# FY 25 Results

Alexis George,
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12 February 2026

AMP


1 FY 25 overview

2 FY 25 financial results

3 Business unit performance

4 Business efficiency

5 Capital

6 FY 26 guidance

7 Priorities


Innovation Best Fund – Chant West 2025 Winner

Super 2025 – Chant West – 4 Apples • High Quality Fund

Lifetime Product Best Fund – Chant West 2025 Winner

Advised Product of the Year – Chant West 2025 Winner

heron PARTNERSHIP – 2025/26 Quality Star Rating – Corporate Product – AMP SignatureSuper

heron PARTNERSHIP – 2025/26 Top 10 Investment Features – Corporate Product – AMP SignatureSuper

AMP Bank wins Canstar's Outstanding Value - Savings Accounts Award in 2025! – AMP Bank

AMP Bank wins Australia's Best Small Business Everyday & Savings Bank – Mozo's 2025 Experts Choice Awards – AMP Bank

Investment Trends WINNER

SUPER RATINGS

SUPERRATINGS PLATINUM 2026 PENSION

SUPERRATINGS PLATINUM 2026 MYSUPER

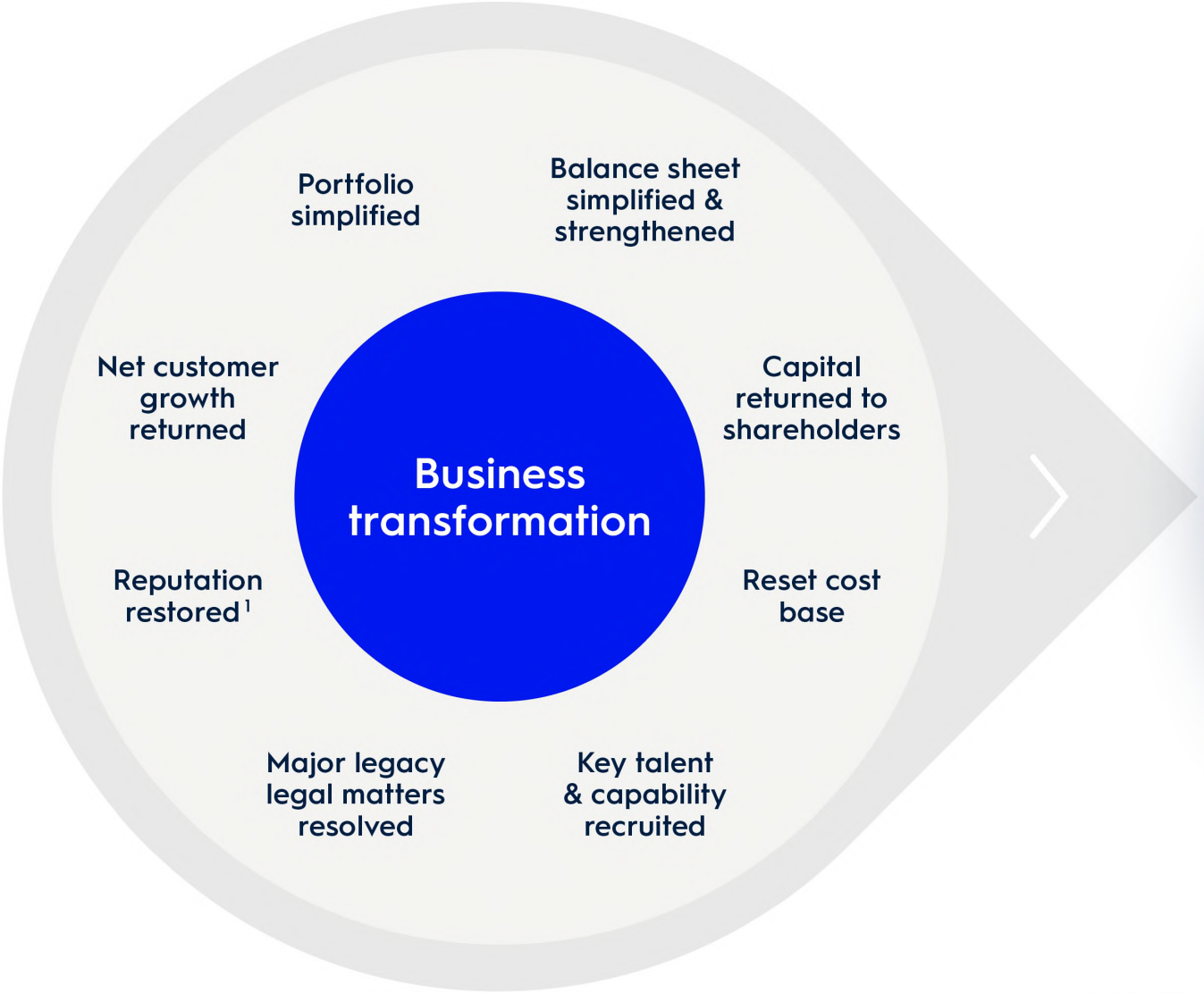
SUPERRATINGS PLATINUM 2026 MYCHOICE SUPER

SUPERRATINGS GOLD 2026 MYCHOICE SUPER

Refer to page 44 for relevant information on awards and ratings

# Positioned for growth

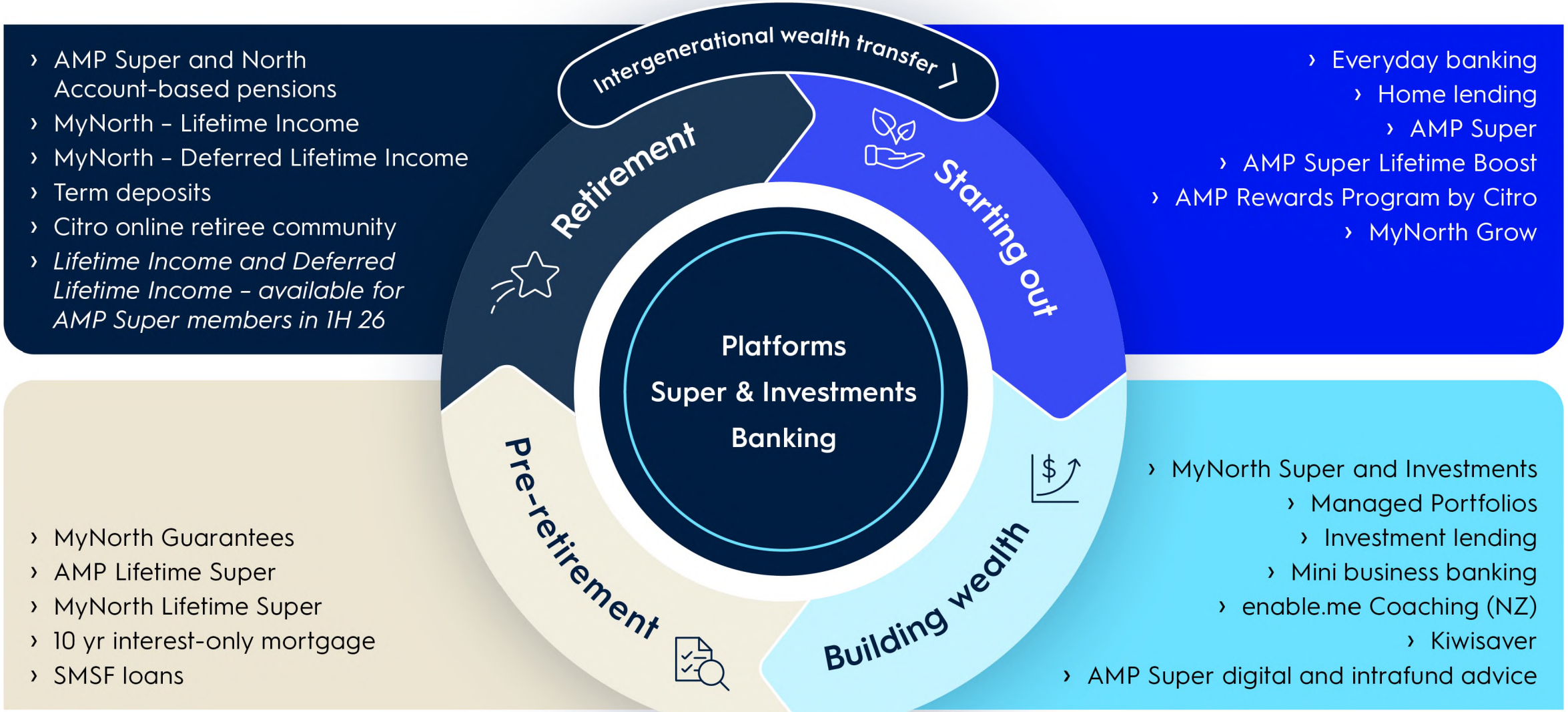
**Following five years of transformation, AMP is positioned to lead in wealth and retirement in Australia and New Zealand**



1. AMP's 4Q 25 Reptrak reputation score of 67.9 now highest since reporting began in 2008

# AMP's strategic focus on retirement

**A suite of offers and solutions providing AMP customers financial confidence in retirement**



# Retirement reimagined: AMP's strategy

PURPOSE

Helping people **create** their tomorrow

VISION

Helping more people build wealth and retire with confidence

PILLARS

## Customer growth

- Drive **cashflows:**
  - Continue to build relationships with **new advisers**
  - Further develop **D2C capability** to deliver customer growth
- Grow **deposit base** in AMP Bank GO

## Pursue innovation

- Expand AMP's market-leading **retirement solutions**
- Explore new product innovation at the intersection of **property and wealth**

## Embrace new business models

- **Leverage AI** to improve outcomes for our people, customers and shareholders
- Enhance customer and member **digital experience**

VALUES

**Put customers first** | **Own it** | **Be brave** | **Play as one team** | **Do the right thing**

# FY 25 overview

Alexis George, CEO

AMP

# FY 25 highlights

## Delivering for customers, members and shareholders; driving performance and innovation

**Underlying NPAT and EPS**

**>20% ▲**

to $285m and 11.3cps

**Delivered 2-year cost out: controllable costs improved**

**6.9% ▼**

to $603m (CTI: 61.5%)

**Platforms cashflows**

**+85.2%**

To $5.1b
(excl. pension payments)

**FY 25 final dividend**

**2.0cps**

20% franked

**Launched AMP Bank GO**

**$310m**

In deposits

**AUM increased to**

**$161.7bn**

up 9% since FY 24

### Delivering on strategic priorities

Driving cashflow growth in wealth businesses, managing bank lending

### Completed cost-out program

In line with guidance, with future focus on driving CTI

### Innovating for our members in retirement

Strong investment returns, launched Lifetime solution and AMP Rewards in S&I, digital advice rolled out

### Launched AMP Bank GO

Building customer numbers and deposits with rollout of new features and targeted marketing activity

### Resolved further legacy legal matters

Settled two class actions in 2H 25, and received $68m from insurers for historical remediation programs

All amounts are in Australian dollars (A$) unless otherwise specified.
Percentage changes are compared to the prior corresponding period, unless otherwise specified.

