

Leading Asia



ANNUAL REPORT 2014



13.8%
Return on Equity

11.75%
Common Equity Tier 1 Capital Ratio

Shareholder Returns
Dividend per Share 57 sen
Dividend Yield 6.2%




Building ASEAN Together

Maybank has been a regional bank since 1960, with the incorporation of our operations in Malaysia and opening of branches in Singapore and Brunei in that same year. Our roots in ASEAN are deep, being a Group with presence in all 10 ASEAN countries.

We have been able to gain a place in ASEAN communities because we believe in embracing diversity & inclusiveness and in providing financial services with a humanising touch.

We have financed our customers' first home, helped start their small businesses, and partnered with them to expand their companies across the region. There are many more experiences that we have shared, and that we hope to be part of in the years to come.



We are passionate about being at the heart of the communities we serve to prepare them for the future and bridge them to opportunities and a better way of life.

In this report, we present our journey of humanising financial services and the aspirations we have for ASEAN and beyond.

OPEN

Maybank
ASP

Happy Debrahala

55th

Annual General Meeting of Malayan Banking Berhad



Refer to pages 235 to 238 for Annual General Meeting Information and Financial Calendar.

Kuala Lumpur Convention Centre,
Grand Ballroom, Level 3,
Kuala Lumpur City Centre,
50088 Kuala Lumpur, Malaysia

**Tuesday
7 April 2015
at 10.00 a.m.**

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This annual report is available on the web at www.maybank.com/ar2014



Corporate book

Financial Statements book

The Maybank Annual Report 2014 consists of two books: Corporate book and Financial Statements book.

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Click the app and install. (Please check your device compatibility before installing)



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Look for the "AR Icon" in the book and scan it with AR camera to enjoy interactive AR content.



You may click on the interactive button to explore additional content.



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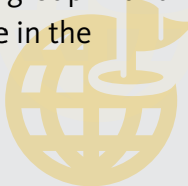


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Maybank Overview

We are a leading ASEAN bank

Maybank is Malaysia's largest financial services group with a growing presence in the ASEAN region.



With total assets of **RM640 billion** and market capitalisation of **RM85.5 billion**, it ranks fourth by assets among banks in ASEAN and is among the top 120 banks in the world, including the third largest Islamic bank globally. Net operating income for FY2014 amounted to RM18.5 billion.

Corporate Profile @ Global Network, pg. 18

Our future is ASEAN

We are positive about the future of ASEAN with the advent of the ASEAN Economic Community to officially begin in 2015.

Our presence in all 10 ASEAN countries places us in a favourable position to support and benefit from the ASEAN growth opportunities as we deliver innovative solutions to our clients.

Doing business in ASEAN is our strength as we have the heritage, talent and connections to capture market opportunities.

The ASEAN Opportunities, pg. 39

Our Values

We live our T.I.G.E.R. values of Teamwork, Integrity, Growth, Efficiency and Relationships and adhere to a strict Code of Ethics.



Our Values, pg. 44; Code of Ethics, pg. 45

Vision, Mission and Focus

OUR VISION

is to become a regional leader in financial services

through the realisation of our true potential across key Home Markets and beyond

OUR MISSION

to humanise financial services

drives us and underpins our desire to strengthen our relationships with the communities we serve

OUR FOCUS

remains on delivering sustainable stakeholder value

by leveraging on our high performance culture and revised Group Structure

Strategy, pg. 37

Strategic objectives

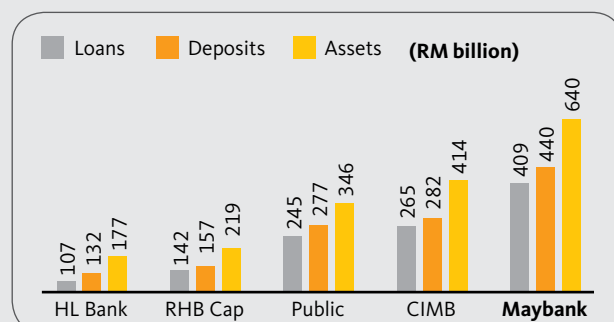
Our strategic objectives for the 5-year period to 2015:

- Undisputed No.1 Retail Financial Services Provider in Malaysia by 2015**
- Leading ASEAN Wholesale Bank, eventually expanding to Middle East, China & India**
- Undisputed Insurance & Takaful Leader in Malaysia & Emerging Regional Player**
- Truly regional organisation, with ~40% of pre-tax profit derived from international operations by 2015**
- Global leader in Islamic Finance**

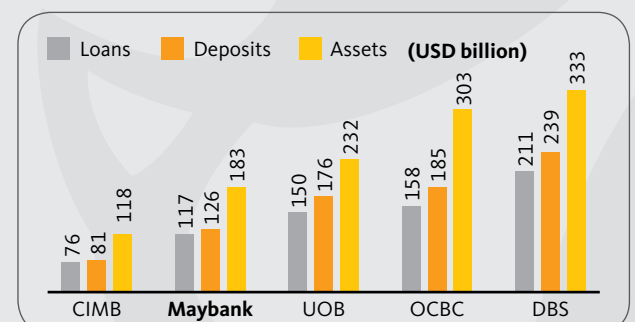
Strategy, pg. 38

Market positioning

Maybank is the **leading banking group** in Malaysia and **ranks fourth in ASEAN** in terms of assets, loans and deposits and targets to remain as a top 5 player in the regional market.



Source : Bloomberg



No.1 in Malaysia

4th in ASEAN

Maybank Overview

Diverse range of services

Maybank provides a comprehensive range of financial services under three key business pillars: Community Financial Services (including consumer banking, SME and business banking), Global Banking (including corporate banking, investment banking, global markets and transaction banking), and Insurance & Takaful, complemented by its international business operations. Islamic financial services are also offered across all the business units.

- Established in 1960
- Head office in Kuala Lumpur, Malaysia



- Presence in 20 countries including in 10 ASEAN countries



- Listed on Bursa Malaysia in 1962 and is the largest company on the exchange



- Over 47,000 employees serving 22 million customers



Business Pillars	Business Units	Developments in 2014	Share of Group PBT	Business Review
Community Financial Services 	Includes: • Consumer • Retail SME • Business Banking (mid-sized corporates and SMEs)	<ul style="list-style-type: none"> • Established Regional Centres of Excellence for Cards, Wealth Management and Retail SME. • Launched private and premier wealth in selected markets. 		pg. 116
Global Banking 	Includes: • Corporate Banking • Investment Banking (Maybank Kim Eng) • Global Markets • Transaction Banking • Asset Management	<ul style="list-style-type: none"> • Enhanced transaction banking platform with Dagang NeXchange (DNeX) alliance. • Improved capabilities for Equity Capital Markets and Debt Capital Markets. • Expanded regional asset management business. 		pg. 122
International 	Includes operations in: • Singapore • Indonesia • Greater China • Philippines and other overseas markets	<ul style="list-style-type: none"> • Standardised private and premier wealth branding across the region. • Established new regional organisation structure to drive regionalisation agenda. • Awarded banking license in Myanmar. 		pg. 134
Insurance and Takaful 	Conventional Insurance: • Life Insurance • General Insurance Takaful (Islamic insurance): • Family • General	<ul style="list-style-type: none"> • Etiqa introduced its life insurance business in Singapore. 		pg. 144

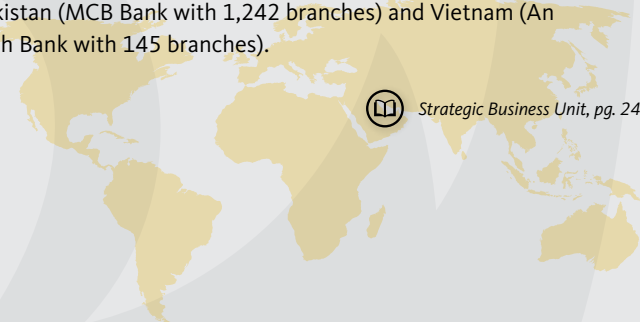
Islamic Finance leverage model utilised to distribute Islamic products across the group

pg. 150

Geographical footprint

Our home markets are Malaysia, Singapore and Indonesia.

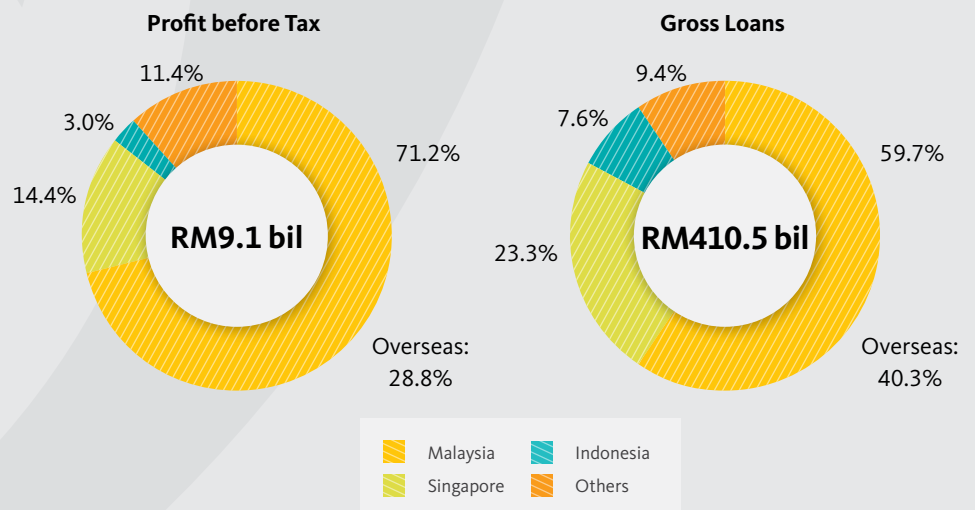
We have presence in 10 ASEAN countries with a combined branch network of 1,185 offices in ASEAN. We also have presence in the international financial centres of Hong Kong, Shanghai, London, New York and Bahrain with associates in Pakistan (MCB Bank with 1,242 branches) and Vietnam (An Binh Bank with 145 branches).



Strategic Business Unit, pg. 24

International contribution

The contribution of PBT and composition of loans from overseas are 28.8% and 40.3% respectively.



Highlights of 2014

RM6.72 billion
Net Profit

Net profit reached a new high of RM6.72 billion and met the ROE guidance of 13.0%-14.0%. FY2014 was supported by higher net operating income growth across business pillars and improved cost management.

 *Group Financial Review, pg. 86*

57.0 sen
Dividend per Share

Dividend per share was 6.5% higher than FY2013, lifting dividend payout ratio to 78.5% compared to 71.9% a year ago and provided a healthy dividend yield of 6.2%.

 *Maybank Share, pg. 112*

13.4%
Group Loans Growth

Group loans growth surpassed the target of 13.0% driven by strong loans growth in Other Markets (ex-Malaysia, Singapore & Indonesia) of 47.5% which led to international loans contributing 40.3% of total Group gross loans from 37.9% the previous year. Loans growth in Malaysia and Singapore also surpassed industry growth.

 *Key Performance Indicators, pg. 42*

11.75%
Common Equity Tier 1 Ratio

Maintained strong capital position with sufficient capacity to pursue business growth as Common Equity Tier 1 ratio [in accordance with BNM's Capital Adequacy Framework (Capital Components)] improved 49 bps to 11.75%. Total Capital Ratio also improved 57 bps to 16.24%.

 *Capital Management, pg. 94*

43.8%
Islamic Financing to Total Malaysia Loans

Islamic financing grew 24.9% to increase its proportion to total Malaysia loans from 38.9% end FY2013, solidifying its position as the largest Islamic bank in Malaysia, and the third largest globally by asset size.

 *Islamic Banking, pg. 150*

No.1
ASEAN ECM Deal Volume

Maybank Kim Eng secured the highest ASEAN Equity Capital Market deal volume in 2014 worth USD1.9 billion. It was the No.2 South East Asian issuer for ASEAN Domestic Bonds.

