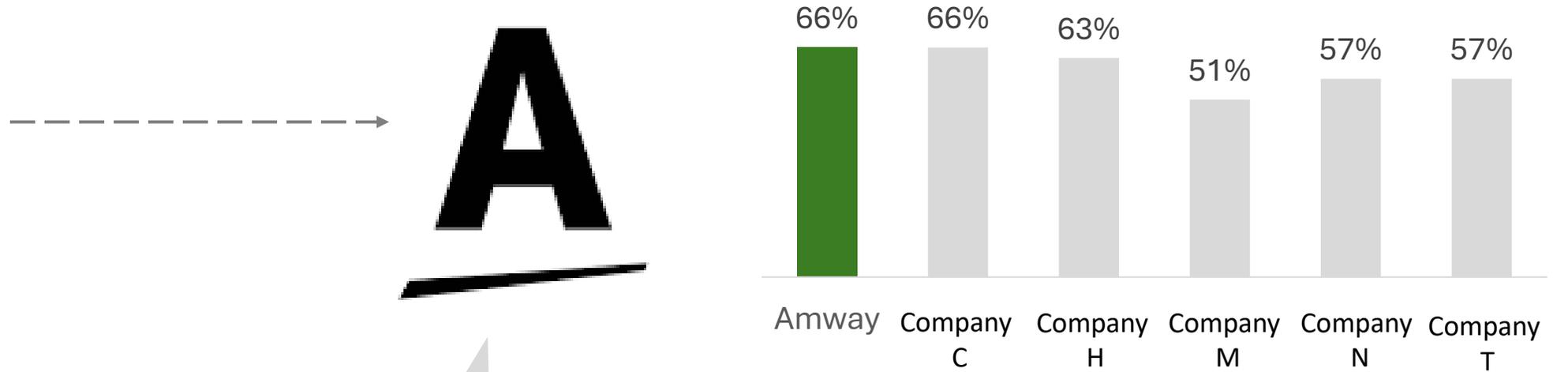
ATTNOCY

Strengthening Brand Reputation

Public perceives Amway as a Health & Wellbeing Company

Q: Is a Health & Wellbeing Company?

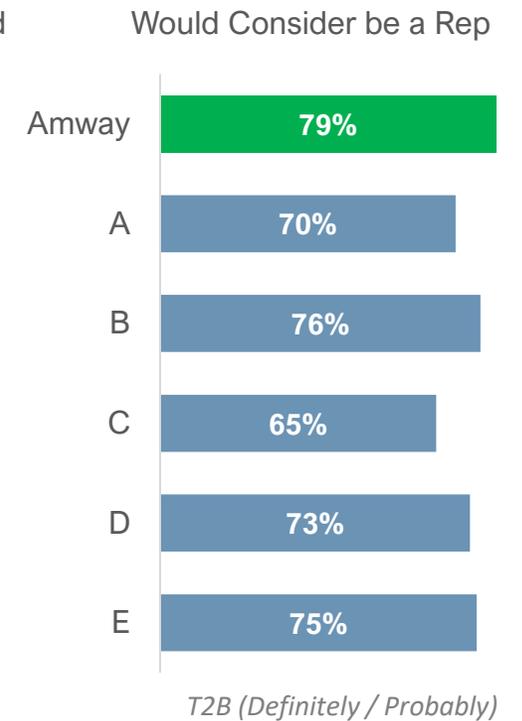
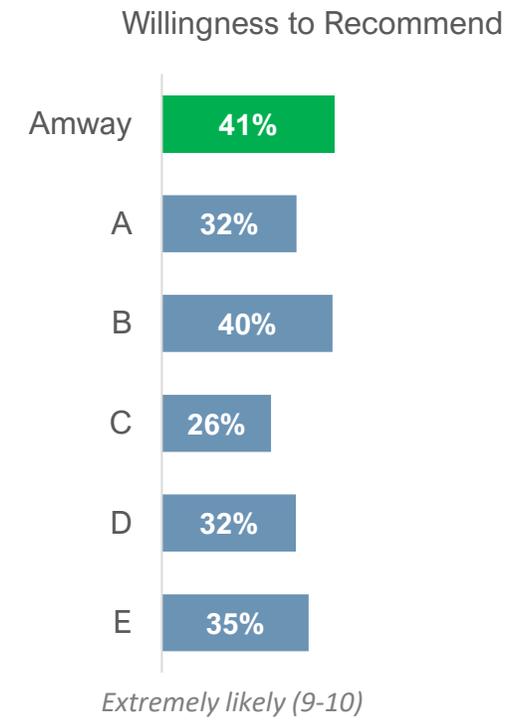
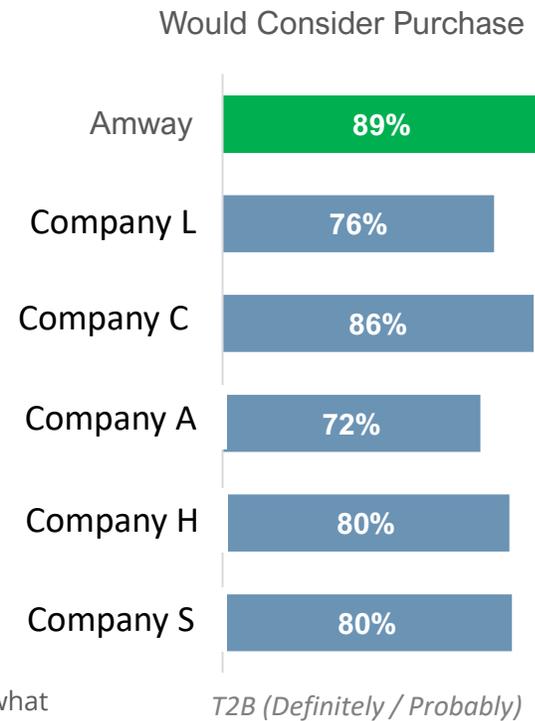
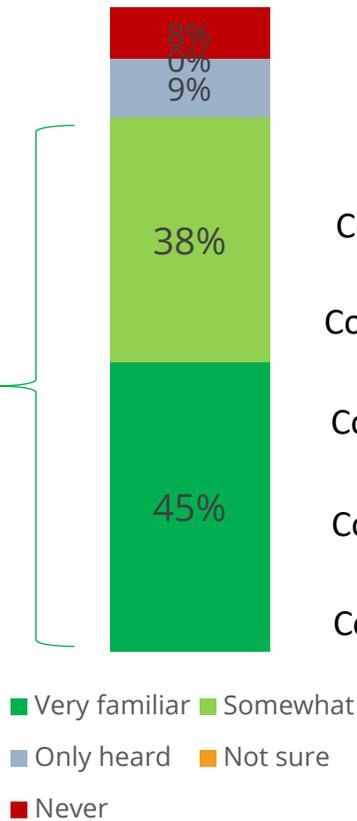
The others are competitors in DS