# Platforms: FY 25 execution

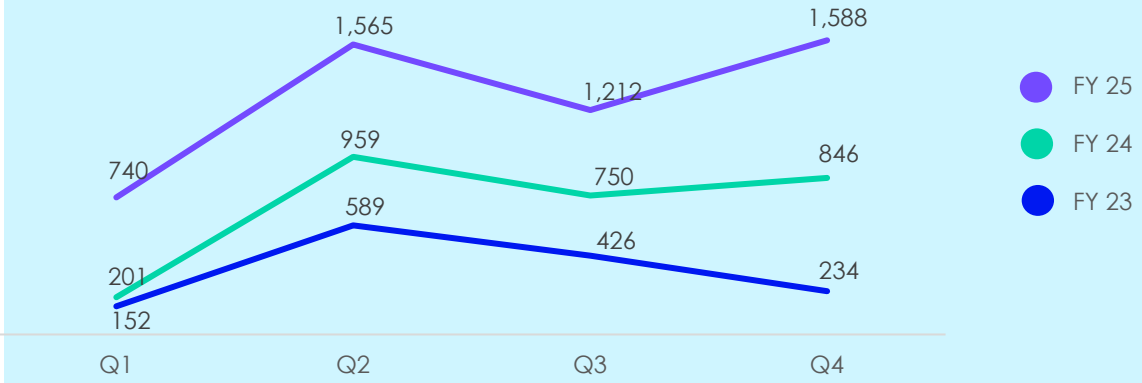
Positioned to take advantage of the large and growing market opportunity in retirement for mass affluent clients; North Interactive Wealth Portal to launch in 1H 26

## Total Platform AUM $88.7bn

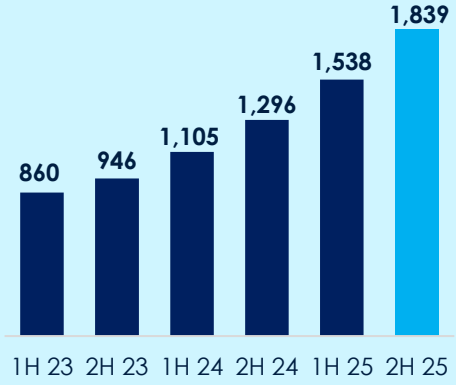
- **Strong cashflow momentum** from existing and new advisers, reflecting the strength of the North offer
- **Continued innovation in Managed Portfolios** driving growth, now at $25.2bn
- **Accelerating use of AI,** with AI Filenote (2,450 notes since Q1 2024) and a modelling tool deploying in 1H 26 built using an AI-enabled technology delivery methodology
- **MyNorth Lifetime grows to $764m**[1] (Q3 $579m), with 133 new advisers writing the solution during the year
- **Robust investment governance** processes maintained

**North Interactive Wealth portal** to launch in 1H 26, to enable greater adviser efficiency

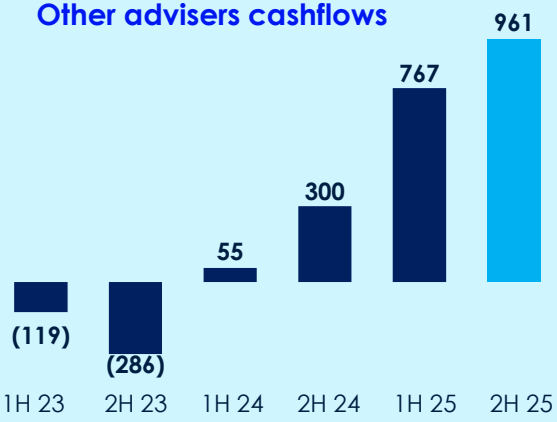
### Platforms cashflows ($m)




### Akumin network cashflows




### Other advisers cashflows



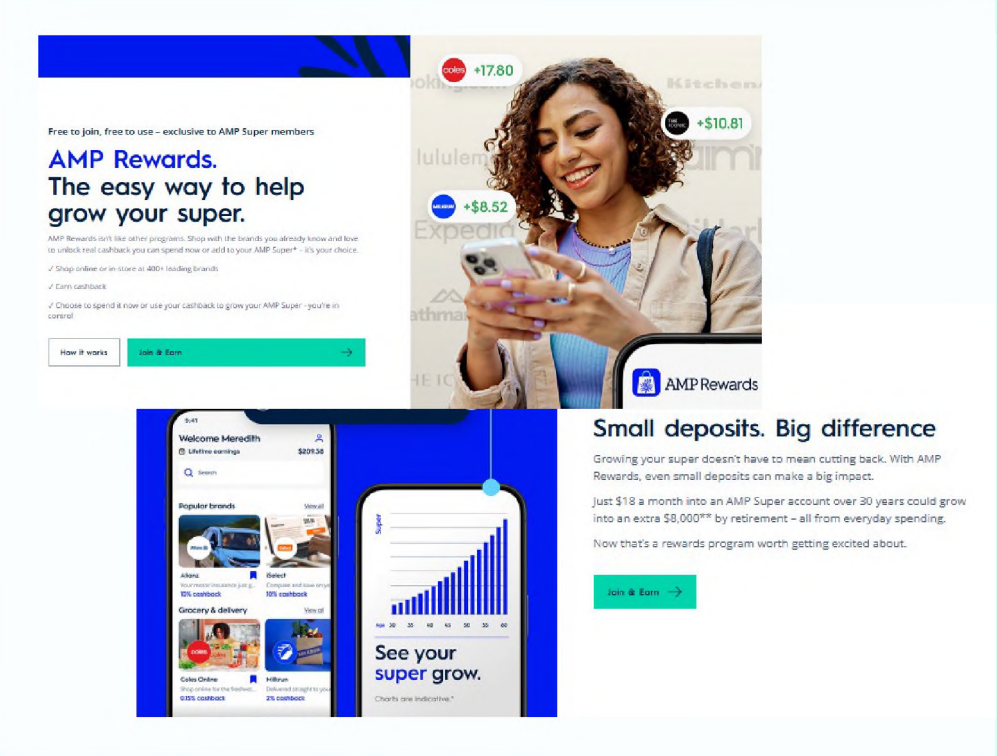

1. $944m held by MyNorth Lifetime clients in total

# Superannuation & Investments: FY 25 execution

S&I on pathway to sustainable positive cashflows through member retention initiatives

## Total S&I AUM $60.7bn

- **Delivering top quartile returns** for majority of MySuper members[1], momentum towards positive cashflows
- **AMP Lifetime Boost** rolled out to ~141,000 Choice & ~4,000 MySuper members
- **New Digital Personal Financial Advice** journeys rolled out across retirement, investments and contributions. Over 30,000 users in less than 12 months
- **AMP Super Rewards launched** with Citro
- New tools to help members **'Compare AMP Super'** across fees, performance, insurance and services




**AMP Lifetime Pension** to launch in 1H 26, to provide members an income stream for life

1. SuperRatings, Fund Crediting Rate Survey, December 2025

# AMP Bank: FY 25 execution

Focused on targeted opportunities in AMP Bank, while scaling AMP Bank GO

AMP Bank

- **Careful margin management** while focusing on targeted higher return lending opportunities. Investment loan growth >2.5x owner occupied segment growth
- **Developing retirement-centric mortgage offerings**, including 10-year interest only and SMSF home loans
- **Renewed balance sheet approach;** securitisation (capital relief) and warehousing to enhance efficiency of funding stack

AMP Bank GO

**$310m** in deposits, 40% in transaction accounts

**15,665** customers

**>8 out of 10** customer satisfaction score

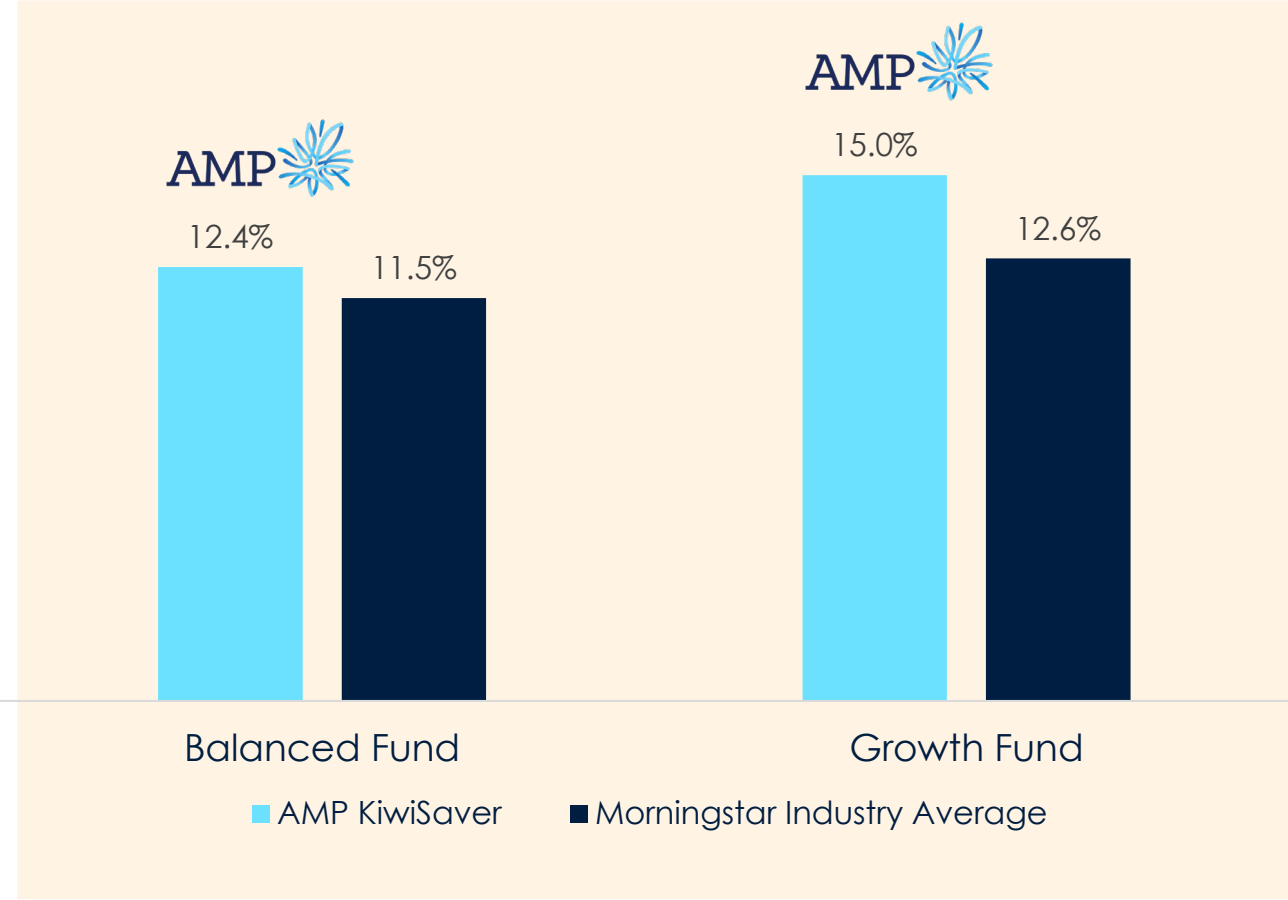
**92%** of balances from personal customers

# New Zealand: FY 25 execution

Diversification of revenues despite challenging economic environment

## Total AUM $12.3bn

- **Strong investment performance,** above market for 1, 3, and 5 year periods, driving AUM growth[1]
- **Delivering continued growth** and **diversification of revenues** amid continued challenging economic environment in NZ
- **Shift to focus on retirement segment,** leveraging learnings from Australia - with 600,000 New Zealanders to reach retirement age in the next 10 years




1. Source: Morningstar Direct. KiwiSaver Moderate, Balanced, Growth & Aggressive funds

# FY 25 financial results

Blair Vernon, CFO

AMP

# FY 25 results summary

| $m | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| Total revenue | 1,287 | 1,252 | ▲ 2.8% |
| Variable costs | (307) | (294) | ▲ 4.4% |
| Controllable costs | (603) | (648) | ▼ 6.9% |
| **EBIT** | **377** | **310** | ▲ 21.6% |
| Interest expense[1] | (55) | (53) | ▲ 3.8% |
| Investment income[2] | 57 | 62 | ▼ 8.1% |
| Tax expense | (94) | (83) | ▲ 13.3% |
| **NPAT (underlying)** | **285** | **236** | ▲ 20.8% |
| **NPAT (statutory)** | **133** | **150** | ▼ 11.3% |
| Earnings per share (underlying) | 11.3 | 9.0 | ▲ 25.6% |
| Cost to income (%)[3] | 61.5 | 67.6 | ▼ 6.1pp |
| ROE Underlying (%) | 8.0 | 6.4 | ▲ 1.6pp |

**Underlying NPAT up 20.8%** to $285m (FY 24: $236m)

**Total revenue** was up 2.8%, with increase in Bank, S&I, Platforms and Group partly offset by NZWM

**Controllable costs** reduced by 6.9% reflecting delivery of cost-out program, offsetting inflationary pressures and operational cost of AMP Bank GO

**Underlying EPS** up 25.6% reflecting improved earnings and final stages of the share buyback

**Cost to income** improved by 6.1pp to 61.5%

1 Includes interest expense on corporate debt.
2 Includes investment income from Group Cash.
3 Prior periods have been restated to reflect updated cost to income ratio calculation.