 *Investment Banking, pg. 126*

12.7%
Growth of Total Financial Assets (HNW & Affluent Banking)

Expanded Private Wealth and Premier Wealth business, with Total Financial Assets growing 14.1% for High Net Worth and 11.1% for Affluent Banking Segments.

 *Community Financial Services, pg. 116*

25.9%
Malaysia Trade Finance Market Share

Maintained our strong leadership position in trade finance and cash management with Malaysian transaction volume market share of 41.3%.

 *Transaction Banking, pg. 128*

Regional Expansion
Myanmar, China, Singapore

Maybank continued to expand its business and footprint. It opened its first branch in Myanmar, and its third branch in Kunming, China. In Singapore, Etiqa's insurance and Private Wealth businesses were launched.

 *International, pg.134; Singapore, pg. 140*

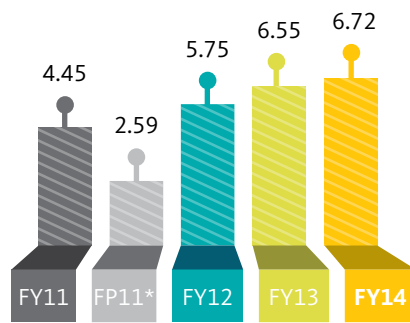
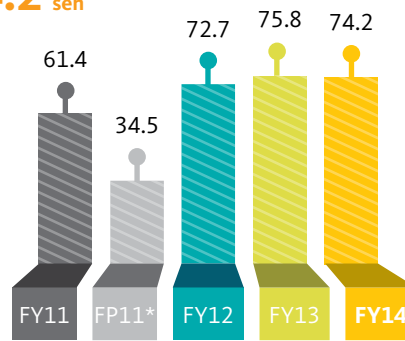
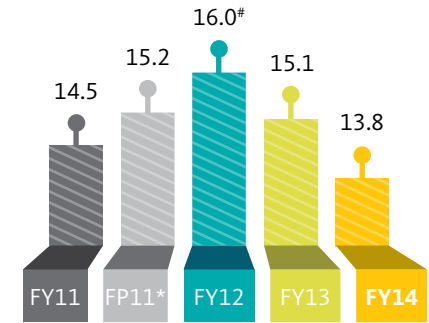
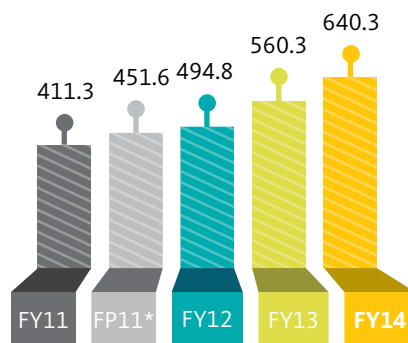
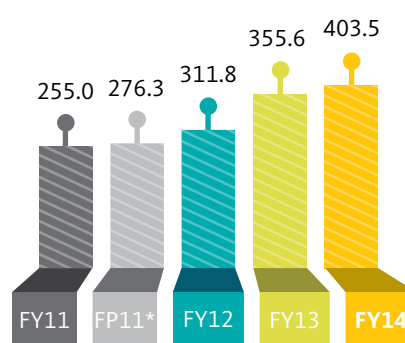
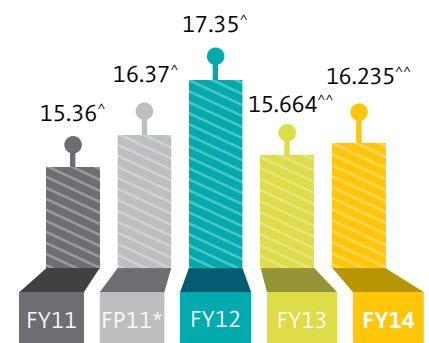
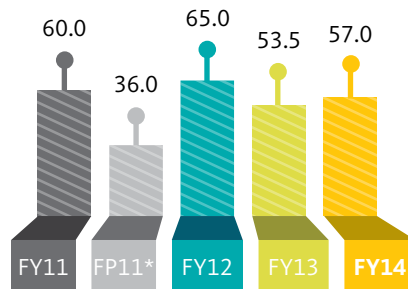
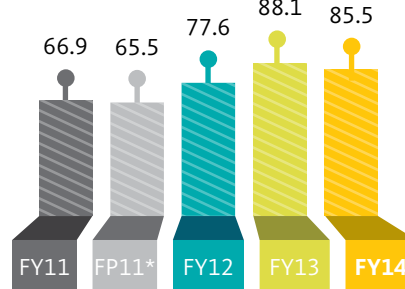
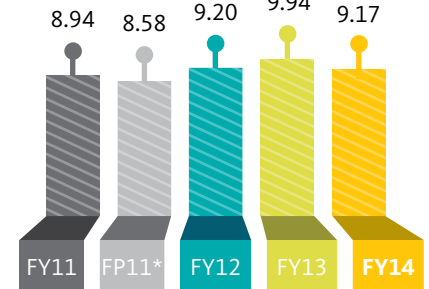
70%
Succession Realisation Rate

The succession realisation rate of 70% exceeded the 60% target, indicating the effectiveness of the Group's succession planning and demonstrating the strong institutionalisation of the Group's talent management framework.

 *Key Performance Indicators, pg. 43*

Highlights of 2014

FINANCIAL HIGHLIGHTS

Net Profit
RM6.72 billionEarnings Per Share
74.2 senReturn on Equity
13.8%Total Assets
RM640.3 billionLoans, Advances and Financing
RM403.5 billionTotal Capital Ratio
16.235%^{^^}Gross Dividend Per Share
57.0 senMarket Capitalisation
RM85.5 billionShare Price
RM9.17

* Refers to 6-months financial period ended 31 December 2011 due to the change of financial year end from 30 June to 31 December

Computed based on weighted reallocation of additional RM3.66 billion capital raised in October 2012

^ RWCR and assuming full reinvestment of Dividend Reinvestment Plan

^^ Total Capital Ratio (TCR) is computed in accordance with Capital Adequacy Framework (Capital Components) issued by Bank Negara Malaysia on 28 November 2012

SIGNIFICANT EVENTS IN 2014

15 January - Maybank Premier Wealth was launched in Singapore and Malaysia.

4 February - Maybank became the first bank to offer trade financing in Malaysian Ringgit (RM) across China through branches in Beijing and Shanghai.

13 February - John Chong was appointed as CEO of Maybank Kim Eng Group and Maybank Investment Bank Berhad.

23 May - Maybank launched its inaugural TOKYO PRO-BOND Market listed transaction, raising JPY31.1 billion (USD305 million).

18 June - PT Bank Internasional Indonesia Tbk (BII) issued subordinated debt of IDR1.5 trillion and Mudharabah Sukuk of IDR300 billion.

12 August - Maybank launched its life insurance arm, Etiqa Insurance Pte. Ltd., to distribute products through Maybank Singapore.

29 August - Amirul Feisal Wan Zahir was appointed as Group Head of Global Banking (GB), effective 1 October.

8 September - Maybank launched its Maybank2u App, enabling all Maybank2u transactions on a smartphone.

1 October - Maybank was granted a banking license to open a branch in Myanmar.

31 October - Maybank launched myTrade2Cash, a centralised online trade financing facility for SMEs, offered in collaboration with Dagang NeXchange Bhd, a first of its kind in ASEAN.

28 November - BII shareholders approved a rights issue of IDR1.5 trillion at the Extraordinary General Meeting.

28 November - Maybank launched its inaugural GreTai Securities Market listed USD500 million Notes.

18 December - Maybank (Cambodia) Plc. launched Maybank Premier Wealth at the official opening ceremony of Maybank's 18th branch in Cambodia.



We desire to reach out to
those around us...

'Thousand of Hopes in the Sky'
By **Mohd Azim Zainudin**
Maybank Photography Awards 2011
Street Photography



'Pasar Siti Khadijah in Kelantan'
by Wan Salahuddin Bin Wan Ismail
Maybank Photography Awards 2012
Street Photography

...knowing that together, we can build bridges that would enable our customers to grow with ASEAN.

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ENRICHING PEOPLE'S LIVES

1974

Launched Rural Credit
Scheme

1976

Introduced Mobile Bus
Banking Services



2002

Partnered with Hospital Selayang to help establish and run its Liver Transplant Centre

2010

Launched first disabled friendly banking branches for wheelchair bound users nationwide

2012

Maybank Foundation expanded its local scholarship programme to include pre-university levels

Chairman's Statement

TAN SRI DATO' MEGAT ZAHARUDDIN BIN MEGAT MOHD NOR

Chairman

FY2014
Net Profit
RM6.72
 billion

“I hope we have earned a place in the hearts of our communities with our commitment for financial inclusion of all our stakeholders.”



Dear Shareholders,

In recent years, I have proudly reported that your Company has made record profits year after year, resulting from its pursuit to be a regional financial services leader. I have made mention of landmark achievements, which include the expansion of our business footprint in key markets such as Southeast Asia and Greater China.

I have also shared how internally, we enhanced our organisational and relationship management capabilities as well as our physical and virtual touchpoints to ensure better delivery of products and services in meeting customers' needs. I therefore hope we have earned a place in the hearts of our communities with our commitment for financial inclusion of all our stakeholders.

In 2014 however, the business environment became more challenging for the financial services industry. GDP growth slowed in our key markets such as Singapore, Indonesia and even Greater China while capital market activity for the first half of the year was relatively unexciting.

Given these conditions, I feel your Company has performed commendably, delivering a Return on Equity (ROE) of 13.8%. Net profit hit a new record of RM6.72 billion. Our on-going cost management efforts controlled overheads growth, which mitigated the softer revenue performance. We also maintained our strong capital base, with Common Equity Tier 1 Capital ratio at 11.75%, higher than the level of 11.25% as at end-2013.

Across the Maybank Group, employees focused on capturing value and creating opportunities in countries where business conditions were more favourable. Thus, in our home market Malaysia, contributing just over 70% of our profit before tax (PBT), almost all our business sectors performed admirably. Among the strong performers were Community Financial Services and Insurance & Takaful, which achieved PBT growth of 32.5% and 15.2% respectively.

Chairman's Statement

Our diversified workforce comprising over 30 nationalities, makes it a multi-cultural asset that will excel in a liberalised ASEAN market.

In another noteworthy achievement of our positioning in Malaysia, Maybank was voted the Top Graduate Employer of the Year for the first time in recent years in Malaysia's Leading 100 Graduate Employer Award 2014. This not only speaks volumes of our employment culture and practices, but also our ability to attract new talent into the organisation.

The emphasis on productivity improvement continued to yield results, with productivity increasing by 1.2% Group-wide. For example, we were able to contain our staff strength to slightly over 47,000 employees despite adding 17 new branches in our targeted growth areas. The continuous enhancement of our IT infrastructure to better customers' online banking experience has also allowed staff productivity to improve.

We made good strides in scaling up our Group sustainability efforts in 2014. Moving forward, we will be guided by the 20/20 Group Sustainability Plan, which sets forth our commitments in the areas of environmental, social & governance (ESG) which include community and citizenship, employee engagement as well as products and services.

Recognition of our current sustainability efforts has come in the form of our inclusion in the top 20 list of the FTSE4Good Bursa Malaysia ESG Index and the multiple awards for our Sustainability Report. We also launched the Group's Inclusiveness and Diversity Agenda (GIDA), which amongst others, aims to ensure increased representation of women in leadership positions across the Group and enable greater participation in wealth creation for citizens in countries where we operate, in particular the SME community.

Through the Maybank Foundation, we continue to support corporate responsibility (CR) programmes with high impact, most notably our award-winning CashVille Kidz financial literacy programme, the microfinance initiatives in Indonesia and the Selayang Hospital Liver Transplant Centre.