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



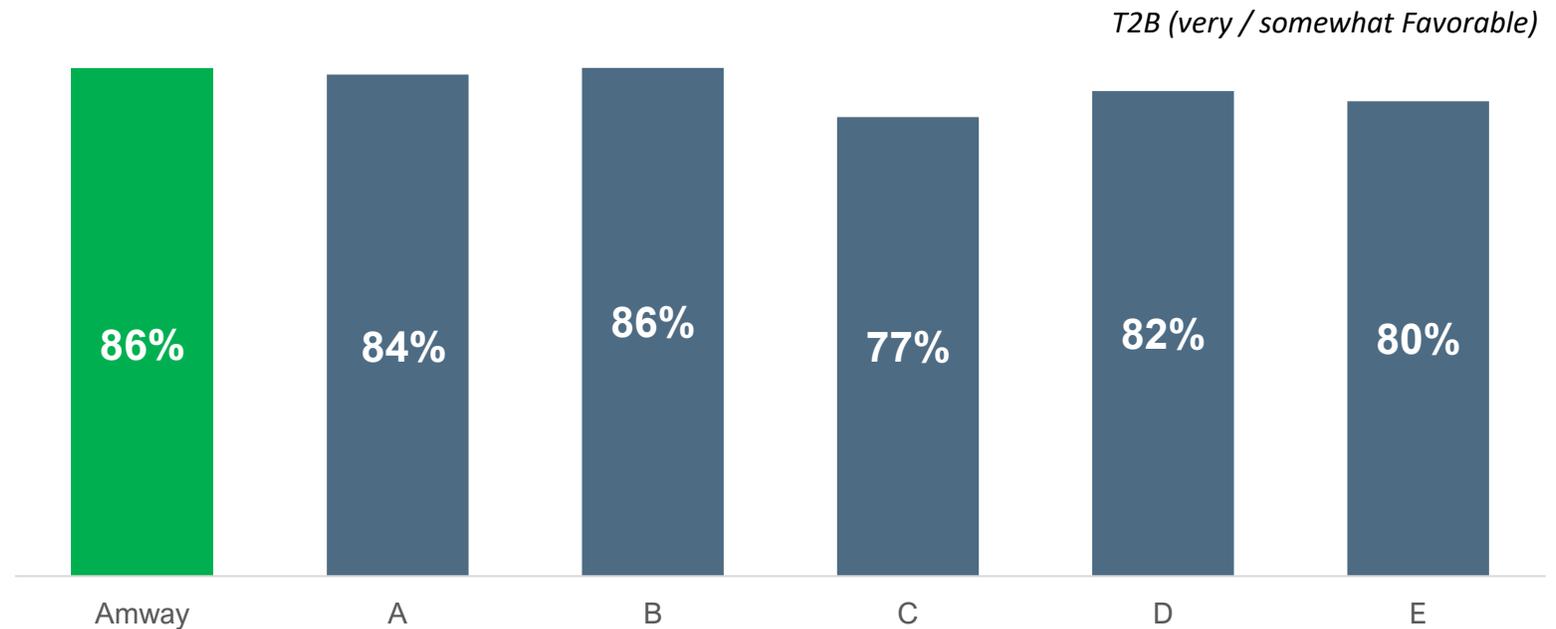
Base: At least "Heard of" the company

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

A group of diverse people, including men and women of various ethnicities, are shown in profile, looking towards the right. They are dressed in professional attire. Overlaid on the image is a semi-transparent teal bar chart with a white line graph showing an upward trend. A large white arrow points upwards and to the right, starting from the top of the bar chart. The overall color palette is warm, with orange and yellow tones in the background and teal in the foreground overlays.

Enhancing Income Opportunity

Power Through 2026: Incentives & Enablement

SPONSOR

AM50 Five for 50
Sponsoring



BUILD

Q for AM50



LEAD

Training & Enablement



Power Through 2026: Events & Conventions



**Support
Programs**



Power Through 2026: Events & Conventions

Mar



Support Programs



Power Through 2026: Events & Conventions



**Support
Programs**



Power Through 2026: Events & Conventions

Mar

APR

MAY

JUN

JUL



**Support
Programs**



Power Through 2026: Events & Conventions



**Support
Programs**



Power Through 2026: Events & Conventions



**Support
Programs**