# Statutory NPAT reconciliation

| $m | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| **NPAT (underlying)[1]** | **285** | **236** | ▲ 20.8% |
| Litigation and remediation related costs[2] | (95) | (8) | n/a |
| Business simplification | (50) | (43) | ▲ 16.3% |
| Other items[3] | (1) | (34) | ▼ 97.1% |
| Amortisation of intangible assets | (6) | (2) | ▲ 200.0% |
| **Total items reported below NPAT (post-tax)** | **(152)** | **(87)** | ▲ 74.7% |
| Discontinued operations[4] | 0 | 1 | n/a |
| **NPAT (statutory)** | **133** | **150** | ▼ 11.3% |

Lower **statutory profit** compared to prior period predominantly reflecting the settlement of legal matters

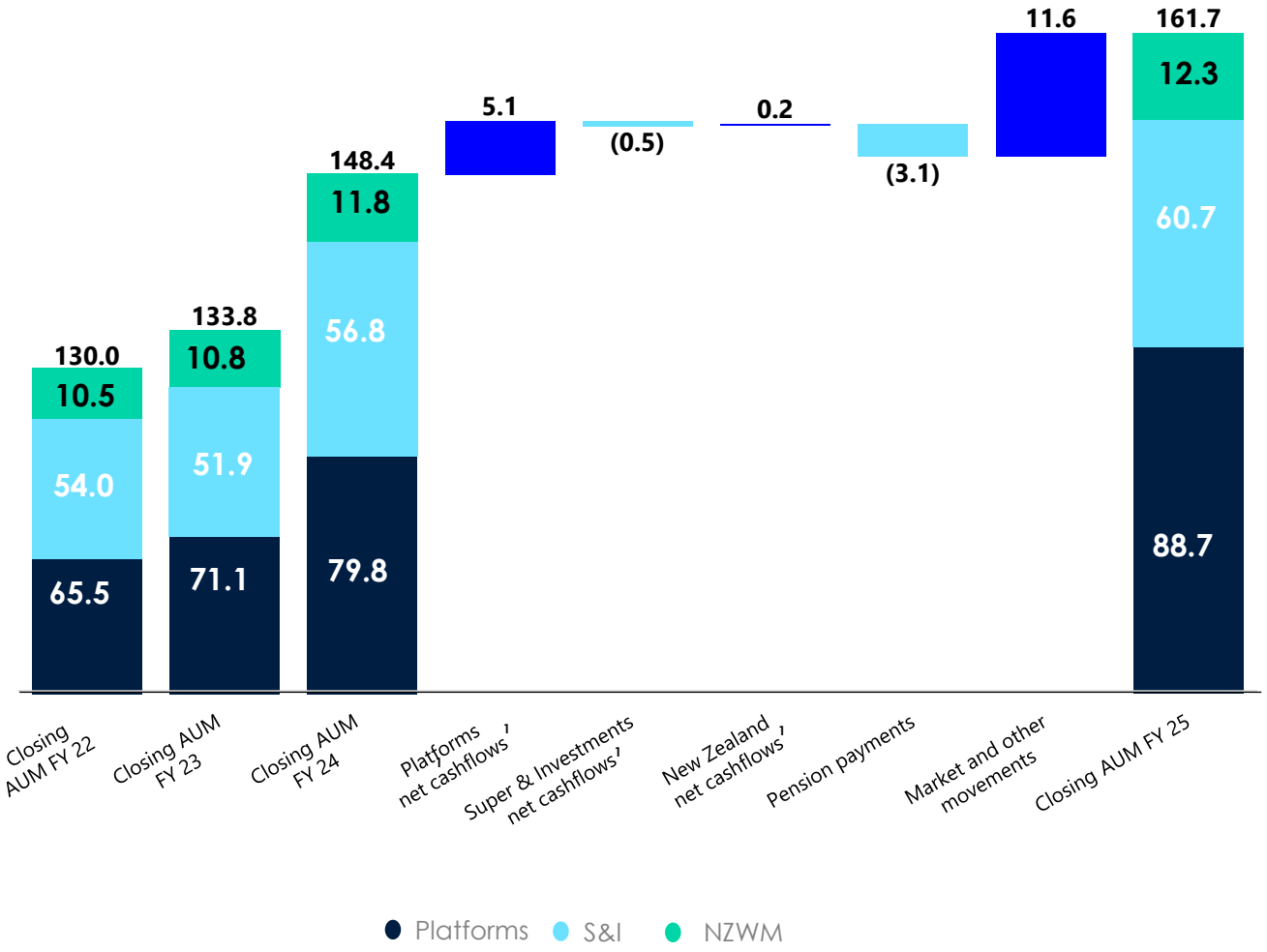
**Litigation and remediation related costs** includes class action related costs, offset by insurance recoveries for historical remediation programs

**Business simplification** of $50m ($71m pre-tax) reflects 12 month spend of the business simplification program, to be completed in FY 26

1 Net profit after tax (underlying) represents shareholder attributable net profit or loss after tax excluding non-recurring revenue and expenses. NPAT (underlying) is AMP's preferred measure of profitability as it best reflects the underlying performance of AMP's business units.
2 DTAs have not been recognised on class action settlements.
3 Other items in FY 24 reflects predominantly the $36m accounting loss on sale from the Advice transaction.
4 Discontinued operations in FY 24 reflects the sold business of AMP Advice.

# Total AUM of $161.7bn

Positive cashflows and market movements increased AUM to $161.7bn – up 9.0%




## Platforms

Closing AUM grew 11.2% to $88.7bn driven by positive net cashflows and market movements (FY 24: $79.8bn)

## Superannuation & Investments

Closing AUM grew 6.7% to $60.7bn driven by positive market movements and improved retention (FY 24: $56.8bn)

## New Zealand Wealth Management

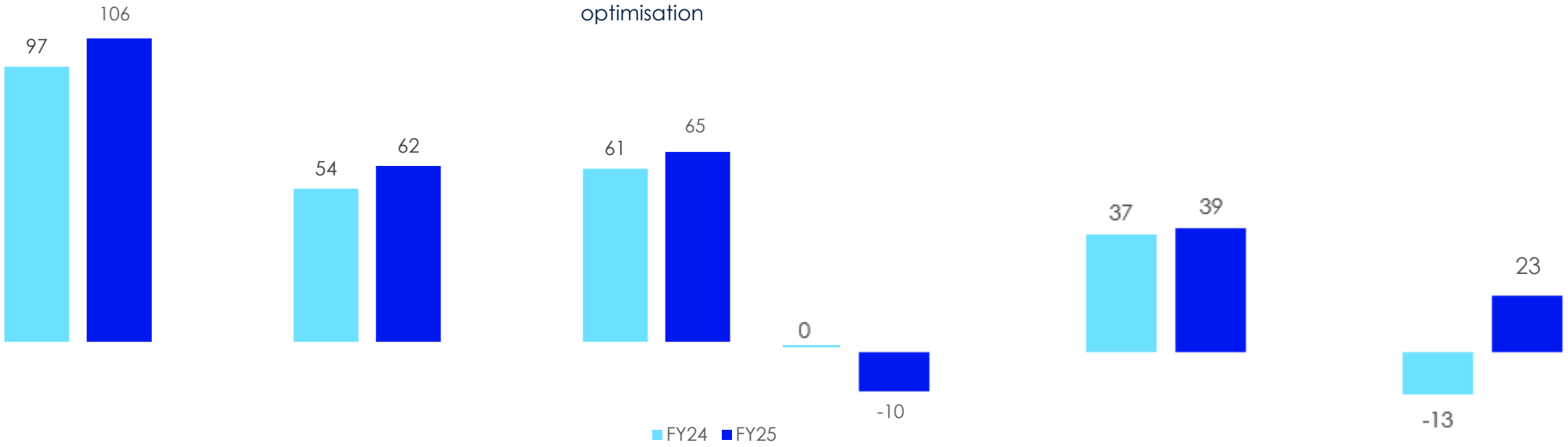
Closing AUM increased 4.1% to $12.3bn driven by market movements (FY 24: $11.8bn)

1 Excluding pension payments.

# FY 25 business unit overview

| | Platforms | Superannuation & Investments | Banking: AMP Bank | Banking: AMP Bank GO | New Zealand Wealth Management | Group[1] |
|---|---|---|---|---|---|---|
| NPAT v FY 24 | $106m ▲ 9.3% | $62m ▲ 14.8% | $65m | -$10m | $39m ▲ 5.4% | $23m ▲ Improved $36m |
| | | | AMP Bank total: $55m ▼9.8% | | | |
| | (37% of NPAT) | (22% of NPAT) | (19% of NPAT) | | (14% NPAT) | (8% of NPAT) |
| | Strong net cashflow momentum driven by new and existing advisers | Net cashflows improving year on year, with a focus on retention and growth initiatives | Managing margins through targeted lending opportunities and funding optimisation | Build out of AMP Bank GO | Continued revenue diversification, with a growing focus on retirement segment | Strong China Partnerships contribution, controllable costs reduced further as stranded costs removed |

**NPAT by business unit ($m)**




1 Includes Partnerships, Group costs not recovered from Business Units, investment income and interest expense on corporate debt.

# Business unit performance

# Platforms FY 25 results

North

## Strong net cashflow momentum driven by new and existing advisers

| $m | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| AUM based revenue ($m)[1] | 350 | 338 | ▲ 3.6% |
| Other revenue & investment income ($m)[2] | 18 | 24 | ▼ 25.0% |
| Variable costs ($m) | (39) | (40) | ▼ 2.5% |
| Controllable costs ($m)[3] | (178) | (183) | ▼ 2.7% |
| **NPAT (underlying) ($m)** | **106** | **97** | ▲ 9.3% |
| Average AUM ($bn)[4] | 83.6 | 75.4 | ▲ 10.8% |
| Net cashflows (excluding pension payments) ($m) | 5,105 | 2,756 | ▲ 85.2% |
| *AUM based revenue to average AUM (bps)[1,4]* | *42* | *45* | ▼ *3bps* |
| *Investment management expense to average AUM (bps)[4]* | *(3)* | *(4)* | ▼ *1bps* |
| Net AUM based margin (bps)[4] | 39 | 41 | ▼ 2bps |
| Cost to income ratio (%)[5] | 56.7 | 59.8 | ▼ 3.1pp |

**Underlying NPAT** up 9.3% driven by increased cashflows, positive market conditions and cost discipline

**Net cashflows** of $5.1b up 85.2% driven by higher inflows benefitting from continued Managed Portfolio growth; new adviser activations and growth from existing advisers

**Revenue margin** compression reflects interaction of strong AUM growth with tiered fee structures and fee caps, as well as investment mix changes

**Managed portfolios** grew to $25.2bn, one of the fastest growing managed portfolios in the market

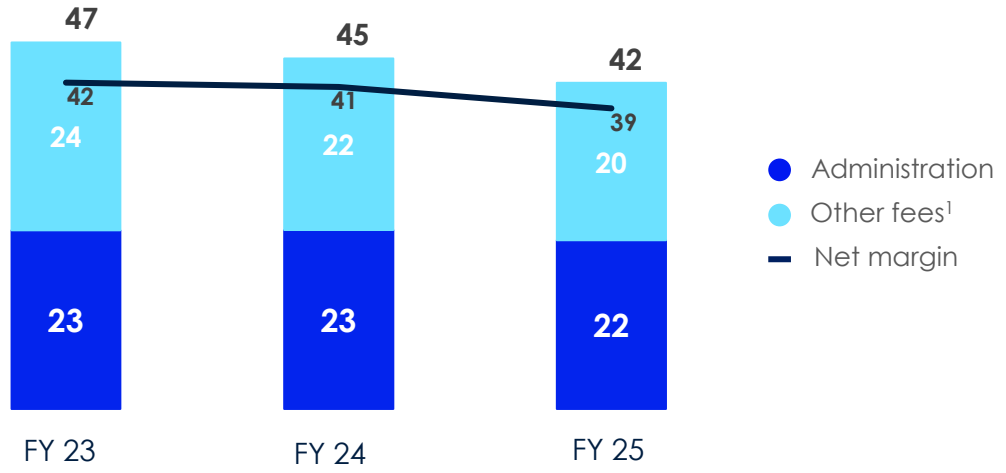
**Simplified to a single contemporary platform:** Asgard migration completed

1 AUM based revenue refers to administration and investment revenue on superannuation, retirement income and investment products.
2 Includes investment income as well as North Guarantee hedging program gains/losses and timing impacts.
3 Prior periods have been restated to reflect updated cost allocation methodology.
4 Based on average of monthly average AUM.
5 Prior periods have been restated to reflect updated cost allocation methodology and cost to income ratio calculation.