As in previous years, we were quick to respond to natural disasters such as Typhoon Hagupit in the Philippines and the worst ever recorded floods that ravaged the east coast of Peninsular Malaysia in December. The number of Maybank volunteer hours for Global CR Day and Cahaya Kasih initiatives increased by 20% from the previous year to 142,900 hours. This is a great testament to the deep-rooted belief that Maybankers have in giving back to society. You can find the details of our CR endeavours in the 2014 Sustainability Report.

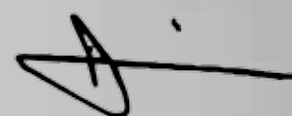
At the Board level, there were changes to the composition with the retirement of one director in April and the appointment of two new directors. Encik Zainal Abidin Jamal retired after serving the Board since July 2009. The new appointments of Datuk R. Karunakaran and Mr Cheng Kee Check will effectuate a fresh take in how we guide Management's running of the Group and also facilitate the Board's succession planning with respect to future retirements.

With Southeast Asia as one of our focus markets, we also look forward to the creation of the ASEAN Economic Community (AEC) by the end of 2015, which represents a market of over 600 million people. Our diversified workforce comprising over 30 nationalities, makes it a multi-cultural asset that will excel in a liberalised ASEAN market. Our people are also well versed in using technology for fast delivery of products and services to serve our growing customer base.

As part of the regionalisation efforts introduced last year, we aim to be fleet-footed and continue to leverage on our strong balance sheet to facilitate our clients' expansion in the evolving AEC. You may remember that our Group President and CEO, Datuk Abdul Farid Alias, reinforced his regional emphasis through the re-organisation of his leadership team that took effect on 1st January 2014. The new structure centralised the leadership for three main businesses – Community Financial Services, Global Banking and Insurance & Takaful - with the respective Country Heads providing domestic coordination. Following the reorganisation, Maybank realised greater Group synergies and better risk management.

To reward our shareholders, we are proposing a final dividend of 33 sen per share for 2014, or a payout of RM3.08 billion. This amounts to a full year net dividend of RM5.27 billion, representing an increase of 11.9% over the previous year for the enlarged share base due to our Dividend Reinvestment Plan (DRP).

Once again, I wish to thank all our stakeholders for the support given to us in our mission to humanise financial services, and in our efforts to widen and diversify our scope of financial inclusion in the various communities we serve.



TAN SRI DATUK MEGAT ZAHARUDDIN BIN MEGAT MOHD NOR
Chairman



Q&A



What is your outlook for 2015?

The start of 2015 has been riddled with uncertainties on several fronts from falling crude oil prices to the weakening of some Asian currencies. Although lower price of crude oil provides respite to some sectors, it also shrinks the national income of oil exporting countries like Malaysia.

But it is not all discouraging. We do expect this region to see more political stability and regional leaders in Southeast Asia and Greater China to stay focused on driving economic growth in 2015.

What prospects do you think the ASEAN Economic Community (AEC) will offer?

Details of the AEC are still a work-in-progress, which limits the visibility we have into its impact. Opportunities will arise as there are still many in ASEAN who are financially under-served but the AEC will also intensify competition as our industry peers eye this region for expansion due to its fast growing GDP.

Maybank has already laid the foundation in widening its reach to serve the enlarged ASEAN population. We are one of ASEAN's five biggest financial services players with a brand presence in all ten ASEAN countries. Therefore, we will be able to compete effectively in the areas of cross-border trade and other service activities.

Group President & CEO's Statement

DATUK ABDUL FARID ALIAS

Group President & Chief Executive Officer



LOOKING
AHEAD
2015

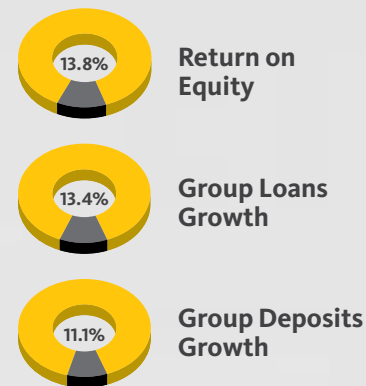
- ✓ Putting customer experience at the forefront.
- ✓ Staying focused, and delivering value from our franchise.
- ✓ Building strength through our international operations.

Dear Shareholders,

When I began to pen down my thoughts for this letter, it was early January 2015 and New Year messages were still flowing in. My colleagues and I returned back to the office with a sense of renewed hope that the solidarity we found as a nation and as global citizens following the tragedies we saw in 2014, would give us greater strength in 2015.

For all of us at the Maybank Group, the challenges of 2014 further clarified our purpose as an organisation, the reason why we exist. Our mission of "Humanising Financial Services" means that our customers and communities are the focus of our operations and would also be the source of long-term creation of shareholder value. Indeed, our customers have been the Group's most important asset, standing by us through the Maybank Group's journey. We have achieved the market positioning that we have today due to their continued support and belief in us.

Financial Year Ended 31 December 2014



Group President & CEO's Statement

PUTTING CUSTOMER EXPERIENCE AT THE FOREFRONT

As we had shared in our report to you last year, the Group had undertaken a reorganisation to realign with our regionalisation agenda. One of this, was the reassignment of our then Group Service Quality Management directly under my office. Since then, we have expanded our focus from Service Quality to Customer Experience, which effectively means we look beyond service quality measures and instead, focus on 'how' we can improve customer experience in every manner. One of the most important objectives of this, is to ensure that our customers get the value that they expect, and for us to deliver them in a cost effective manner. We believe that when the needs of our customers are taken care of, the needs of our shareholders will be taken care of automatically.

“Our customers have been the Group's most important asset, standing by us through the Maybank Group's journey. We have achieved the market positioning that we have today due to their continued support and belief in us.”

Allow me to share some specific references to this. As a regional financial services leader, we need to be able to provide consistent customer experience in fundamental areas such as complaints handling. We previously used to have several in-country models around this. However, last year we introduced a regional complaints handling framework to support a standardised way of handling customer complaints across the Group. The framework aims to use feedback provided by customers as a potential source for service recovery and even as insights to help form new products and services. Moving forward, the complaints handling framework currently in place in Maybank Singapore, Maybank Philippines and PT Bank Internasional Indonesia (BII Maybank) will be further enhanced in this manner.

Beyond mere customer satisfaction, we have seen first-hand how keeping our customers close has transformed our organisation. As we saw our clients becoming more active across ASEAN, it spurred us to deliberately transform ourselves from a Malaysian commercial banking group to a regional financial services group. When we started this journey, the Maybank Group was more product-focused. Now this is increasingly changing to one that is more solution-focused. For example, five years ago we created the Client Coverage team under Global Banking to be our main contact points for our corporate clients in Malaysia and the region. Through Client Coverage, we are able to map our clients' specific requirements and customise solutions to fit their goals, and service them across a regional network. Going forward, our aspiration is to improve our allocation of resources to cater to more customer segments within the corporate space.

In Indonesia, our BII Maybank operations has also adopted various initiatives to improve its customer service experience. The focus is very much on improving skills and knowledge of front line teams, as well as employees' awareness of service ownership. BII Maybank was also ranked number one for five consecutive years since 2009/2010 by Indonesia's Institute of Service Management Studies and another noteworthy award it received was the Excellence Service Experience Award 2014.

Maybank Singapore serves as one of our centres of excellence for customer experience at branches around the region. Through various initiatives introduced in 2014, the average waiting time for counter services was reduced by half between January and December 2014 while metrics at the contact centre improved with the percentage of calls answered within 20 seconds quadrupling during the year.

No mention of our customer experience would be complete without highlighting the role of technology. We are the largest online banking provider in the Malaysian market and we are fully committed to being

a digital lifestyle banking site, giving customers the convenience they seek of being able to bank with us anytime, anywhere. We are constantly seeking ways to improve your experience with us through our M2U and Regional M2U. Please continue to be our advocate and provide feedback to us so that we can continuously improve.

STAYING FOCUSED, AND DELIVERING VALUE FROM OUR FRANCHISE

Despite a challenging 2014, your Company continued to deliver on key strengths arising from its strong franchise built over many decades and the talent of more than 47,000 Maybankers. As we navigated the challenges of 2014, we maintained our leadership across all our business pillars. In Community Financial Services (CFS), we have integrated the retail banking sectors of our key markets to enable cross-region initiatives that will drive our regionalisation aspirations, which include the setting up of regional centres of excellence for certain business segments.

Global Banking, under the appointment of Amirul Feisal Wan Zahir as the new Group Head effective 1 October 2014, continued to improve its coverage model across the region, securing 16% more key regional deals in 2014 from the previous year. Global Banking also strengthened its regional business models for all business lines such as investment banking under Maybank Kim Eng (MKE), Global Markets, Transaction Banking and Asset Management Group. Our International Banking pillar also recorded higher net operating income and gross loans contributions to the Group due to our growing traction in ASEAN and in Greater China.

We continued to dominate the General Insurance and Takaful market in Malaysia, with a market share of 12.3%. We have seen contributions from regular premiums to our Life and Family business grow in line with our emphasis to target more recurring income, with contributions now at 52.4% against 48% in 2013 for the Life & Family business.

Looking at our overall performance, income for our business pillars such as CFS, Global Banking, International Banking, and Insurance and Takaful rose year-on-year (YoY), with Global Markets and Investment Banking displaying stable income performance notwithstanding slower capital market activity. Almost all business lines recorded higher fee-based income YoY, with Insurance and Takaful and Corporate Banking growing at 33.8% and 21.5% respectively.

Against this backdrop, Maybank was able to achieve a net profit of RM6.72 billion for the financial year ended 31 December 2014 (FY2014) – the highest in our

Group President & CEO's Statement

With Malaysia taking over the chairmanship of ASEAN this year, our regional business focus will continue to serve us well as we seal our position as a truly ASEAN financial services provider.



history and 2.5% higher than last year's record breaking performance. Our net fund based income grew 5.9% as Group gross loans growth came in at 13.4%, ahead of our target of 13.0%. A key driver of our strong loans growth was our international markets such as Greater China and Singapore, which performed remarkably with loans growth of 33.9% and 13.3% respectively.

The robust growth in our international portfolio has translated to a 9.5% increase in its net fund based income, pushing overall International net operating income up 6.5% and increasing its contribution to the Group's net operating income. Group deposits rose 11.1% with key home markets Singapore and Malaysia contributing growth of 16.5% and 7.4% respectively.

Our overall net fee-based income was lower YoY as we came off a higher base in 2013. Thus, our net operating income remained flat in FY2014 but we did well in managing our overheads growth for the year, which only increased by 2.1%. Earnings per share was 74.2 sen for FY2014.

We are comfortable with the strength of our capital ratios, with CET1 at 11.75% and total capital at 16.24%.

Although we initially guided for a return on equity (ROE) of 15.0% for FY2014, we provided a revised guidance ranging from 13.0%-14.0% midway through the year after a slower first half arising from subdued capital market activity and slower lending activities in Malaysia and Indonesia. We experienced a pick-up in both areas in the second half of the year, helping us achieve a full year ROE of 13.8%.

BUILDING STRENGTH THROUGH OUR INTERNATIONAL OPERATIONS

We have had some standout business performances this year, under the respective leaderships of Datuk Lim Hong Tat, who double hats as the Group Head for CFS and CEO of Maybank Singapore, and Pollie Sim, who is the CEO of our International operations. In anticipation of the regional economic integration under the ASEAN Economic Community (AEC) this year, Datuk Lim, Pollie and their teams have worked hard to ensure that we are ready to serve an enlarged community of some 600 million people under the AEC. We achieved better synergies through our regional framework and recorded higher revenues from the cross-selling of products and solutions to our corporate clients.

In Singapore, Datuk Lim and his team were able to balance the expansion of our asset base and successfully manage our funding needs in Singapore. Our loans book expanded by 13.3%, on the back of higher contributions from the consumer and commercial segments. The growth in consumer loans of 15.3% was led by an increase in housing loans while commercial loans expanded 12.3% arising from demand in the commercial segment. Our deposit base in Singapore also expanded 16.5%, as fixed deposits and CASA grew 18.1% and 12.1% respectively. In line with our regionalisation initiatives, we also expanded our Insurance and Takaful presence through the Etiqa brand, with the introduction of Etiqa in the Singapore life insurance market.

FY2014 also marked the first full-year of operations for Maybank's Regional Private Wealth business for High Net Worth customers, centred in Singapore. In its maiden year, the business achieved Total Financial Assets from both Assets under Management (AUM) and lending of RM13 billion. Of this amount, RM4 billion was new-to-bank assets, which is an indication of the value creation potential of this new business.

Group President & CEO's Statement

Our regionalisation efforts in providing cross-border solutions and capturing trade flow between the ASEAN region and China have also expanded through our international operations, led by Pollie. In what was a major milestone, we have been able to secure a banking license in Myanmar, strengthening our regional presence and our ability to serve customers seamlessly throughout the region. Our foray into Myanmar will enable us to facilitate cross-border trade, not only in our core markets but also the Greater Mekong Subregion.

Myanmar helps us strengthen our Indochina presence, which also includes markets such as Cambodia, Vietnam and Laos. In Cambodia, not only did we add five new branches to improve coverage of Phnom Penh and enter three new provinces, we also launched our Premier Wealth services to cater to Cambodia's growing affluent segment. We were granted the bond trading license in Vietnam and our Laos operations turned profitable in 2014.

Another international market that has shown strong traction in 2014 is the Greater China region, whereby we provide wholesale and investment banking services to commercial and corporate clients in Hong Kong and China. We expanded our regional footprint and opened our latest China branch in Kunming, Yunnan. On top of being the mandate lead arranger for several notable deals, another landmark achievement in our Treasury and Transaction Banking business was the appointment of Maybank as a Renminbi/Singapore dollar Market Maker, in addition to our existing Renminbi/Malaysia Ringgit capabilities.

Pollie and her team have done a commendable job in growing the International portfolio (which excludes Singapore and Indonesia), with PBT contribution from this portfolio increasing by 32.8% YoY.

SETBACKS WE EXPERIENCED IN 2014

Amidst the successes we have had in 2014 came some setbacks that we have had to address. While almost all our international operations did well, our operations in Indonesia was affected by market conditions that impacted several corporate debtors in specific industries. We have had to make higher loan loss provisions for these corporate accounts, which have more than halved the PBT contributions from Indonesia to the Group and caused an uptick in Indonesia's asset quality.

However, I would like to reassure our shareholders that the Group's Executive Committee has worked alongside our BII Maybank colleagues to address these concerns. Firstly, we have re-profiled the Global Banking business with a more selective focus on clients and industries in line with the Group's risk appetite. Secondly, to avoid further asset quality deterioration, we have tightened credit approval procedures and instituted new approval

matrixes and limits to ensure tighter control over loan approvals. We are also closely monitoring market conditions that could potentially have an adverse impact on selected corporate borrowers.

I need to stress that excluding these selected corporate debtors that have affected BII's operations, the other segments within BII Maybank have done well. For instance, BII Maybank's consumer banking and business banking segment grew 16.0% and 15.5% respectively. The business banking segment, which is also part of BII Maybank's non-consumer portfolio, includes SME businesses, supply chain financing and micro-financing.

Aside from an uptick in asset quality in Indonesia, we have also seen our Gross Impaired Loans (GIL) ratio for Malaysia increase to 1.85% from 1.69% a year ago. The main reason contributing to the higher GIL ratio is due to provisioning done for specific legacy business banking accounts. Despite this, we remain comfortable with our asset quality ratios against our capital position.

We are cognisant of market conditions and the need to balance growth with preservation of asset quality. Therefore, we will make the call and have done so, to not expand aggressively as and when seen fit. Our lower revision of FY2014 loan guidances for Malaysia and Indonesia during the year was one such example.

Even with the above, I am happy to point out that the Group registered a record profit for FY2014. This is a testament of the balance and the quality of the portfolio of the businesses within the Group, which we intend to protect as we progress further with our regionalisation efforts.

OUR OUTLOOK FOR 2015 & HEADLINE KPIS

The start of 2015 was slightly unsettling with the volatility seen in the commodity and currency markets. The long term impact of these roiling markets will depend on how long the volatility lasts. What we do expect, however is a mixed bag of opportunities and some challenges ahead in the markets we operate in. With Malaysia taking over the chairmanship of ASEAN this year, our regional business focus will continue to serve us well as we seal our position as a truly ASEAN financial services group. We expect further benefits to arise with the introduction of Qualified ASEAN Banks in due course under the ASEAN Banking Integration Framework.

In my letter to shareholders last year, I spoke about assuming the right risk posture to balance our capital needs and provide an optimum return for our shareholders. With this in mind, the Group has embarked on a capital efficient strategy, which will drive more productive use of our capital over the medium to longer term. The need to be capital efficient is even

more critical now as we ready ourselves for additional capital buffer requirements that will be introduced in time for domestic systemically important banks.

As with FY2014, we will remain steadfast in our strategic cost management programme to ensure that we manage our overheads growth in a comfortable range vis-à-vis our net operating income growth. Some of the cost levers that we will actively manage include IT expenses, marketing expenses and general and administrative expenses. Within this programme, we will continue to drive productivity improvements, as we seek to improve our profitability over cost ratio per employee.

With these considerations in place, our guidance for FY2015 on key performance indicators are:

Return on Equity	13%-14%
Group Loans Growth	9%-10%
Malaysia Loans Growth	8%-9%
Singapore Loans Growth	8%-9%
Indonesia Loans Growth	13%-15%
Group Deposits Growth	9%-10%

APPRECIATION

I wish to thank all Maybankers for their commitment and contribution to the performance of the Group in the last year. I would also like to extend my deepest appreciation to our customers and shareholders for their continued trust, loyalty and support rendered in what has been a somewhat challenging year.

I am also grateful for the valuable guidance provided by the members of the Maybank Board and those of the other entities within the Group, as well as the regulatory bodies in all the countries we operate in.

Thank you.

Our Maybank, Our Future.



DATUK ABDUL FARID ALIAS
Group PCEO

Corporate Profile & Global Network

Maybank is among the region's leading banking groups with its roots embedded deep in the heart of the ASEAN community. Established in Malaysia in 1960, Maybank began venturing into regional markets from its early years, expanding progressively to become South East Asia's fourth largest bank by assets today.



Maybank is also the largest financial services group in Malaysia and now operates from its three key "home markets" of Malaysia, Singapore and Indonesia, across all 10 ASEAN nations as well as key Asian countries and global financial centres. With its network of 2,400 offices and history of over 54 years, Maybank has developed unique insights into the needs of every customer segment whether retail, SMEs or large multinationals and has consistently demonstrated the ability to offer innovative solutions for all.

Over the years, Maybank has built on its expertise in a wide area of financial services and today its range of services includes commercial banking, investment banking, stockbroking, insurance and takaful, Islamic banking, offshore banking, asset management, venture capital financing and internet banking.

The Maybank Group has long been acknowledged for its leadership and financial strength, and for the past two years, has been recognised as among the World's Top 20 Strongest Banks by Bloomberg Markets magazine. In addition, it has achieved numerous international awards for excellence and innovation, which stand testament

to the high standards it employs in every area of its operations. The Group's Islamic banking arm, namely Maybank Islamic Berhad is recognised as among the global leaders in its field - it ranks as the top Islamic bank in Asia Pacific and third in the world in terms of assets.

Maybank's mission of humanising financial services is clearly demonstrated through its commitment to ensure easy access to financing for all, provide fair terms and pricing, advising customers based on their needs and being at the heart of the community. The Group remains steadfast in its efforts to ensure the sustainability of its operations as well as that of the communities it serves. This is not only through efforts to finance economic development and the provision of modern financial services but also through innovative community programmes that impact the lives of the marginalised members of society. The Maybank Foundation, its regional arm to undertake Corporate Responsibility initiatives, is supported by keen involvement of employee volunteers and remains a major vehicle for the Group to positively impact many of Asia's most needy communities in an effort to build a better tomorrow for all.

HOME MARKETS



Malaysia
402 branches;
7 branches via Maybank Investment Bank



Indonesia
428 branches via 78.95% owned Bank Internasional Indonesia (BII);
6 branches via Maybank Kim Eng;
1 branch via Maybank Syariah Indonesia



Singapore
22 branches;
5 branches via Maybank Kim Eng

INTERNATIONAL MARKETS



Bahrain
1 branch



China
3 branches



Brunei
2 branches



Hong Kong
1 branch;
2 branches via Maybank Kim Eng



Cambodia
Maybank (Cambodia) Plc:
21 branches



India
1 branch via Maybank Kim Eng;
1 branch in Mumbai via BII

Visit www.maybank.com/worldwide for more information.

Strategic Business Units, pg. 24

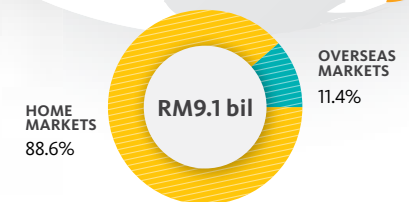
Corporate Profile & Global Network



Home Markets Malaysia, Singapore and Indonesia

Our three home markets of Malaysia, Singapore and Indonesia accounted for 88.6% of total Group Profit Before Tax (PBT) in FY2014. Malaysia is the largest contributor, with 59.7% of Group gross loans originating from this market and contributing 71.2% to Group PBT. The next biggest contributor to the Group's performance is Singapore with 14.4% PBT contribution led by a strong commercial and consumer banking franchise.

Group PBT 2014



2,400 OFFICES

Over 2,400 offices in 20 countries

22 mil CUSTOMERS

Over 47,000 employees serving over 22 million customers

RM640 bil TOTAL ASSETS

The largest bank in Malaysia



Laos
1 branch



Myanmar
1 representative office



Papua New Guinea
Maybank (PNG) Ltd:
2 branches



Thailand
51 branches via Maybank Kim Eng



London
1 branch;
1 branch via Maybank Kim Eng



New York
1 branch;
1 branch via Maybank Kim Eng



Philippines
Maybank Philippines Inc.:
79 branches;
3 branches via Maybank Kim Eng



Uzbekistan
1 office via 35% owned Uzbek Leasing International



Labuan
Maybank International (L) Ltd:
1 branch



Pakistan
1,242 branches via 20% owned MCB Bank;
4 branches via 32.5% owned Pak-Kuwait Takaful Company



Saudi Arabia
1 office via Anfaal Capital



Vietnam
2 branches, 8 branches via Maybank Kim Eng;
145 branches via 20% owned An Binh Bank

History, Innovation & Leadership

Maybank's key milestones since incorporation in 1960 demonstrate its commitment to innovation and excellence, making it a leader in Southeast Asia's banking industry.

1960-1962

- 1960**
 - Maybank is incorporated on May 31 and begins operations in Kuala Lumpur on September 12.
 - Malayan Finance Corporation (later Mayban Finance) is established, the first wholly bank-owned finance company.
 - Maybank's first overseas branch opens in Brunei Darussalam.
 - Branches are opened in Singapore.
- 1962**
 - The Hong Kong branch opens on February 12, followed by a branch in London on September 12.
 - On February 17, Maybank lists on the Kuala Lumpur Stock Exchange (later Bursa Malaysia).

1973-1981

- 1973**
 - In September, Maybank sets up its investment banking arm — Asian and Euro-American Merchant Bankers Bhd (Aseambankers). The bank is renamed Maybank Investment Bank in 2009.
- 1974**
 - First to introduce a rural credit scheme.
- 1976**
 - First to introduce mobile bus banking services.
- 1977**
 - In June, Mayban-Phoenix Assurance Bhd – with the Bank holding 70% equity – is incorporated offering underwriting general insurance risks. The remaining 30% is held by British Phoenix Assurance. On October 10, 1986, Mayban-Phoenix Assurance is renamed Mayban Assurance.
- 1978**
 - Pioneer in computerisation of banking operations in Malaysia.
- 1980**
 - Maybank launches its first credit card — the Maybank Visa Classic card.
- 1981**
 - First Malaysian bank to set up ATMs in Malaysia.