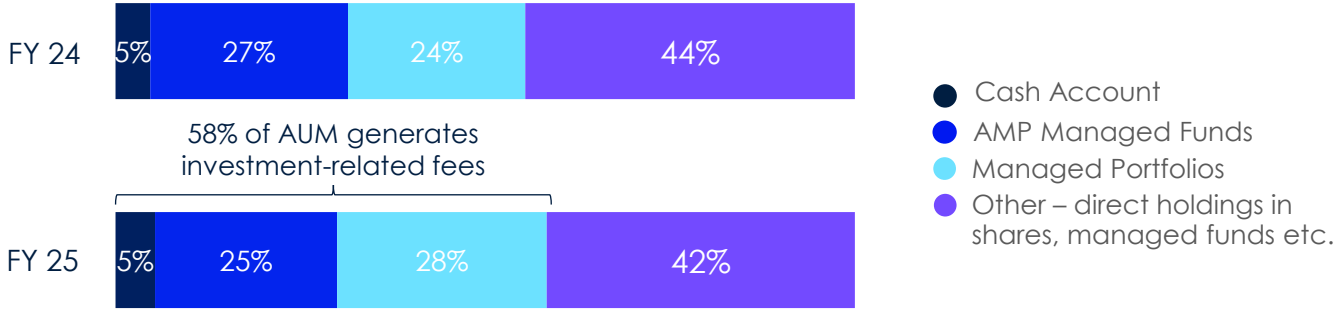
# Platforms margin

North

### Platforms AUM-based revenue margin (bps)




### Platforms AUM construct



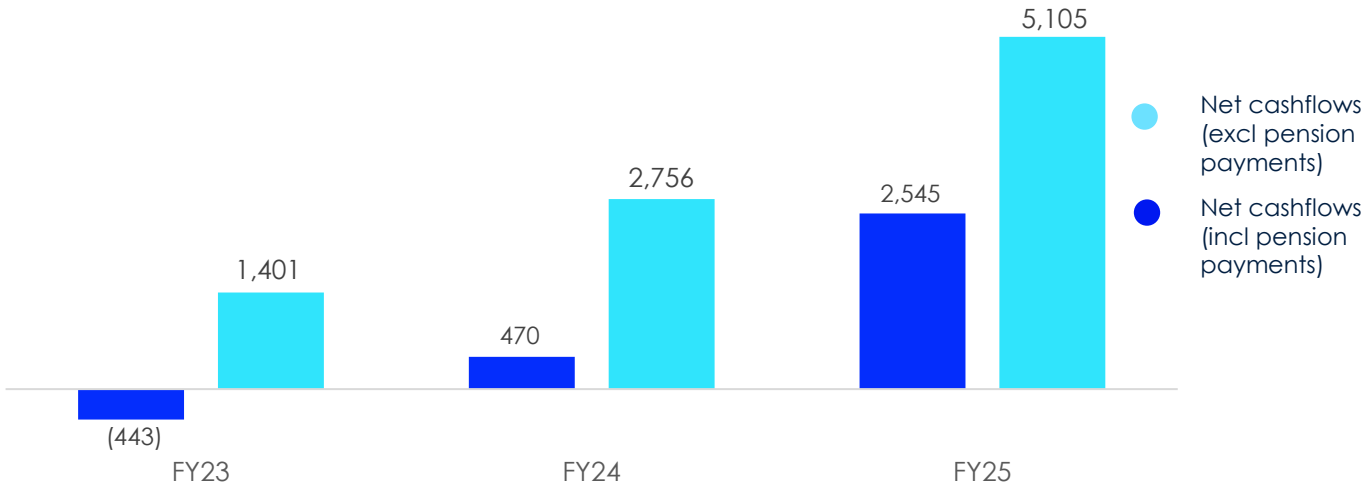

- **Revenue margins** consist of administration revenue and other fees which vary by segment, tiered fee structures and fee caps
- **Net Revenue based margins** is Revenue based margins less Investment Management expense
- **58% of AUM generates investment-related fees** (56% in FY 24), shifting AUM mix is evident from changes in relative weighting of Managed Portfolios and Managed Funds as a percentage of total book
- **AUM based revenue margin** of 42bps in FY 25 (FY 24: 45bps)
  - Margin compression vs FY 24 (45bps) reflecting interaction of strong AUM growth with tiered fee structures and fee caps, as well as investment mix changes

1 Other fees includes investment management fees on cash, AMP managed funds, managed portfolio RE fees, guarantee fees and transaction costs.

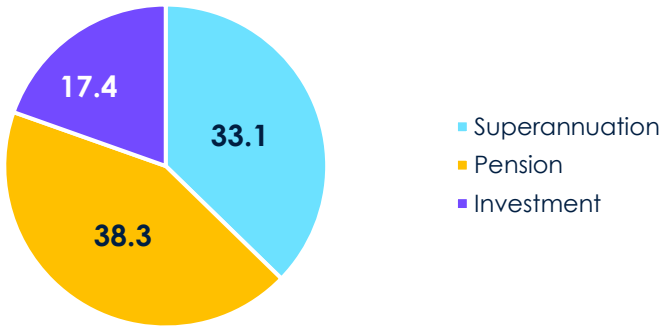
# Platforms cashflow and distribution

North

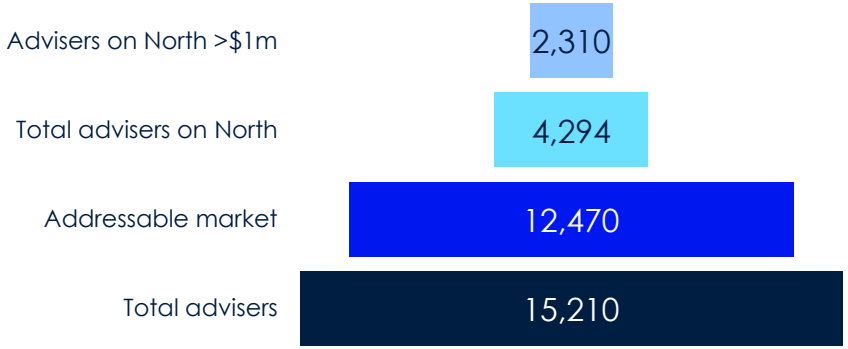
## Net cashflows ($m)




## Assets Under Management ($b)



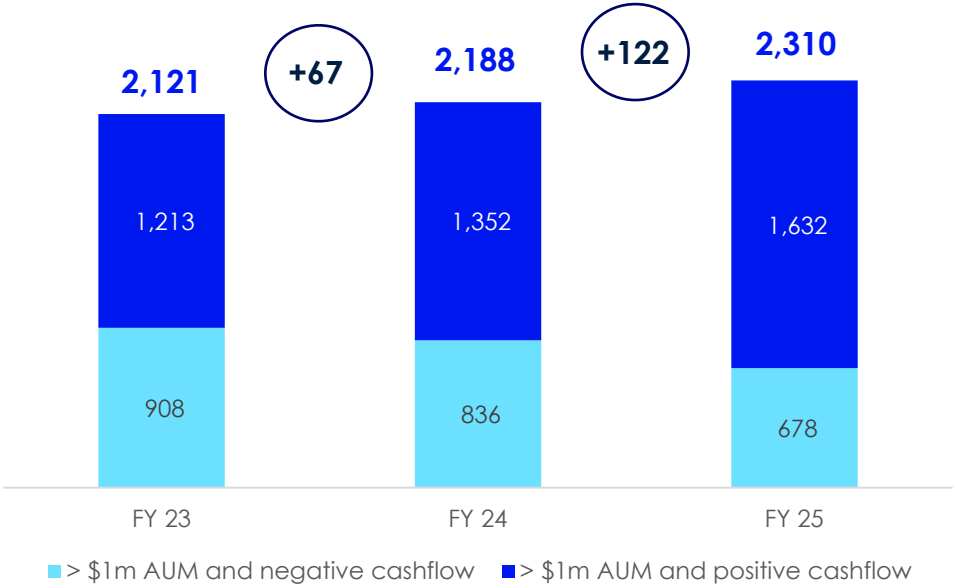

## Advisers using North – and addressable market[1]




**During FY 25:**

- **122 net new advisers** with FUA >$1m
- **65 new distribution agreements** signed with AFSLs

## Advisers with > $1m on North




1 Adviser Ratings. Total advisers and addressable market as at January 2026. Addressable market excludes stockbrokers, industry super funds, limited licensees and banks who are licensed financial advisers but are not likely to use a platform like North.

# S&I FY 25 results

## Net cashflows improving year on year, with a focus on retention and growth initiatives

| $m | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| AUM based revenue ($m)[1] | 361 | 345 | ▲ 4.6% |
| Other revenue & investment income ($m) | 5 | 10 | ▼ 50.0% |
| Variable costs ($m) | (94) | (89) | ▲ 5.6% |
| Controllable costs ($m)[2] | (183) | (189) | ▼ 3.2% |
| **NPAT (underlying) ($m)** | **62** | **54** | ▲ 14.8% |
| Average AUM ($bn)[3] | 58.6 | 54.5 | ▲ 7.7% |
| Net cashflows (excluding pension payments) ($m) | (542) | (1,030) | ▲ 47.4% |
| *AUM based revenue to average AUM (bps)[1,3]* | *62* | *63* | ▼ *1bps* |
| *Investment management expense to average AUM (bps)[3]* | *(14)* | *(15)* | ▼ *1bps* |
| Net AUM based margin (bps)[3] | 48 | 48 | - |
| Cost to income ratio (%)[4] | 69.6 | 74.4 | ▼ 4.8pp |

**Underlying NPAT** up 14.8%, reflecting higher AUM based revenue in FY 25, partially offset by a one-off positive impact to investment income in FY 24

**Net cash outflows** of $542m improved by 47.4% driven by resilient inflows and improved retention

**Controllable costs** down 3.2% reflecting cost discipline

**Variable costs** rose by 5.6% reflecting higher AUM

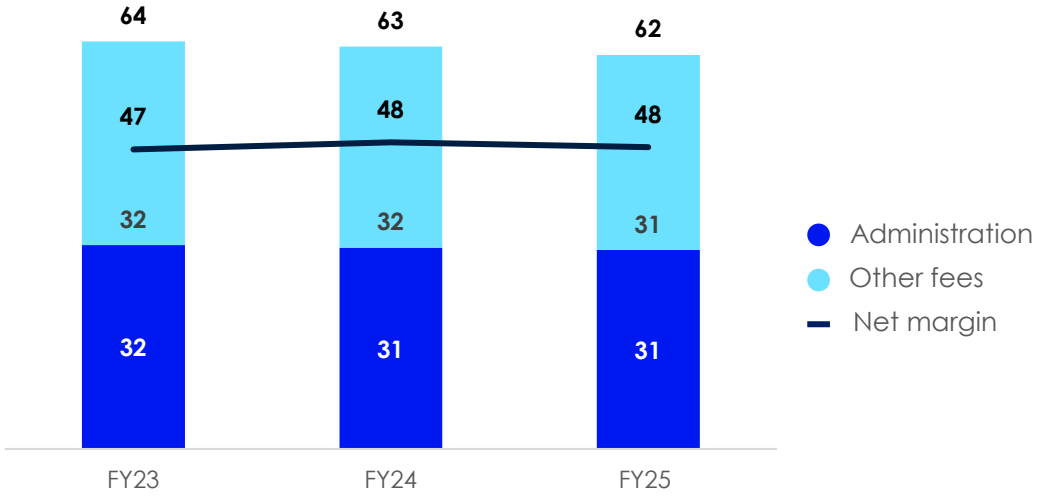
**Net margin** of 48bps (FY 24: 48bps) with revenue compression from FY 24 reflecting impact of fee caps and fixed fee elements from strong AUM growth offset by lower investment management expense