History, Innovation & Leadership

1983-1993

- 1983** • Prime Minister Dato' Seri Dr Mahathir Mohamad lays the foundation stone of Menara Maybank – Maybank's headquarters – in September.
- 1984** • Maybank's New York branch opens in September.
- 1986** • Maybank introduces the nation's first integrated and largest ATM network — Automated Banking Consortium or ABC linking Kwong Yik Bank, Mayban Finance and Maybank in Malaysia and Singapore, a total of 296 ATMs.
- 1988** • Balai Seni Maybank and the Maybank Numismatic Museum are officially opened by Tan Sri Dato' Jaffar Hussein, Governor of Bank Negara Malaysia. Official opening of Menara Maybank in June 1988 by the Prime Minister.
 - First financial institution to introduce payment for new IPOs through ATMs.
- 1990** • Maybank sets up an offshore bank in Labuan International Offshore Financial Centre.
- 1992** • In January, Mayban Securities is formed.
 - Maybank Autophone is launched, making it the first local bank to offer a computerised telephone service.
- 1993** • Mayban Ventures begins operations.
 - Aseam Leasing and Credit Bhd is incorporated, offering leasing and hire purchase activities.

1994-2004

- 1994** • Maybank (PNG) Ltd opens for business in Port Moresby in October, with a second branch opened in Lae in 1997.
 - Prime Minister Dato' Seri Dr Mahathir Mohamad officially launches joint venture with PT Bank Nusa Internasional of Indonesia.
- 1996** • In March, the Hanoi branch and a representative office in Ho Chi Minh City are officially opened. In October 2005, Ho Chi Minh City becomes an official branch making it the second branch in Vietnam.
 - Pioneer in bancassurance in Southeast Asia.
 - Maybank sells Kwong Yik Bank to Rashid Hussain Berhad in December.
- 1997** • First to offer the convenience of ticketless travel for domestic flights on MAS through MAS Electronic Ticketing (MASET).
 - Maybank acquires a 60% stake in PNB-Republic Bank of the Philippines, and renames it Maybank Philippines Inc.
- 2000** • First to introduce View & Pay service in Malaysia using credit card and direct debit via Internet with Mesiniaga Bhd.
 - First in Malaysia and Southeast Asia to offer common ATM and over the-counter services in Malaysia, Singapore, Brunei and the Philippines.
 - First Malaysian bank to open a branch in Shanghai, People's Republic of China.
 - Maybank launches Maybank2u.com in June, making it the first bank in Malaysia to introduce Internet banking services.
 - Maybank acquires Pacific Bank Bhd and Phileo Allied Bank Bhd. In 2001, they were merged into Maybank's operations.
- 2001** • Maybank and Fortis International NV, one of the largest providers of integrated financial services in Europe, collaborate to set up Mayban Fortis Holdings Bhd in a 70:30 partnership.
 - Maybank Tower, the new headquarters of Maybank Singapore, is officially opened.
 - Deputy Prime Minister Dato' Seri Abdullah Ahmad Badawi launches Dataran Maybank in Kuala Lumpur.
- 2002** • Mayban Takaful commences operations, making it the first Takaful company owned by a conventional bank in Malaysia.
- 2003** • First to launch an Internet banking kiosk, in Malaysia, called Maybank2u.com Internet Kiosk.
 - Maybank officially launches its Bahrain branch, the first Malaysian bank to operate there.
- 2004** • First local bank to introduce e-Dividend via Maybank2e, a comprehensive dividend payment system through the Bank's enterprise cash management system, Maybank2e.net.
 - The entire operations and business of Mayban Finance Bhd is vested into Maybank.

History, Innovation & Leadership

We are undertaking a **journey of fundamental and positive change, to create more value.**

2005-2009

- 2005**
 - Acquisition of Malaysia National Insurance Bhd, Malaysia's largest national insurer and its subsidiary, Takaful Nasional Sdn Bhd, Malaysia's premier Takaful provider.
- 2006**
 - First to offer online mobile banking via SMS followed by M2U Mobile Services using GPRS/3G phones in 2006.
 - Maybank becomes the sole issuer and manager of the American Express charge card and merchant acquiring businesses in Malaysia.
 - First Malaysian bank to provide over-the-counter cash withdrawal services in its offices in Malaysia, Singapore, Brunei Darussalam and the Philippines, called Region Link.
 - Maybank began title sponsorship of the Maybank Malaysian Golf Open for a five year period. This sponsorship was later renewed for another five years beginning 2011.
- 2007**
 - First to introduce the structured commodity financing solution for business customers.
 - First to launch complete mobile money service in Malaysia with Maxis.
 - Maybank Group launches Etiqa, the new brand name for its conventional and takaful businesses under Mayban Fortis Holdings.
- 2008**
 - First to launch Malaysia's dual purpose Bankcard in partnership with Visa International in 2008.
 - Malaysia's Most Valuable Brand in 2007 & 2008.
 - Maybank establishes its Islamic banking subsidiary, Maybank Islamic Berhad.
 - Maybank acquires stakes in PT Bank Internasional Indonesia, An Binh Bank of Vietnam and MCB Bank Ltd of Pakistan.
- 2009**
 - First to launch online facility for making additional investments in ASB units with PNB.
 - Maybank launches the country's first wireless (mobile) payment terminal facility to accept credit or debit payment at the point of delivery with Pizza Hut.
 - Partnered with Maxis, Nokia, Touch n Go and Visa, to launch the world's first, contactless mobile payments using near field communications (NFC) via Nokia phones.

2009-2011

- Maybank and Permodalan Nasional Berhad jointly launch Malaysia's first-ever service for making additional investments in ASB units via Internet banking.
 - Maybank successfully completes a RM6 billion rights issue – the largest in Malaysian corporate history.
- 2010**
 - First public listed company on Bursa Malaysia to announce a dividend reinvestment plan.
 - First Malaysian bank to achieve more than USD100 billion in total asset size and USD1 billion in profit after tax.
 - First to launch disabled friendly banking branches for wheelchair bound users nationwide.
 - Maybank celebrates its 50th anniversary.
 - Launches TradeConnex, first local bank in Malaysia to offer a comprehensive suite of conventional trade finance products online.
 - Maybank Islamic launches Waqf, the first structured community giving programme for customers by a financial institution in Malaysia.
 - Maybank Singapore launches the first Islamic financing package for SMEs in Singapore.
 - Launches Pantai American Express Credit Card, Malaysia and Asia's first co-brand credit card with a healthcare service provider.
 - PT Bank Maybank Indocorp is converted to a full-fledged Islamic bank and renamed Maybank Syariah Indonesia.
 - Maybank Foundation is established with an initial RM50 million allocation, to spearhead the Group's Corporate Responsibility initiatives in the region.
 - 2011**
 - First Malaysian bank to launch an "Overseas Mortgage Loan Scheme", offering Malaysians a Ringgit mortgage loan facility for property in London.
 - Acquisition of Kim Eng Holdings Ltd, a Singapore-listed investment banking group with a strong regional platform.
 - Launches a strategic partnership via Shared Banking Services with Pos Malaysia Berhad, providing selected Maybank services at more than 400 Pos Malaysia outlets nationwide.
 - First in Malaysia to launch "Maybank 2 Cards" which provides two credit cards together to a card member with only one sign-up.
 - The first Qualifying Full Bank in Singapore to launch a Platinum Debit Card with the NETS FlashPay feature.
 - First Malaysian bank to launch eCustody, an electronic, front-end, internet-based platform offering institutional clients the flexibility of online management of their custody accounts with the Group.
 - Unveils a refreshed corporate identity which is driven by its mission to "Humanise Financial Services Across Asia."

History, Innovation & Leadership

2012-2013

- 2012**
- Maybank becomes the first local bank to simultaneously sign agreements with four banks from Myanmar to introduce Maybank Money Express (MME) remittance service to the country.
 - Maybank reaffirms its long term commitment to Cambodia with the local incorporation of its operations there.
 - Maybank Foundation expands its local scholarship programme to include, for the first time, scholarships from pre-university level. The Foundation awarded full scholarships to 19 deserving students at top public and private local universities.
 - Maybank expands its network in China with a new branch in Beijing to boost its Greater China operations.
 - The Prime Minister of Malaysia officially opens Maybank's first branch in Laos, which completes the Group's footprint in all 10 ASEAN nations.
 - Maybank Singapore executes the first Islamic Profit Rate Swap on the back of a syndicated Islamic loan, establishing its capability in Islamic hedging solutions.
 - Malaysia's Most Valuable Brand.
 - Maybank announces the successful completion of a bookbuilding exercise in relation to its private placement, raising approximately RM3.66 billion (USD1.2 billion) at a narrow discount to the market price. The private placement, ranked as the largest in Malaysia's corporate history, is well received by both domestic and foreign institutional investors.
 - Maybank Philippines Inc. launches the Maybank Credit Card in the Philippines.
 - Maybank Philippines Inc. announces the move of its offices to the new Maybank Corporate Centre in Bonifacio Global City in Taguig.
 - The first bank in Singapore to introduce the Maybank Smart TV App, leveraging on the full capabilities of the Samsung Smart TV to create a truly innovative online service and engagement channel for customers and non-customers.
 - Maybank launches its enhanced Regional Cash Management platform, delivered through its state-of-the-art web-based Maybank2E platform in Singapore to tap into Asia's fast growing cash management market.
 - Maybank launches its internet banking service, Maybank2u, in Cambodia, making this award-winning service available to customers in the country.
 - Maybank expands its network in Cambodia with the opening of its 12th branch in the country, located at the Phnom Penh Special Economic Zone.
- 2013**
- Maybank is the first ASEAN bank to adopt Microsoft's Windows 8 platform for its corporate mobile banking application, Maybank2E-Regional Cash.
 - Maybank launches its first investment-linked plan, Luxury Edition, a single premium closed-ended investment-linked insurance plan in Malaysia to offer a combination of insurance protection and investment for luxury goods market.
 - Maybank launches Maybank2u Pay, another first by a bank in Malaysia. Maybank2u Pay is a payment gateway to facilitate purchases at blog shops, offering not only fast and safe transactions, but also a convenient and reliable online shopping experience.
 - Maybank expands its successful co-brand partnership with Manchester United (MU), bringing to the market the "Maybankard Visa Infinite Manchester United" card, the first ever co-brand Manchester United card in the world targeted at the niche high net worth segment.