**Strong investment performance** with majority of MySuper member receiving top quartile returns for 2025[5]

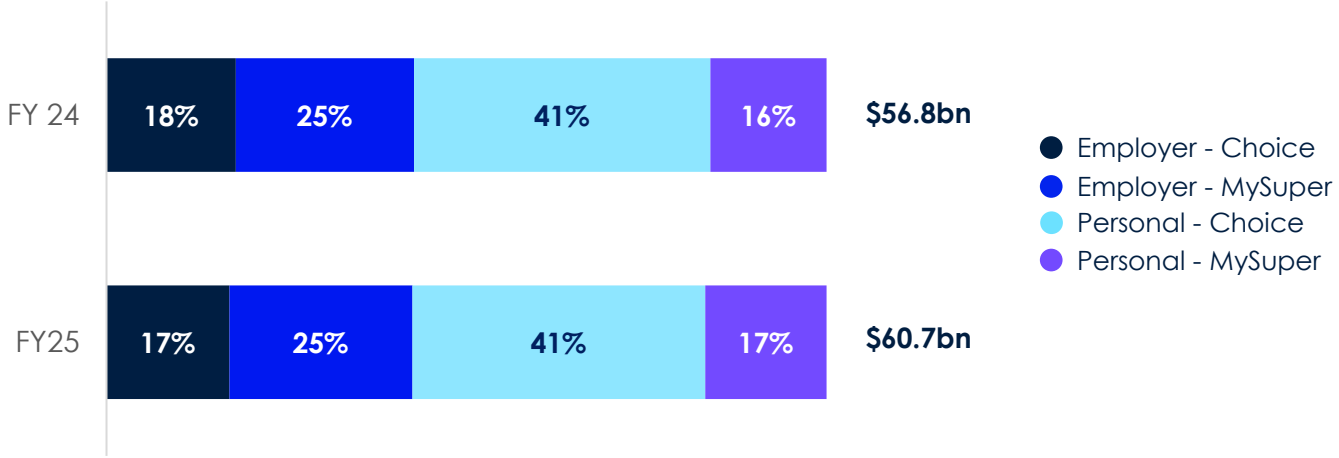
1 AUM based revenue refers to administration and investment revenue on superannuation and retirement income products.
2 Prior periods have been restated to reflect updated cost allocation methodology.
3 Based on average of monthly average AUM.
4 Prior periods have been restated to reflect updated cost allocation methodology and cost to income ratio calculation.
5 SuperRatings, Fund Crediting Rate Survey, December 2025.

# S&I margin

## S&I AUM-based revenue margin construct (bps)




## S&I AUM construct

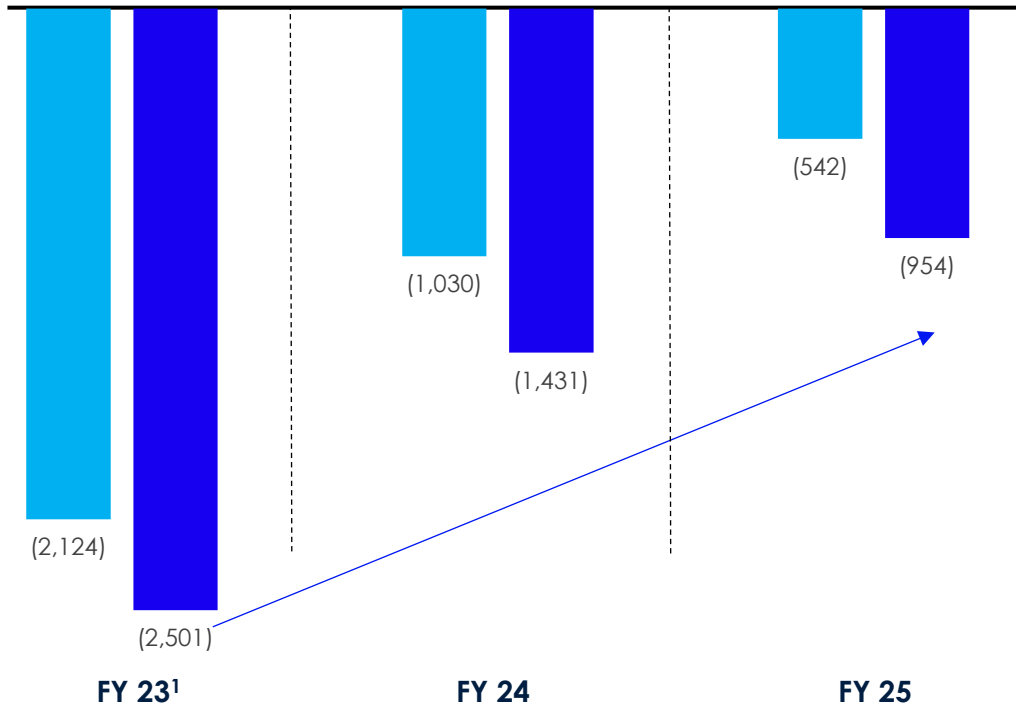



- **Revenue margins** consist of administration revenue (including a fixed member fee) with applicable fee caps and investment fees which vary by investment menu and member type
- **Net Revenue based margins** is Revenue based margins less Investment Management expense
- **AUM based revenue margin** of 62bps in FY 25 (FY 24: 63bps).
  - Administration margin down by 1bp reflecting interaction of strong AUM growth with tiered fee structures and fee caps
  - Investment fee compression reflecting changes in AUM product mix

# S&I cashflow

Momentum continues towards positive net cashflows

**Net cashflows ($m)**




Net cashflows (excl pension payments)

Net cashflows (incl pension payments)

**Focused on member retention and new member acquisition** via direct-to-consumer and employers, to drive towards sustainable positive net cashflows through:

- Maintaining compelling member proposition, including strong investment returns
- Enhanced performance marketing
- New small-medium business proposition supporting payday super
- Partnerships with employer HR platforms
- Enhancing digital services for advisers

1 Excludes mandate loss of $4.3bn in 2H 23.

# FY 25 results: AMP Bank and AMP Bank GO

## Delivering on strategy to improve returns

| AMP Bank (combined) | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| **Total revenue ($m)** | **343** | **332** | **▲ 3.3%** |
| Total costs ($m)[1] | (263) | (244) | ▲ 7.8% |
| **NPAT (underlying) ($m)** | **55** | **61** | ▼ 9.8% |
| Net interest margin (%) | 1.28 | 1.26 | ▲ 2bps |
| CET1 capital ratio (%) | 10.5 | 10.4 | ▲ 0.1pp |
| Return on capital (%)[1] | 4.8 | 5.2 | ▼ 40bps |
| Cost to income ratio (%)[2] | 63.1 | 60.2 | ▲ 2.9pp |
| Residential mortgage book ($m) | 23,922 | 23,043 | ▲ 3.8% |

### Combined AMP Bank

- **Underlying NPAT** down 9.8% – reflects AMP Bank GO costs and the one-off benefit of Loan Impairment write back in FY 24
- **NIM** increased 2bps mainly driven by improvements in deposits and wholesale funding margins
- **Return on capital** decreased to 4.8% reflective of AMP Bank GO costs
- **Residential mortgage book** growth of 3.8% (0.6x system)

| AMP Bank | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| **Total Revenue** | **339** | **332** | **▲ 2.1%** |
| Variable costs ($m) | (114) | (111) | ▲ 2.7% |
| Controllable costs ($m)[1] | (132) | (133) | ▼ 0.8% |
| **NPAT (underlying) ($m)** | **65** | **61** | ▲ 6.6% |
| Net interest margin (%) | 1.27 | 1.26 | ▲ 1bp |
| Return on capital (%)[1] | 5.7 | 5.2 | ▲ 50bps |
| Cost to income ratio (%)[2] | 58.7 | 60.2 | ▼ 1.5pp |

### AMP Bank

- **Net interest income** increased due to growth in target segments of the mortgage portfolio, and NIM improvement
- **Underlying NPAT** up largely due to increase in Net Interest Income
- **Return on capital** increased 50bps to 5.7%

| AMP Bank GO | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| **Total Revenue** | **4** | **-** | **n/a** |
| Variable costs ($m) | (12) | - | n/a |
| Controllable costs ($m) | (5) | - | n/a |
| **NPAT (underlying) ($m)** | **(10)** | **-** | n/a |

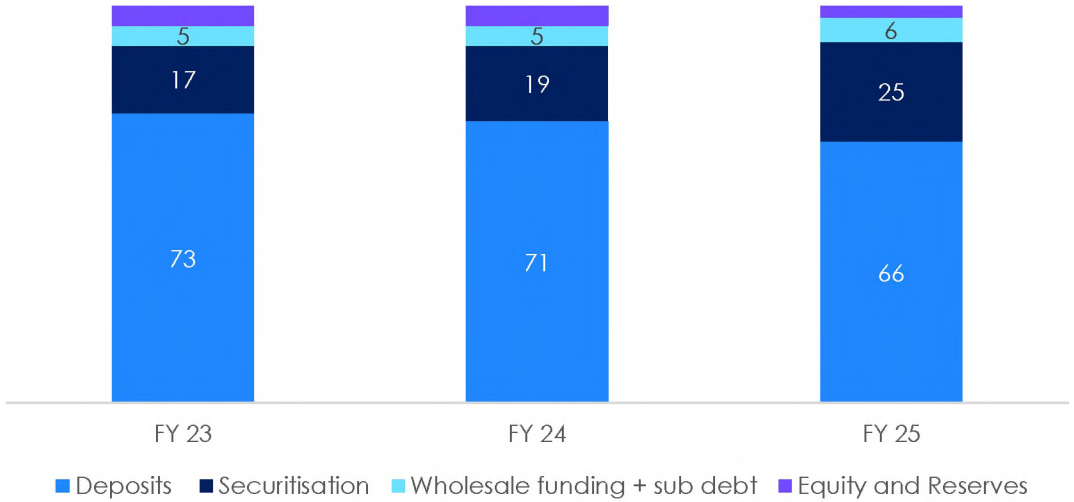
### AMP Bank GO

- **Deposits of $310 million**
- **Net interest income** represents interest income net of internal transfer pricing
- **Costs** relate to the go-to-market launch and run cost, with remaining implementation costs funded through business simplification program

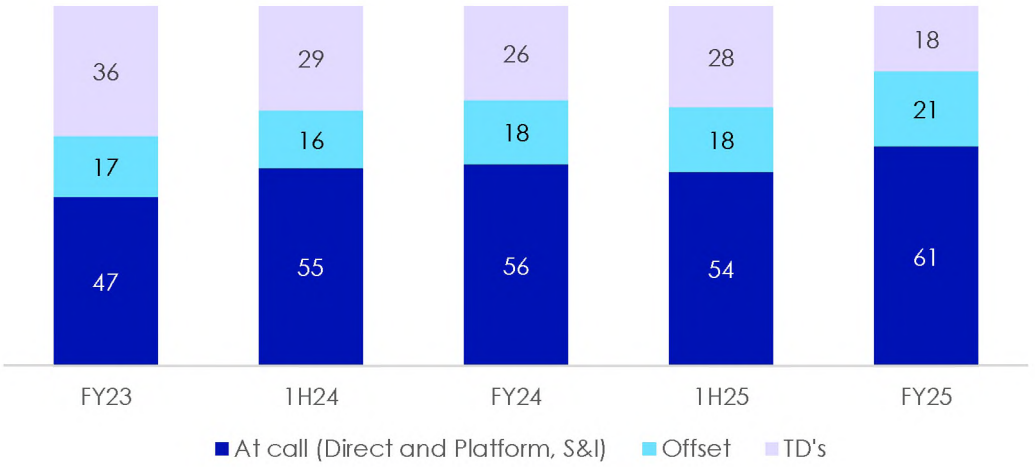
1 Prior periods have been restated to reflect updated cost allocation methodology.
2 Prior periods have been restated to reflect updated cost allocation methodology and cost to income ratio calculation.