2013-2014

- Maybank expands its Overseas Mortgage Loan Scheme (OMLS) to include purchases of residential properties in three new markets – namely Sydney, Perth and Singapore. Malaysian investors can now enjoy the convenience of financing their property purchases there in Ringgit. Maybank is the first Bank in Malaysia to introduce the OMLS.
 - The Prime Minister of Malaysia, Dato' Sri Mohd Najib bin Tun Haji Abdul Razak, officiates the launch of Maybank Islamic Asset Management at the World Islamic Economic Forum in London.
- 2014**
- Launches cardless withdrawal service via ATMs - bringing to the market Malaysia's first service where cash withdrawals can be made without an ATM card.
 - Establishes the first childcare centre in Malaysia named 'Maybank Tiger Cubs Childcare Centre', to provide drop-in emergency childcare facilities or backup childcare services for children of employees.
 - The first and only Malaysian founded organisation to be included in the Towers Watson Global High Performing Company Norm, which serves as an internationally recognised benchmark for high performing organisations.
 - First bank to offer customers across China trade financing in Malaysian Ringgit (RM), enabling them to enjoy the convenience of settling cross-border trade transactions with their Malaysian counterparts directly in RM.
 - Credit Guarantee Corporation Malaysia Berhad (CGC) and Maybank seal a new Portfolio Guarantee agreement, the first of its kind and the largest in the country, reflecting their joint commitment to enhance access to financing for all levels of small and medium enterprises.
 - Expands into the deferred annuity market through its 'Smart Retirement Xtra' Plan, the first-ever deferred annuity insurance plan in Malaysia made available through the Bancassurance channel.
 - Introduces new Maybank Visa Platinum Debit card – the first Visa Debit Platinum card enabled with Visa payWave in Malaysia.
 - Launches an inaugural TOKYO PRO-BOND Market listed transaction, raising JPY31.1 billion (equivalent to circa USD305 million) with a three year tenor, the first Pro-Bond issued out of the issuer's USD5 billion Multi-currency MTN programme.
 - Introduces M2U Pay 'Snap&Sell', a first of its kind innovative mobile application that enable individuals the convenience of selling their products anywhere and at any time on social media platforms.
 - First to introduce Visa Signature credit card that offers both cash back on a daily basis as well as flexibility to convert Treats points into cash.
 - Ranks as one of the Top 3 companies in Malaysia and Top 100 companies in Asia with the highest sustainability performance by Channel NewsAsia and is the first of its kind in Asia.
 - Launches myTrade2Cash, a comprehensive trade financing platform and the first of its kind in ASEAN that enables SMEs to conveniently apply for trade finance facilities from Maybank through DNeX's online platform.
 - Launches M2U Visa Direct in collaboration with Visa International, a first of its kind remittance service in Malaysia that offers an innovative alternative to send money to Visa card accounts of beneficiaries in over 200 countries.
 - Launches Maybank Visa payWave Micro Tag – a new and convenient way for payments riding on the Visa payWave technology and another first in the Malaysian market. This new service enables contactless payments to be effected simply through the Micro Tag electronic sticker linked to the Visa card, which is placed separately on a cardholder's personal belonging such as a wallet, phone or car key.

Strategic Business Units



Malayan Banking Berhad is the holding company and listed entity for the Maybank Group with branches in Malaysia, Singapore and other international financial centres such as London, New York, Hong Kong and Bahrain.

Maybank's key overseas subsidiaries are PT Bank Internasional Indonesia Tbk, Maybank Philippines Incorporated, Maybank (Cambodia) Plc, Maybank (PNG) Ltd in Papua New Guinea and Maybank International (L) Ltd in the offshore centre of Labuan.

The major operating subsidiaries are Maybank Islamic Berhad, Maybank Investment Bank Berhad, Maybank Kim Eng Holdings Limited and Etiqa Insurance Berhad. Maybank has associate companies in Pakistan (through 20%-owned MCB Bank) and in Vietnam (through 20%-owned An Binh Bank).

 *Group Corporate Structure, pg. 27*

ISLAMIC BANKING



Maybank Islamic Berhad

Maybank Islamic Berhad is Maybank Group's wholly-owned, full-fledged licensed Islamic bank. It is the leading provider of Islamic financial products and services in ASEAN. Maybank Islamic leverages on the Group's infrastructure and network to offer end-to-end Shariah compliant financial solutions. Its portfolio of diversified products and services are available through a network of over 400 Maybank branches in Malaysia, as well as in Indonesia, Singapore, Hong Kong, London and Bahrain. It continues to be the domestic leader in overall market share for financing and deposits in 2014.



Maybank Syariah Indonesia

PT Bank Maybank Syariah Indonesia (Maybank Syariah) was established from the conversion of PT Bank Maybank Indocorp into an Islamic (syariah) commercial banking entity in 2010. Maybank Syariah aims to be a leading and preferred Shariah financial service provider in Indonesia and the region. Its business strategy focuses on corporate banking as well as advisory services.

The corporate and investment banking services mainly deal with bilateral, syndication and club deal financing for local and multinational corporations, particularly Indonesian and Malaysian entities, while the treasury services focuses on money market operations and foreign exchange trading covering the front office dealing functions as well as backroom settlement and support services.

INVESTMENT BANKING



Maybank Investment Banking Berhad

Maybank Investment Bank Berhad is a wholly-owned subsidiary of Maybank. Maybank IB is the Malaysian investment banking operation of Maybank Kim Eng. It offers a complete range of investment banking products and solutions including corporate finance and advisory, strategic advisory, equity markets, stock broking, debt markets, derivatives and research.



Maybank Kim Eng Holdings Limited

Maybank Kim Eng Holdings Limited is a wholly-owned subsidiary of Maybank. Maybank Kim Eng comprises businesses stretching around the globe with offices in Singapore, Hong Kong, Thailand, Indonesia, the Philippines, India, Vietnam, Great Britain and the United States of America. It provides services in corporate finance, debt markets, equity capital markets, derivatives, retail and institutional securities broking and research.

Strategic Business Units

INSURANCE



Insurance & Takaful

Etiqua

Etiqua is the brand for Maybank Group's Insurance and Takaful businesses, which offer all types and classes of Life and General conventional insurance policies as well as Family and General Takaful plans via our multi distribution channels. The conventional insurance are underwritten by Etiqa Insurance Berhad whilst the takaful coverage are provided by Etiqa Takaful Berhad. Takaful is an arrangement based on mutual assistance under which takaful participants agree to contribute to a common fund providing for mutual financial benefits payable to the takaful participants or their beneficiaries on the occurrence of pre-agreed events.

Etiqua features a strong agency force comprising over 15,000 agents, 31 branches throughout Malaysia, a wide Bancassurance distribution network with more than 400 Maybank branches and also third party banks; as well as co-operatives and brokers. Etiqa is one of the pioneers for direct sales through the internet with Motortakaful.com/Maybank2u online services.

ASSET MANAGEMENT



Maybank Group Asset Management Berhad

Maybank Asset Management Group ("Maybank AM Group") is one of the pioneers in the local asset management industry with over 30 years of experience. It comprises a holding company, Maybank Asset Management Group Berhad and six subsidiaries in four key ASEAN markets namely Malaysia, Singapore, Indonesia and Thailand. The subsidiaries are Maybank Asset Management Sdn Bhd, Maybank Asset Management Singapore Pte. Ltd., PT Maybank GMT Asset Management, Maybank Asset Management Thailand Co, Ltd, Maybank Islamic Asset Management Sdn. Bhd. and Maybank Private Equity Sdn. Bhd.

These entities provide a diverse range of Asian focused investment solutions for all types of investors such as corporations, institutions, pension funds, insurance, takaful companies and individual clients. The fund portfolio management services cater to products ranging from equity, fixed income to money market instruments through direct mandates, unit trust and wholesale funds. Maybank AM Group's asset under management stood at RM15.2 billion as at 31 December 2014, with assets comprising of 57% conventional and 43% Shariah-compliant.

INTERNATIONAL OPERATIONS



Maybank Singapore

Maybank Singapore is a Qualifying Full Bank (QFB) with an approximate net asset size of SGD57 billion and staff strength of over 1,800. We have established significant presence in the retail and wholesale banking markets over the 5 decades of our history here. Today, we lead the market in providing customers with alternative financial solutions in the form of the widest suite of Islamic Banking products and services.

Our network of 27 service locations in Singapore is one of the largest among foreign banks. As part of the atm⁵ - Singapore's only shared ATM network among 7 participating QFBs, we offer customers a combined reach of more than 200 ATMs, island-wide.



PT Bank Internasional Indonesia Tbk

PT Bank Internasional Indonesia Tbk (BII) is a subsidiary of Maybank. It is the ninth largest commercial bank by assets and is listed on the Indonesia Stock Exchange (Ticker: BNII). The Bank provides a full range of financial services for business, retail and global banking customers. As of 31 December 2014, BII's network comprises 428 branches, including Syariah branches, two overseas branches in Mumbai and Mauritius and 1,530 ATMs including Cash Deposit Machines (CDMs). BII has total customer deposits of Rp102.5 trillion and Rp143.4 trillion in assets.



Maybank International (L) Ltd and Maybank International Labuan Branch

Maybank International Labuan Branch was setup in 2013, as an offshore branch. This is designated as the Group's Centre of Excellence for foreign currency credit and provides international banking services including foreign currency deposits and loans, trade financing, treasury services and Islamic banking solutions. This is in addition to Maybank International (L) Ltd which was incorporated in 1990 as a wholly-owned subsidiary of Maybank Group.

Strategic Business Units



Maybank Greater China

Maybank Greater China comprises our presence in Hong Kong, Shanghai, Beijing and more recently Kunming. It provides wholesale banking and investment banking services to commercial and corporate clients in Hong Kong and China, and specialises in cross-border solutions to facilitate flows between Greater China and ASEAN.



Maybank Philippines Incorporated

Maybank Philippines Incorporated (MPI) is a full-service commercial bank providing both retail and wholesale banking services, offering a wide array of financial solutions geared towards the consumer market and selected segments of top-tier corporations in the Philippines. MPI is also involved in treasury operations, with an emphasis on money market operations and foreign exchange trading. MPI operates an extensive network of 79 branches nationwide.



Maybank Indochina Cluster

Maybank Indochina comprises our subsidiary in Cambodia, full fledge branches in Vietnam and Laos, and a representative office in Myanmar. We offer wholesale banking services to our commercial and corporate segments across our Indochina presence, and provide retail banking services in Cambodia and Laos.



Maybank (Cambodia) Plc

In April 2012, Maybank was locally incorporated to become Maybank (Cambodia) Plc., reflecting our long-term commitment to Cambodia and in line with our standing as a regional bank. It provides a full range of banking services for the consumer, SME and commercial and corporate segments through 21 branches across the nation.

ASSOCIATES



MCB Bank Ltd

MCB Bank is a 20%-owned associate company of Maybank. As a leading bank in Pakistan with more than 60 years of experience, MCB has played a pivotal role in representing the country on global platforms with a presence in Sri Lanka, Dubai, Bahrain, Azerbaijan and Hong Kong. It serves through a network of 1,242 branches including 27 Islamic banking branches within Pakistan and 9 branches outside the country. MCB has a large deposit base of Rs676 billion and total assets of Rs941 billion.



An Binh Bank

An Binh Bank is a 20%-owned associate company of Maybank. Founded in May 1993, An Binh Bank has transformed over the years from a rural bank to an urban bank offering a full range of commercial banking products and services. With 20 years under its belt, An Binh Bank has gained a firm foothold in Vietnam's banking industry with a network of over 146 branches and sub-branch offices located across 29 provinces nationwide.