# AMP Bank: Funding composition and Net Interest Margin

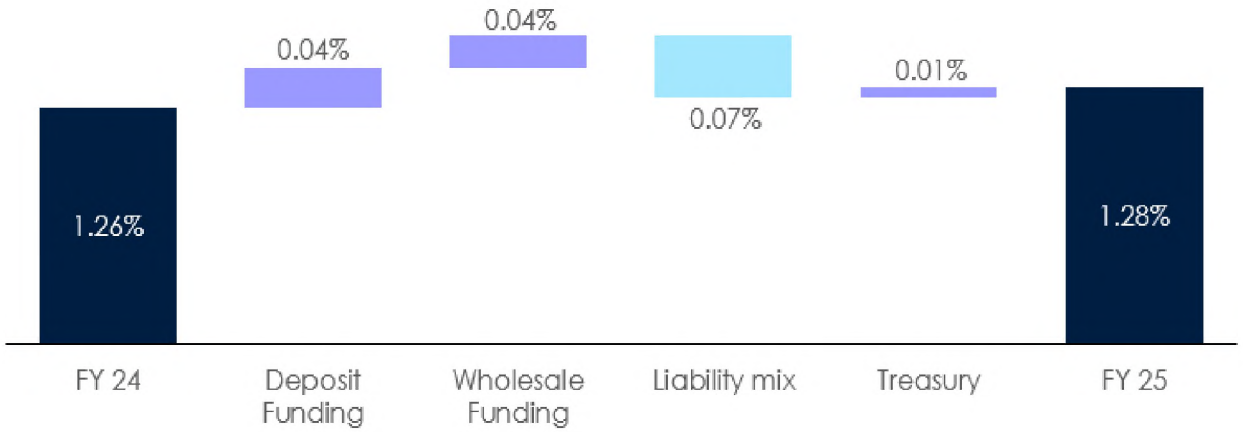
**Funding mix (%)**




**Deposit funding (%)**




**Average NIM: FY 24 – FY 25**




**Funding mix:** Strategy to focus on reducing Term Deposits and shifting to higher capital efficient sources of funding. Securitisation and wholesale funding increased

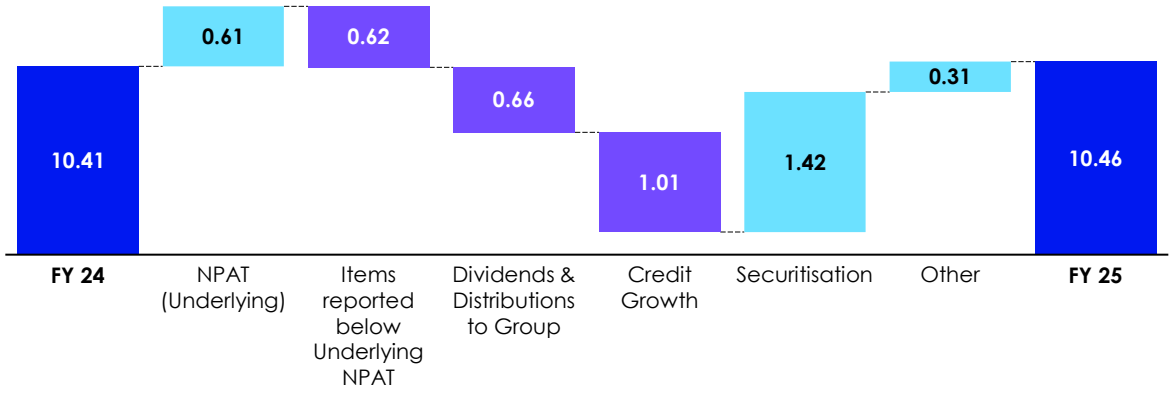
**Asset mix:** Lending stable on the prior period with competition in the mortgage market offset by an increase in higher return segments

**Liability mix:** Improved funding margins were partially offset by the higher proportion of capital efficient wholesale funding and the redemption of the Additional Tier 1 capital notes.

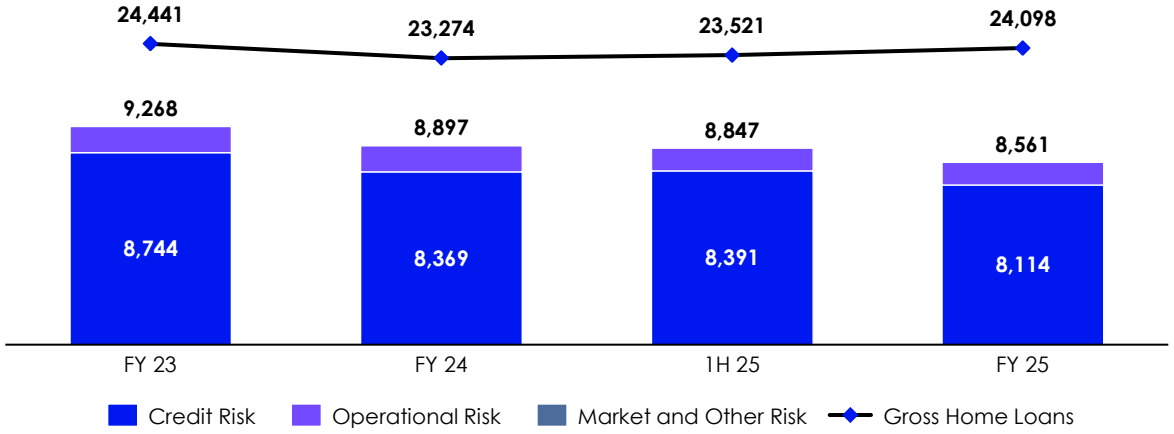
# AMP Bank

## Capital management and balance sheet efficiency

### CET1 Walk (%)[1]




### Risk Weighted Assets (Standardised)[1]




**Continued discipline in managing capital consumption**. The use of securitisation is a critical tool, and supports the focus on the higher margin lending segments portfolio mix

**The persistent reduction in risk-weighted assets** against a stable rate of mortgage growth enables the return of $59m of capital to the group

**The Additional Tier 1 reforms** and issuance of Tier 2 have a moderate negative impact to Net Interest Margin

**S&P RAC** above 15% excluding Additional Tier 1

1 Due to rounding, numbers presented in this section may not sum precisely to the totals provided.

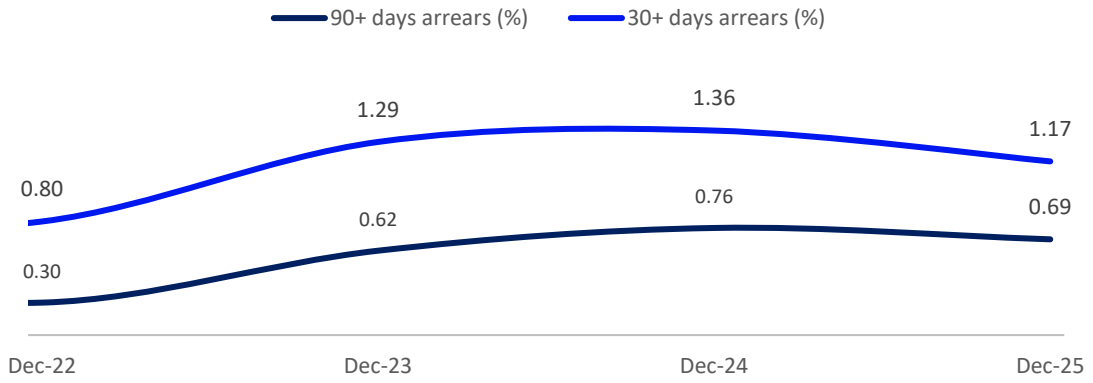
# AMP Bank

## Residential Mortgage Portfolio Breakdown

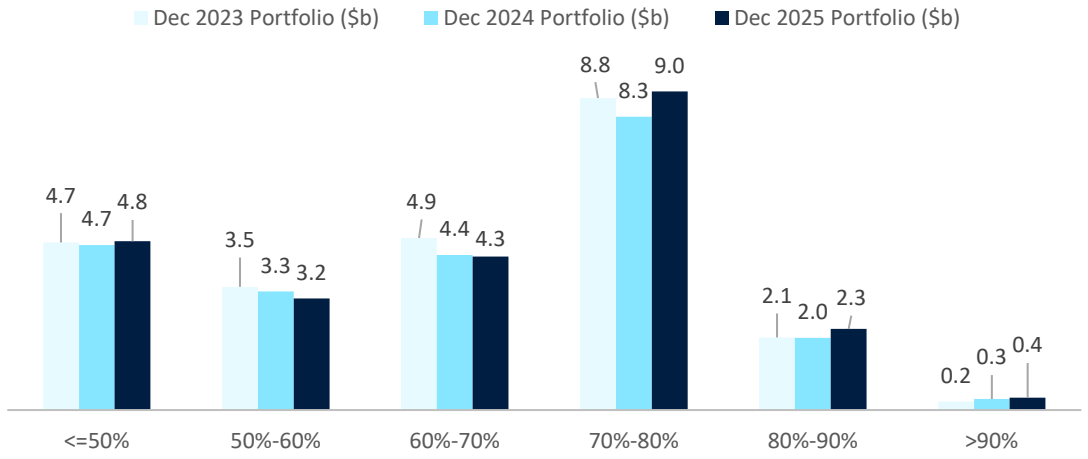
| Loan Purpose | Investor | Owner occupier |
|---|---|---|
| Dec 23 | 36% | 64% |
| Dec 24 | 38% | 62% |
| Dec 25 | 39% | 61% |

| Repayment Type | Interest only | Principal & interest |
|---|---|---|
| Dec 23 | 17% | 83% |
| Dec 24 | 18% | 82% |
| Dec 25 | 19% | 81% |

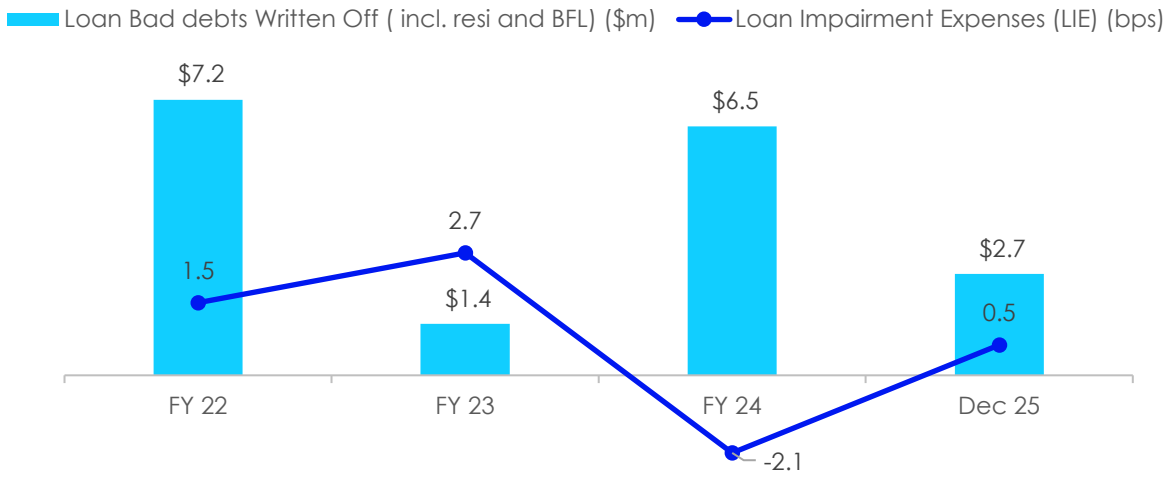
## AMP Bank's 30+ and 90+ days mortgage arrears




## Residential Mortgages: Current Weighted Average Loan to Value Ratio




## Total Loan Bad Debts Written Off and LIE



# NZWM FY 25 results

## Continued profit growth with product diversification supporting contemporary cashflow growth

| $m | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| AUM based revenue ($m) | 94 | 91 | ▲ 3.3% |
| Other revenue ($m) | 41 | 48 | ▼ 14.6% |
| **Total revenue ($m)** | **135** | **139** | **▼ 2.9%** |
| Variable costs ($m) | (48) | (54) | ▼ 11.1% |
| Controllable costs ($m) | (35) | (34) | ▲ 2.9% |
| **NPAT (underlying) ($m)** | **39** | **37** | ▲ 5.4% |
| Average AUM ($bn)[1] | 12.0 | 11.3 | ▲ 6.0% |
| Net cashflows (excluding pension payments) ($m) | 219 | 150 | ▲ 46.0% |
| *AUM based revenue to average AUM (bps)[1]* | *78* | *80* | ▼ *2bps* |
| *Investment management expense to average AUM (bps)[1]* | *(12)* | *(14)* | ▼ *2bps* |
| Net AUM based margin (bps)[1] | 66 | 66 | - |
| Cost to income ratio (%) | 40.2 | 40.0 | ▲ 0.2pp |

**NPAT up 5.4%** to $39m (FY 24: $37m). AUM-based revenue up 3.3% driven by strong investment returns, with total reported revenue impacted by NZD weakness. Revenue diversification maintained

**Other revenue** impacted by lower interest income with continued interest rates/OCR reductions through FY 25 (from 3.75% to 2.25%). Advice business revenue lower due to challenging economic environment