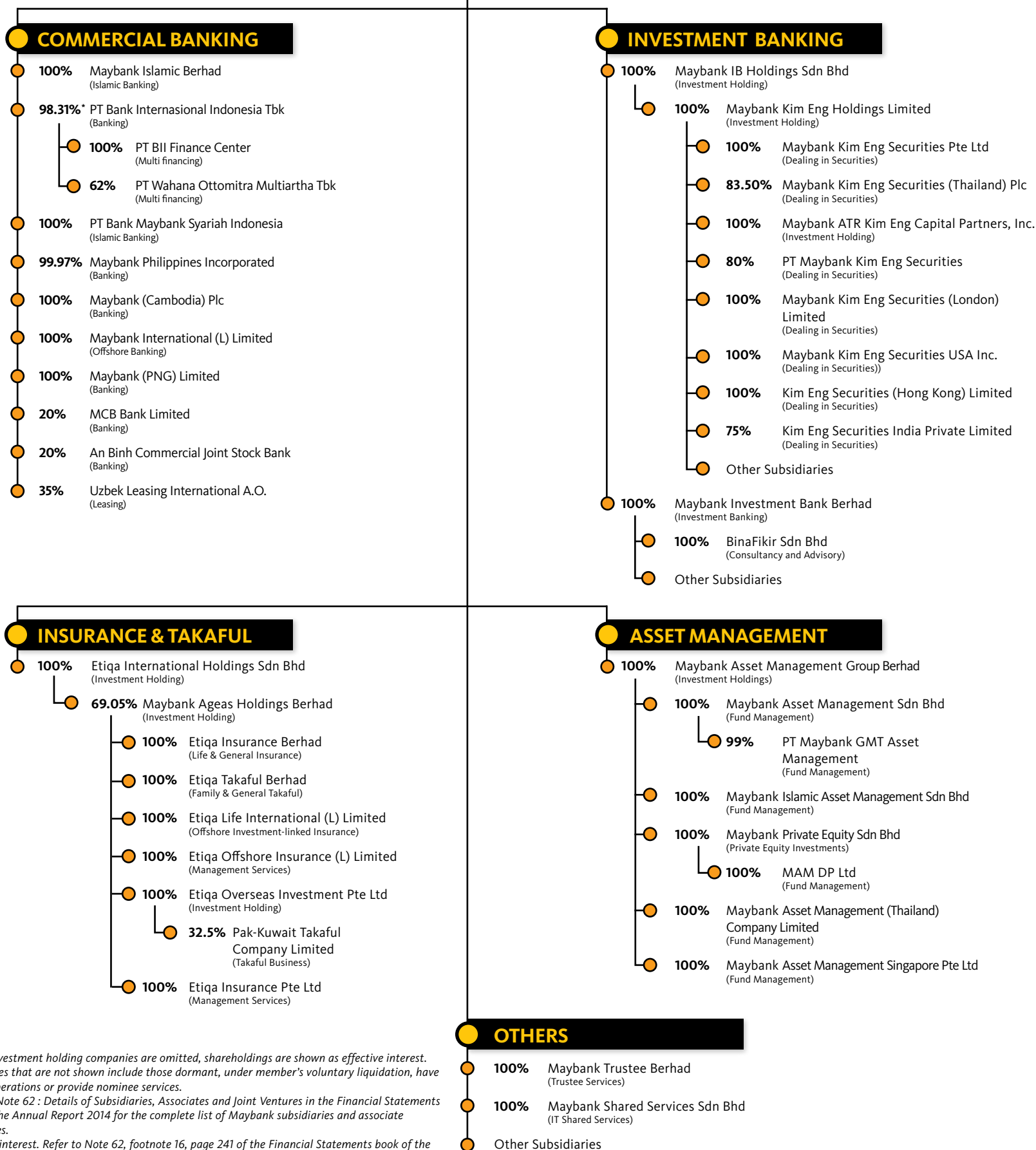
Visit www.maybank.com/worldwide for more information.

Group Corporate Structure

as at 31 January 2015



MALAYAN BANKING BERHAD

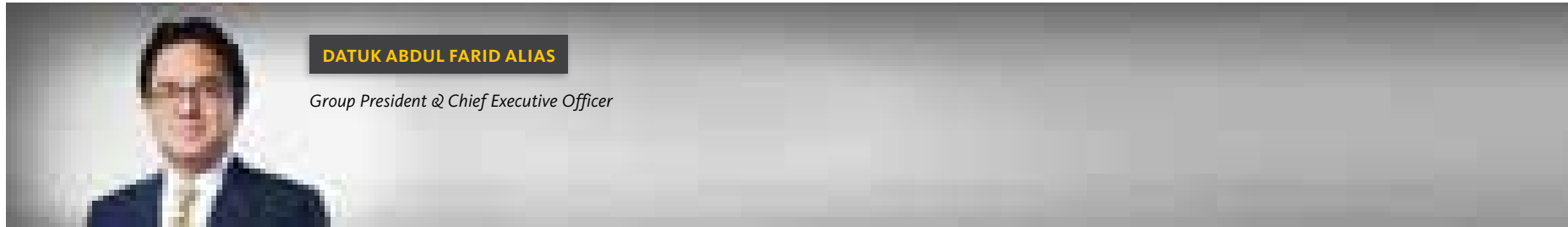


Notes:

- Where investment holding companies are omitted, shareholdings are shown as effective interest.
- Companies that are not shown include those dormant, under member's voluntary liquidation, have ceased operations or provide nominee services.
- Refer to Note 62 : Details of Subsidiaries, Associates and Joint Ventures in the Financial Statements book of the Annual Report 2014 for the complete list of Maybank subsidiaries and associate companies.

* Effective interest. Refer to Note 62, footnote 16, page 241 of the Financial Statements book of the Annual Report 2014.

Group Organisation Structure



DATUK ABDUL FARID ALIAS

Group President & Chief Executive Officer

BUSINESS

FUNCTION



DATUK LIM HONG TAT

*Group Head, Community
Financial Services
Chief Executive Officer (CEO),
Maybank Singapore*

Responsible for driving the strategy, growth and performance of the CFS businesses which covers consumer, business banking and SME segments, as well as the shared sales and distribution network for the key markets globally. By working with respective country teams, the core function of his regional team is to drive better cross-border synergies of the CFS businesses in the areas of wealth management, high net-worth and affluent banking, card businesses, business banking, and SMEs as well as via other cross-border initiatives such as sharing of best practices, talent deployment as well as leveraging on common investments.



AMIRUL FEISAL WAN ZAHIR

*Group Head, Global Banking
(GB)*

Responsible for the overall strategy, growth and performance of the Global Banking (GB) businesses comprising investment banking, corporate banking, global markets, transaction banking, asset management and the client coverage teams who play the role of a single point of contact for our corporate and institutional clients. Also accountable for successful execution of GB strategic initiatives and business transformation including driving the GB business across the region through dedicated local in-country GB Head in key markets together with local in-country client coverage and product heads. GB also comprises the finance, strategy, legal, risk management and IT functions supporting the client coverage and the respective line of businesses.



**MOHAMED RAFIQUE
MERICAN BIN MOHD
WAHIDUDDIN
MERICAN**

*Group Chief Financial
Officer*

Responsible for managing and executing the strategy for the finance function across the Group. His teams are positioned as regional business partners, overseeing seven functional pillars, namely Financial Control, Corporate Treasury, Tax, Performance Reporting & Investor Relations, Strategic Procurement, Finance Strategy and Finance Operations. Also provides direct support to business segments in the Maybank Group through business finance and country-level finance teams. Group Finance also provides subject matter expertise in capital management, corporate finance, corporate remedial management, tax and MIS (Management Information Systems).



MUZAFFAR HISHAM

*Group Head, Islamic Banking
Chief Executive Officer
(CEO), Maybank Islamic
Berhad*

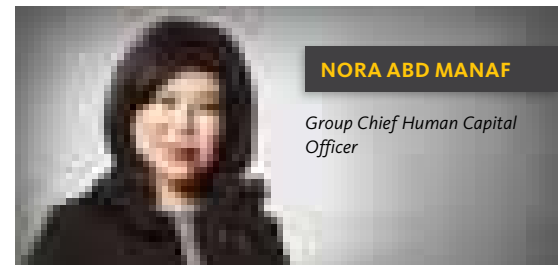
Responsible for managing and setting the key strategies for the Group's Islamic banking business, and overseeing the divisions of product management, global markets, business development, Shariah management, strategic management as well as risk management. Core responsibilities also include formulating business strategies, monitoring financial and business performance as well as implementing policies and frameworks and ensuring the execution of the Islamic banking business across the Group is Shariah compliant. Muzaffar Hisham is also responsible for driving the "Islamic First" strategy across the Group and in building the Maybank Group Islamic Banking (MGIB) to be the leading global Islamic financial institution.



KAMALUDIN AHMAD

*Group Head, Insurance &
Takaful Chief Executive Officer
(CEO), Maybank Ageas
Holdings Bhd (MAHB)*

Responsible for driving and managing the overall strategy, profitability and growth of the Group's Insurance and Takaful business in Malaysia and Singapore. Aside from managing the life/family and general businesses, his teams also oversee the investment, commercial, corporate planning, risk management and IT decisions pertaining to the Insurance & Takaful operations. The core responsibilities of his teams are aligned towards achieving the Etiqa aspirations. These include strengthening distribution footprint, growing profitability via organic growth and regional expansion, strengthening Takaful leadership position and making Etiqa as a preferred brand among all Malaysians.



NORA ABD MANAF

*Group Chief Human Capital
Officer*

Responsible for the development and implementation of all people aspects in the Maybank Group. She is responsible for developing people strategies and policies via Maybank's Human Capital Centre of Expertise that are applicable and implemented Group-wide, across the various businesses and countries. The effectiveness of these strategies and policies are also her responsibility. Her key focus and objectives for FY2015 is to deliver the Group's vision, strengthen high-performance culture, solidifying the organisation's position as leading employer of choice and ensuring Maybank is future-ready as it begins its second phase of transformation towards 2020.



**MICHAEL FOONG
SEONG YEW**

*Group Chief Strategy Officer
Office of the Group President
& CEO*

Responsible for managing the Group's transformation programme across the region and developing the Group's long-term strategies. He leads the Office of the Group President and CEO, in which the teams oversee the development and propagation of the Group's strategic objectives. They also drive productivity and cost management improvement programmes while overseeing multiple projects to deliver new capabilities and expansions into new geographies. In addition, elevating the Maybank brand as well as positioning the Group with external stakeholders are focus areas. The Corporate Development and Innovation team oversees the Group Innovation agenda to propel Maybank to become known as a leading innovative bank.

Group Organisation Structure

COUNTRY



Responsible for the Group's risk management, including credit and compliance. His team provides oversight of the Group's risk management, credits and compliance through establishing the Group's risk strategies, frameworks and policies, and independently assessing and monitoring all the risks faced. Group Risk is committed to being a business partner and ensure value creation to support the Group's aspirations.



Responsible for driving the overall profitability and growth of Maybank Group's operations in Singapore. By working closely with other Maybank Group entities in Singapore – Maybank Kim Eng and Etiqa Insurance, the core responsibilities of his team include strengthening the Group's franchise in Singapore by optimising synergies, leveraging on business opportunities, and developing new market segments to drive growth strategy which is in line with the Country vision to be the leading financial solution provider, providing a holistic suite of financial services to our customers in a seamless manner.



Responsible for strategising, leading and transforming the Group's international operations covering 14 countries excluding Singapore and Indonesia. The key responsibilities of her team are to build greater synergy and accelerate profitability of the Maybank franchise across the international landscape for long term growth, as well as to establish the Bank as a regional financial services leader.



Responsible for directing and driving Maybank Group's technology initiatives to support the Group's long-term strategic objectives. He is focused on using technology as a competitive advantage to build a differentiated regional strategic capability for the Group. His team oversees the development and running of technology applications and infrastructure across all business units and countries in which the Maybank Group operates. The core responsibilities of his team includes delivery of project implementation, solution architecting and system design, code development and testing and operational support services. Other responsibilities include the definition of technology standards and frameworks, governing the Group's architecture principles and ensuring compliance of the Group's technology solutions with national and international security standards.



Responsible for the overall business performance and growth of BII. His teams oversee the running of BII's operation, which not only include the banking services such as retail, business and global banking but all other aspects including risk management, finance, human capital, operations & IT, legal and compliance. He is also responsible for leveraging on the strengths of Maybank Group to capture a larger slice of the market share and at the same time strengthening the Group's operation in Indonesia.



Responsible for overseeing the Group's overall internal operations infrastructure to ensure service integration and effectiveness. His teams consist of Payments & Self Service Terminals, Trade Operation Centre, Transformation & Project Management Office, Group Collateral Management System, Credit Administration, Treasury Operations and Property, Security & Valuations. The core responsibilities of his teams include developing and enhancing processes to support all banking transactions, and ensuring the smooth daily operations of these functions.

Group Service Quality Management



Maybank Group Service Quality Management (GSQM) is expanding its focus from Service Quality to Customer Experience. With a strong service foundation in place, we aim to elevate our interactions with customers from merely meeting and fulfilling needs to building loyalty-based relationships via positive end-to-end interactions with the Maybank brand as we move towards becoming a truly customer-centric organisation.

GSQM was introduced in 2010 to centralise service units and streamline customer service initiatives across the Group. It initiated the bank's service manifesto of Serve from your HEART – a promise to consistently serve customers with Humility, Efficiency, Appreciation, Respect and Trust.