**Net cashflows up 46%,** with growth of 41% in contemporary cashflows through product diversification, and a strong focus on helping customers approaching retirement

**Disciplined cost control** despite increased inflationary pressures supporting investment into FY 26 growth strategy

1 Based on average of monthly average AUM.

# Group FY 25 results

## Strong China Partnerships contribution, controllable costs reduced further

| $m | FY 25 | FY 24 | FY 25 v FY 24 |
|---|---|---|---|
| China partnerships | 72 | 47 | ▲ 53.2% |
| Other partnerships | 19 | 32 | ▼ 40.6% |
| **Partnerships[1]** | **91** | **79** | **▲ 15.2%** |
| Other revenue[2] | 8 | 13 | ▼ 38.5% |
| **Total Revenue** | **99** | **92** | **▲ 7.6%** |
| Controllable costs[3] | (70) | (109) | ▼ 35.8% |
| Interest expense on corporate debt[4] | (55) | (53) | ▲ 3.8% |
| Investment income from Group cash | 33 | 34 | ▼ 2.9% |
| Tax expense[5] | 16 | 23 | ▼ 30.4% |
| **NPAT (underlying)** | **23** | **(13)** | n/a |

**China partnerships** contribution up 53.2% driven by continued growth in CLPC

**Other partnerships** down 40.6% predominantly due to a one-off benefit in FY 24 from normalising of US property values in a directly invested fund

**Lower controllable costs** due to delivery of cost out addressing previously announced stranded costs and offsetting inflationary pressures

**Interest expense** increased due to higher average debt balances, partially offset by lower interest rates

1 Includes profit contributions from CLPC, CLAMP, PCCP, Akumin Pty Ltd and sponsor investments.
2 Includes income on certain Advice retained assets.
3 Prior periods have been restated to reflect updated cost allocation methodology.
4 Includes fees associated with Group credit facilities, which were terminated in 3Q 25.
5 JV income component of China partnerships is non assessable for tax purposes.

# Partnerships: CLPC

**China Life Pension Company (CLPC) is the pre-eminent pension company in China, one of only 12 Trustee Licences in the market**

- AMP has a 19.99% ownership stake (A$572m AMP's FY 25 carrying value[1])
- Consistent dividends over the past 5 years. 2024 dividend (paid in July 2025) represents an increased payout ratio from 30% to 35%
- AUM up 21% in FY 24

**CLPC AUM (RMB trillion)**

**With a strong market position in Pillars 1 and 2, CLPC is well positioned for the expected uptake in Pillar 3**

**Pillar 1: A$1.85 trillion in AUM**

Retirement savings now covering the whole working population of ~780m people[2]

Mandated savings rate 8%; Employers contribute a further 16%

**Pillar 2: A$1.42 trillion in AUM**

**Enterprise annuities**: Workplace super for SOE and large corporates. CLPC is #1 player in trustee market with 30.2% market share and #2 in investment management license with 12.8% market share

**Occupational Pensions**: Public and Civil Servants. CLPC is largest player – one of the only players who participates in every province in China, and the master trustee in 28 of the 33 provinces

**Pillar 3: Relatively new in China, with only A$35 billion in AUM**

Available to individuals to save for retirement in individual pension plans; significant room for growth

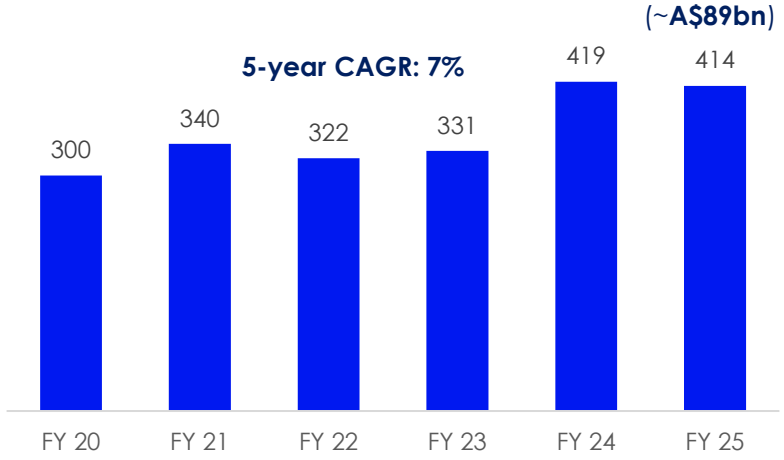
1 Partnership investments are accounted for using the equity accounting method.
2 National Bureau of Statistics of China, 2024.

# Partnerships

## China Life AMP Asset Management Company (CLAMP)

- AMP has a 14.97% ownership stake (A$111m AMP's FY 25 carrying value[1])
- Distributes and manages investment solutions for >75m retail customers and 95,000 institutional clients through >240 products
- First dividend paid in 1H 25 for 2024, representing a 40% payout ratio of distributable net profit

**CLAMP AUM (RMB billion)**




## PCCP LLC

- AMP has a 21.56% ownership stake (A$193m AMP's FY 25 carrying value[1])
- Established US real estate investment manager managing US$29.2bn in AUM as of end Q3 2025
- Following the divestment of AMP Capital, PCCP is no longer a core strategic interest of the Group
- Continue to explore the sale of AMP's equity stake at the appropriate time

## Other interests

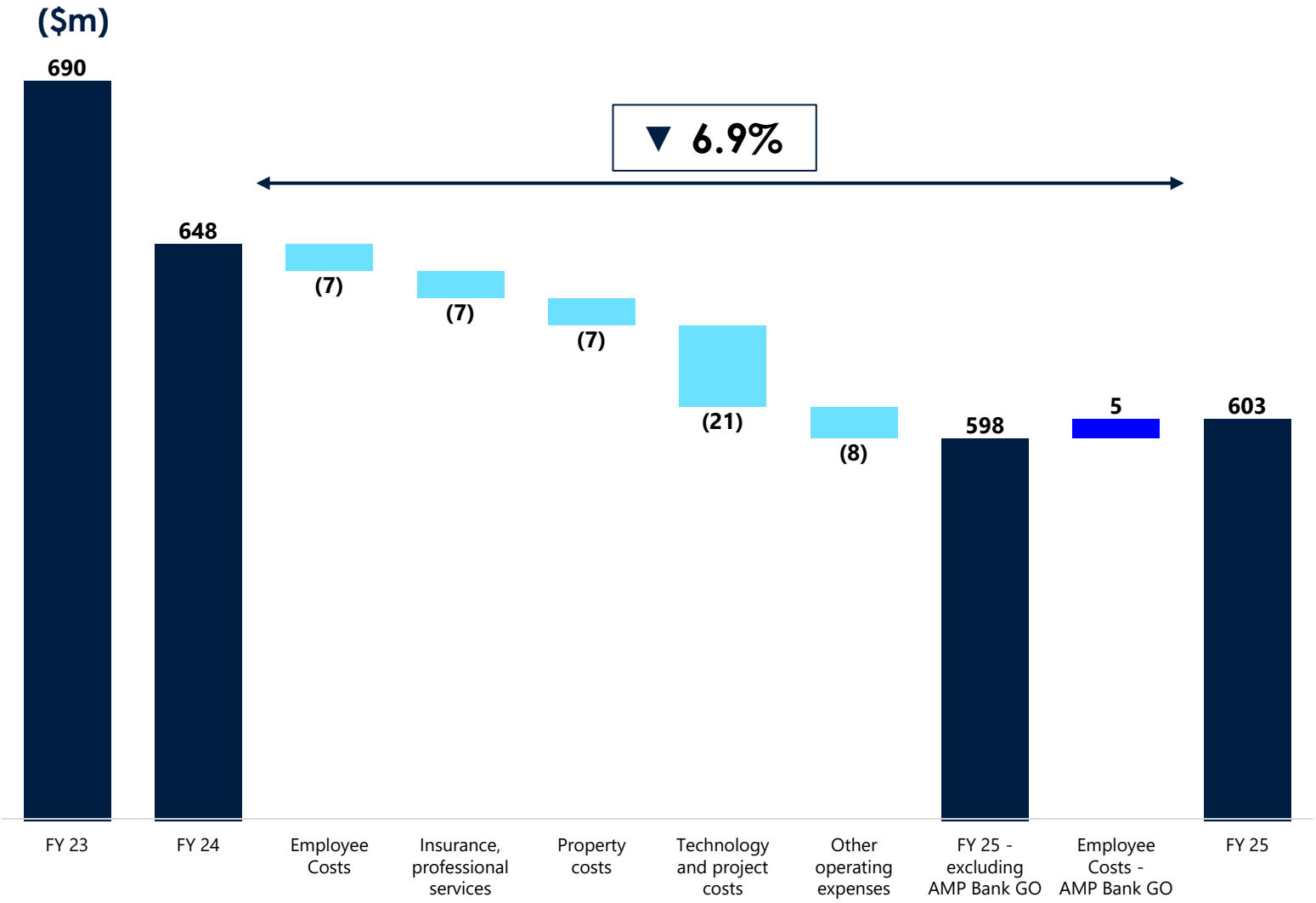
- Continue to pursue realisation of future carry from residual AMP Capital funds and investments
- Recent sale by DigitalBridge of an equity infrastructure legacy fund creates potential for carry[2]

1 Partnership investments are accounted for using the equity accounting method.

2 As disclosed in the announcement on 28 April 2022 of the sale of the AMP Capital International Equity Infrastructure business to DigitalBridge, AMP retained a right to receive carried interest in certain legacy funds. The recent sale by DigitalBridge of a 51% interest in the remaining assets of the final legacy fund may activate a portion of AMP's carried interest, subject to satisfaction of the conditions of sale (including regulatory approvals). No cash is payable to AMP unless the remaining interest in these assets is sold. Accordingly, entitlement to, and the payment and the final value of, any carried interest are subject to conditions and uncertainty and cannot be determined until the total sale value is known. In the event that the criteria are met AMP estimates a possible future earning in the range of 30% above or below the amount disclosed in the 2022 announcement ($57 million).

# Business efficiency

# Transformation cost out program




**Controllable costs in FY 25 reduced** by 6.9% to $603m, delivery of cost out offsetting inflationary pressure of ~3% and the impact of previously announced stranded costs.

- **Employment costs** down reflecting cost out program offsetting inflationary impacts, and resourcing of AMP Bank GO ($5m).
- **Insurance and professional services costs** down reflecting vendor contract review and lower insurance costs.
- **Property costs** down through continued optimisation of the property footprint.
- **Technology and projects costs** down due to more targeted project spend and cost reduction initiatives, offset by investment in AI.

**FY 26** will continue disciplined focus on absolute cost levels and business efficiency as we pursue growth.

# Capital

# Capital position

| $m | FY 25 | FY 24 | % change |
|---|---|---|---|
| Total capital resources | 4,058 | 4,285 | ▼ 5.3% |
| Total corporate subordinated debt | - | (275) | n/a |
| Total corporate senior debt | (475) | (475) | - |
| Shareholder equity | 3,583 | 3,535 | ▲ 1.4% |
| Regulatory adjustments | (1,261) | (1,180) | ▲ 6.9% |
| Net deferred tax assets | (474) | (586) | ▼ 19.1% |
| **Group CET1 capital** | **1,848** | **1,769** | ▲ 4.5% |
| **Group CET1 capital requirements** | **1,561** | **1,630** | ▼ 4.2% |
| **Group CET1 surplus capital** | **287** | **139** | ▲ 106.5% |
| Group cash | 884 | 753 | ▲ 17.4% |
| Group credit facilities | - | 200 | n/a |
| Net tangible assets per ordinary share ($) | 1.33 | 1.31 | ▲ 1.5% |

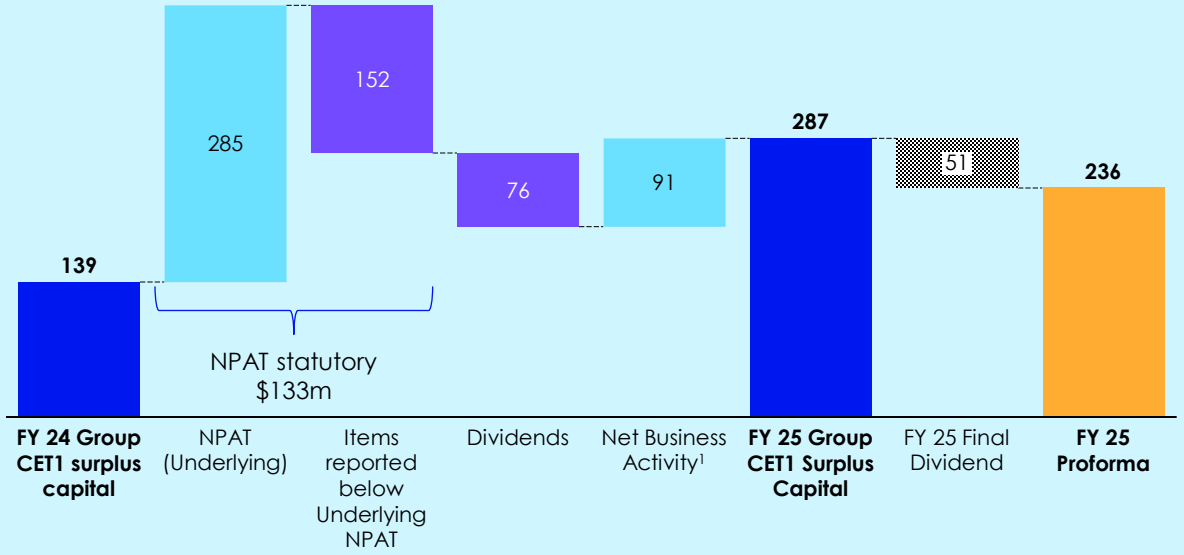
**Group Cash proforma ~$884m,** adjusted for settled legacy legal matters in 1H 26.

**FY 25 Final Dividend of 2.0cps**, franked at 20%.

**Reduction of CET1 requirements** primarily driven by regulatory change in the Wealth businesses, and continued focus on capital efficiency in AMP Bank.

**Common Equity Tier 1 (CET1)** includes Statutory NPAT, business unit CET1 target capital requirements, and capital returns.

**($m)**




1 Includes changes in regulatory adjustments and CET1 capital requirements across the business units

# Capital management approach

## Capital management – future view

- Orientate to **grow the business** and generate capital from organic growth and business performance
- **Actively manage capital efficiency**, particularly AMP Bank
- Continue to **assess inorganic opportunities** for scale and capability in wealth
- Continue to **pursue realisation of capital** deployed in US minority investments

## Dividends

**Total FY 25 dividend:** 4.0cps (2.0cps final, 20% franked)

- **Capital remains above our target requirements**, with capacity to return the surplus in the absence of more compelling opportunities
- **Continue to target 2.0cps per half** through FY 26 and FY 27, noting limited franking credit balances
- **Preferred method of additional capital return would be via buyback**, which the board continues to actively consider in the context of current market opportunities

# FY 26 guidance

AMP

# FY 26 guidance

Subject to market conditions

## Platforms

FY 26 AUM based revenue margins expected: 40 – 41 bps

## Superannuation & investments

FY 26 AUM based revenue margins expected: 60 – 61bps

## AMP Bank

Target $1bn in total deposits in AMP Bank GO

NIM range: 1.25% – 1.30%

## Partnerships

Includes CLPC, CLAMP and PCCP: anticipate a combined ~10% p.a. return over medium-term

## Controllable costs

FY 26 controllable costs expected to be $630 – $640 million reflecting inflation of 3 – 4% and the scaling of AMP Bank GO

## Business simplification program

~$20 million investment to be completed during FY 26

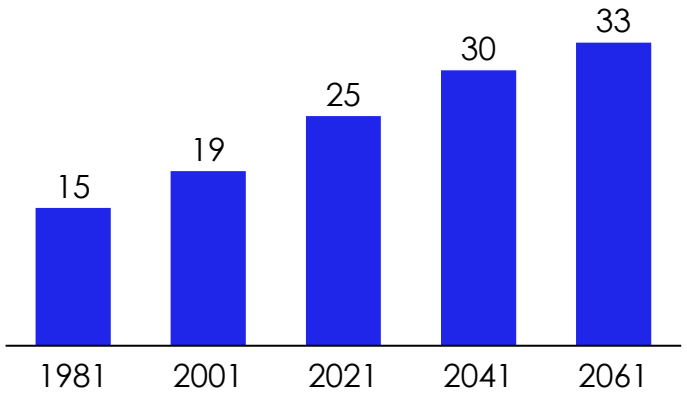
# Priorities

AMP

# Tailwinds in the Australian wealth and retirement sector

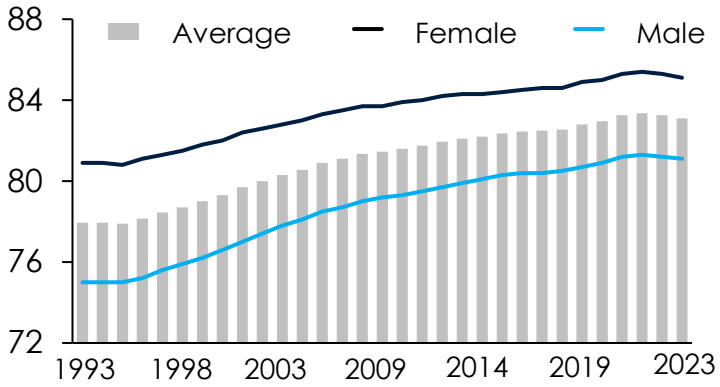
## Retirees continue to grow as a proportion of the population

Number of retirement age people per 100 working age people[1]




## Income in retirement needs to last longer

Life expectancy at birth[2]



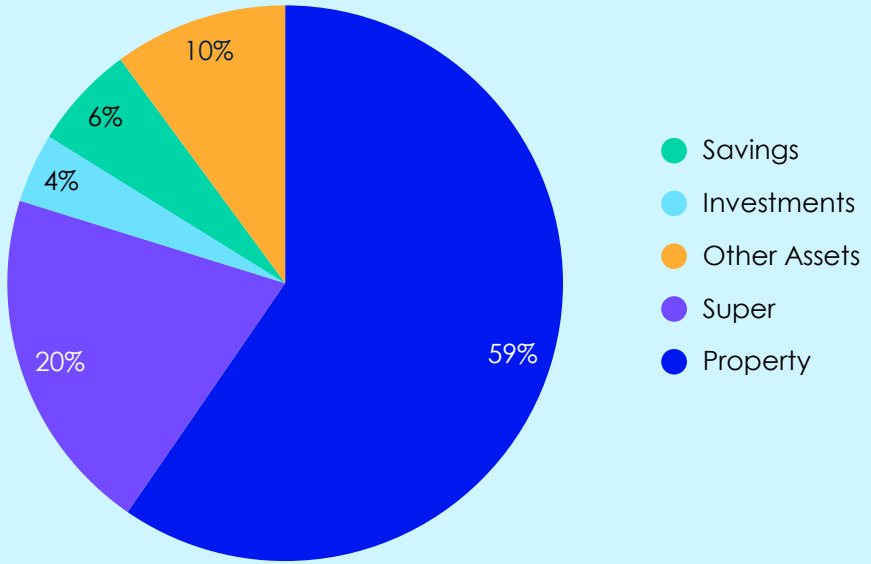

## Retiree wealth largely held in family home and super[1]

Australia's superannuation savings pool is the world's **fifth** largest pension market; worth **$4.3t**[3] and is expected to be worth ~**$10t** by 2040

Household wealth is majority held in property at **$10t**[4]

Retirees who don't own property typically experience a **20%** increase in financial stress[5]

## Household wealth by asset class[2]




1) APRA, Superannuation Bulletin June 2015 to June 2024 (published 30 January 2025)
2) Melbourne Institute, Household Income & Labour Dynamics in Australia Survey 2024
3) APRA, Superannuation Statistics for June 2025 (published 27 August 2025)
4) ABS Survey of Income and Housing 2019/2022; AMP analysis
5) Grattan Institute 'Renting in Retirement', Analysis of ABS data 2022

# Priorities

## Execution to drive growth

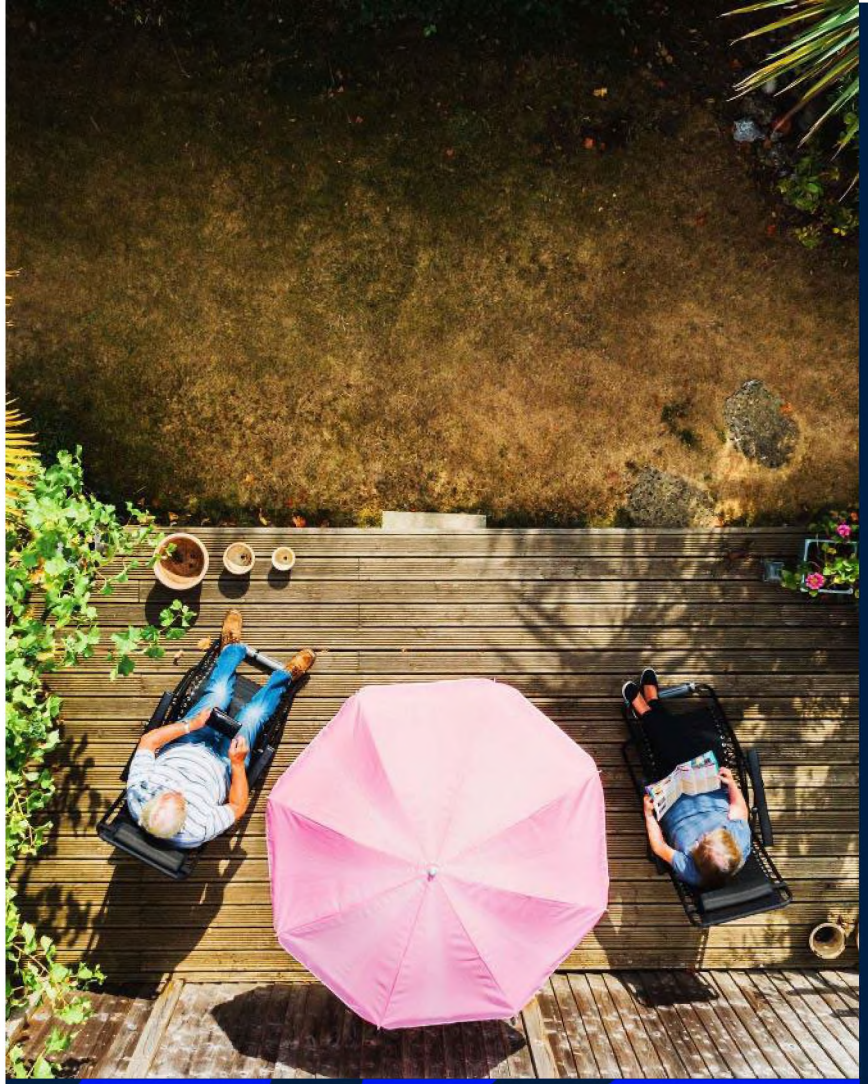
| | | |
|---|---|---|
| **Customer growth** | **Drive cashflows**<br>**Grow deposit base in AMP Bank GO** | ➢ Launch North Interactive Wealth portal<br>➢ Drive retention and member growth in S&I<br>➢ Targeted marketing and partnership activity to further drive AMP Bank GO customer growth |
| **Pursue innovation** | **Expand AMP's market-leading retirement solutions**<br>**Product innovation at the intersection of property and wealth** | ➢ Launch AMP Lifetime Pension in 2026<br>➢ Drive uptake in AMP Bank SMSF loans, 10 year interest only loans<br>➢ Further product innovation targeting pre-retirees and retirees |
| **Embrace new business models** | **Leverage AI**<br>**Drive value from joint ventures**<br>**Maintain cost discipline** | ➢ Leverage AI to improve outcomes for our people, customers and shareholders<br>➢ Maintain cost discipline<br>➢ Positioned to proactively participate in wealth industry consolidation |

# Welcoming AMP's next chapter

Today, AMP is helping more Australians to retire with confidence

- ✓ **Repositioned the business** and returned capital to shareholders
- ✓ **Reputation restored** to highest levels since reporting began in 2008
- ✓ **Resolved** several legacy legal matters
- ✓ Leading in **retirement innovation**
- ✓ **Platforms cashflows growing** and further industry recognition; **Super proposition restored** with competitive fees and strong returns
- ✓ Demonstrating **growth**

# Q&A



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AMP