From 2010 to 2014, GSQM spearheaded a range of transformation initiatives, projects and campaigns to drive consistency and deliver on the brand promise we make to our customers by streamlining customer service strategies and enhancing operational excellence.

GSQM's main areas of focus: complaint management, product knowledge, Voice of Customer and waiting time.

Group Service Quality Management

REVIEW OF 2014

CUSTOMER FEEDBACK

Feedback captured via Voice of Customer throughout the years called for improvements in our product knowledge and our need for customer focus across various customer segments. Our accelerated transformation journey also called for the introduction of a regional complaints handling framework and improving our current processes.

COMPLAINTS HANDLING

Voice of Customer from previous years' surveys indicated that one of our major pain points was our management of complaints. Although we have significantly moved the needle in this area, we continue to invest in our complaints handling framework. Complaints received are not only viewed as avenues for service recovery, but also as valuable customer insights that help to form new and innovative products and services that are synonymous with the Maybank brand.

In 2014, the Malaysian Productivity Council (MPC) released its results of its Customer Satisfaction Index (CSI) among 9 banks that belong to Association of Banks Malaysia (ABM). The volume of complaints lodged by customers reduced from 25% in 2012 to 18% in 2013 with 48% of respondents stating that their complaints were very well handled. This is proof of our commitment to address customers' concerns and gives them the reassurance that we are committed to consistently meet their expectations.

PRODUCT KNOWLEDGE

Maybank staff across all levels are guided by the Group's mission to humanise financial services. Proactive measures are taken to equip staff with skills required to effectively engage customers and provide them with best possible financial solutions to meet their needs and preferences.

Guided scripts and visual reminders are advocated to remind staff to adopt a 'Never Say No' approach to all internal and external customers. Positive verbal and body language help to nurture customer confidence and loyalty in the Maybank brand. This measure is complemented by the emphasis on gaining and retaining product knowledge via quarterly assessments. The active participation of more than 22,000 front liners and support staff in the 2014 assessment saw a 2% improvement from previous year's results. In a recent internal survey conducted, more than 50% of branch leaders felt that the assessments contributed to improvements in problem solving, customer engagement and sales at their branches.

TRAIN THE TRAINER WORKSHOPS

In Maybank, we believe that our staff are our greatest asset. We are committed to developing and maintaining exemplary service behaviours at our front lines. Almost 600 Service Ambassadors attended Train the Trainer workshops held nationwide to help them internalise and advocate exemplary service behaviours and ethics at their respective touch points. Testimonials recorded from staff post-workshop include a heightened sense of teamwork, improved communication skills and higher confidence levels to deliver best in class customer experience.

PRODUCT AND SERVICE IMPROVEMENT

Growth is one of the Core Values embraced by all Maybank staff. We believe in constantly enhancing ourselves to ensure customer comfort and convenience. We recently engaged with industry experts to look into ways to improve our current processes. As a result, a high level end state customer experience was achieved for selected segments with the implementation of 22 quick wins. 14 quick wins are scheduled for completion in early 2015 to further accelerate our Customer Experience Journey transformation.

WAY FORWARD FOR 2015

In 2015, Group Service Quality Management (GSQM) repositions itself to Group Customer Experience Management (GCEM) to intensify our position as a truly customer centric organisation. GCEM plays an important role in driving our theme of 'Delivering the Vision'. We help to drive consistent best in class experience to all customers who come in contact with the Maybank brand. We aim to convert them into brand advocates through a range of customer-centric campaigns and initiatives for the year ahead. We are intensifying our strategic focus on the transformation of our people, processes and policies. This will ensure that we are aligned with our customer needs that we aim to deliver via quick wins and reduced operating costs. Our focus for 2015 includes standardisation of service standards and enhancement frameworks across our home markets to further strengthen our regional presence.



We seek to enable communities to
realise better opportunities...

'This is the daily work at a pottery kiln which
has brought higher income and contributed to
the economic stability of the society'
by **Nguyen Thanh Hai**
Maybank Photography Awards 2013
Street Photography



'The faces of the annual Chingay Parade held to celebrate the Chinese New Year. International performing art talents and groups are being invited every year to light up the celebrations.'
by **Wong Chek Poh**
Maybank Photography Awards 2013
Portraits Photography

...knowing in our hearts, that
growing communities will lead to the
growth of nations.

STRATEGY & SUSTAINABILITY

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EMPOWERING REGIONAL AMBITIONS

1990

Maybank established an offshore bank in Labuan International Offshore Financial Centre

2000

First Malaysian bank to open a branch in Shanghai, PRC



'A 24-year old Unduk Ngadau contestant, Cynthia Kong Sue Mei, is trying out a Dusun Tindal costume at a traditional costume boutique in Kota Kinabalu, Sabah. The Unduk Ngadau which is a beauty pageant competition is among the highlights for the Sabah Harvest Festival.'
by **Ruslan bin Lusi**
Maybank Photography Awards 2013
Press Photography

2010

Launched TradeConnex to offer a comprehensive suite of conventional trade finance products online

2011

First Malaysian bank to offer Malaysians a Ringgit mortgage loan facility for properties in London

2012

Signed agreements with 4 banks from Myanmar to introduce Maybank Money Express remittance service to the country

Strategy

MICHAEL FOONG

Group Chief Strategy Officer
Office of the Group President & CEO



2014 STRATEGIC PRIORITIES

In 2014, we delivered consistent performance through an elevated focus on growth areas, productivity improvements and enhanced cost management. These, along with other key endeavours have further reinforced the Group's solid foundation from which business opportunities in 2015 and beyond will be captured.

1	2	3	4
<p>REGIONALISATION</p>	<p>PRODUCTIVITY & EFFECTIVENESS</p>	<p>BUSINESS PORTFOLIO</p>	<p>YIELD</p>
<ul style="list-style-type: none"> Our Vision to be a regional financial services leader necessitates continuous strengthening and strategic expansion of our regional presence. In 2014, our branch reach in Philippines, Cambodia and Greater China was extended. Leveraging the Group's insurance expertise, our regional insurance footprint was extended with the launch of Etiqa in Singapore. We were also the only Malaysian bank to be awarded a foreign banking license in Myanmar. 	<ul style="list-style-type: none"> Our people and corporate culture remain key focus areas as we continue to enhance personal and team effectiveness through the Group Productivity Programme and process improvement efforts. In 2014, the revised Group Structure was operationalised while externally, we were recognised as a Global High Performing Company¹ & Malaysia's No.1 Graduate Employer². 	<ul style="list-style-type: none"> As we strategically expand our businesses regionally, we continue to identify opportunities within our existing business portfolio to streamline, optimise and simplify. In 2014, our sustained 'Islamic First' policy resulted in Islamic financing contributing an increased proportion to total loans portfolio. In addition, we also became the first bank to introduce RM Trade Financing in China. 	<ul style="list-style-type: none"> With the introduction of new capital and liquidity requirements by regulators, we have heightened the focus on capital and liquidity management to support overall profitability. In 2014, efforts to acquire higher quality assets, institutionalise risk-based pricing across key segments and sustain non-interest income growth were accelerated.

The Group's ability to successfully achieve its Strategic Priorities set out above is balanced on the sound management of its risks, balance sheet and capital.



Risks Management, pg. 188



Group Financial Review, pg. 86



Capital Management, pg. 94

¹ Towers Watson Global High Performing Company Norm
² 2014 Malaysia's 100 Leading Graduate Employers Awards

In 2014, we continued to focus on realising our strategic priorities by leveraging growth areas in key business segments and managing overall costs. In doing so, we made solid progress in delivering on our 2015 aspirations. Aided by the revised Group Structure, we are well positioned to further tap regional business opportunities for 2015 and beyond and to realise our vision of becoming a leading regional financial services group.

OUR VISION

is to become a regional leader in financial services through the realisation of our true potential across key Home Markets and beyond

- ✓ Our ASEAN roots and expanded Asian footprint provide a strong position to identify and capture regional business opportunities.
- ✓ Our comprehensive range of financial products and services coupled with a track record of over 54 years make us the ideal business partner for our customers across the world.

OUR MISSION

to humanise financial services

drives us and underpins our desire to strengthen our relationships with the communities we serve

- ✓ We focus on providing convenient access to financing.
- ✓ We are committed to offering fair terms and pricing.
- ✓ We advise our customers based on their needs.
- ✓ We are passionate about being at the heart of the community.

OUR FOCUS

remains on delivering sustainable stakeholder value

by leveraging on our high performance culture and revised Group Structure

- ✓ We have embarked on a transformation journey since 2008 to deliver greater efficiencies, productivity and synergies for elevated business performance.
- ✓ We strive to stay ahead of the competition to sustainably deliver stakeholder value.
- ✓ We have a successful track record in innovation and as a high-performance organisation.

Strategy

2015 STRATEGIC OBJECTIVES

DELIVERING ON OUR STRATEGY

We continue to progress steadily towards achieving the five objectives that guide our strategy.

5 Strategic Objectives	<p>Undisputed No.1 Retail Financial Services Provider In Malaysia by 2015</p>	<p>Leading ASEAN Wholesale Bank, eventually expanding to Middle East, China & India</p>	<p>Undisputed Insurance & Takaful Leader in Malaysia & Emerging Regional Player</p>	<p>Truly regional organisation, with ~40% of pre-tax profit derived from international operations by 2015</p>	<p>Global leader in Islamic Finance</p>	
	2014 Achievements	<ul style="list-style-type: none"> We are the most profitable retail bank in Malaysia with a PBT of RM4.3 billion. We outpaced Industry with robust growth in loans (+11%) and deposits (+7.9%). We occupied at least a Top 2 market share position for all key products. 	<ul style="list-style-type: none"> We maintained our domestic market share leadership positions for corporate lending, non-retail deposits and trade finance. We improved our regional league table positions for investment banking: <ul style="list-style-type: none"> > #1 in ASEAN Equity Capital Market > #2 in ASEAN Domestic Bond > #3 in Global Islamic Bond > #3 in ASEAN Syndicated Loans.¹ 	<ul style="list-style-type: none"> We maintained our leadership position in Takaful with market shares of 47.3% for General Takaful and 20.5% for Family Takaful. We maintained our leadership position in Bancassurance with 16.8% market share of Total New Business Premium for Life Insurance. We launched Etiqa Insurance Pte Ltd in Singapore and currently offer Life Insurance products by Etiqa through Maybank's Singapore branches. 	<ul style="list-style-type: none"> We have International businesses constituting 30.3%² of total Group PBT. We are the only ASEAN bank with a footprint in all 10 ASEAN countries and an expanded presence in China. We became the first ASEAN bank to establish a branch in Kunming, China and were the only Malaysian bank to be awarded a foreign banking license in Myanmar. 	<ul style="list-style-type: none"> We are the 3rd largest Islamic bank globally and the largest in ASEAN.³ We achieved a 5-year CAGR of 31% for assets, significantly outpacing the global Islamic industry CAGR of 11%.⁴ We are the leading universal financial services provider as recognised externally by The Banker and The Asset Triple A.
	Focus Moving Forward	<ul style="list-style-type: none"> Deepen segmentation play and unlock value from Operational Excellence initiatives. Execute digital strategy to further cement market leadership. <p> Community Financial Services, pg. 116</p>	<ul style="list-style-type: none"> Refine coverage model to deepen relationships and create value-added business propositions. Sharpen our regional execution capabilities to drive revenue growth. <p> Global Banking, pg. 122</p>	<ul style="list-style-type: none"> Investment-linked, retirement and endowment products. Continue regional expansion, leveraging on the Group's footprint. <p> Insurance @ Takaful, pg. 144</p>	<ul style="list-style-type: none"> Raise productivity and profitability, whilst deepening our regional presence. Leverage our regional capabilities and extensive global network to capture cross-border flows. Accelerate fee income growth and return on capital. <p> Overseas Operations, pg. 134</p>	<ul style="list-style-type: none"> Extend our lead as an innovative Islamic financial institution providing client-centric solutions. Position ourselves as the global reference point on Shariah knowledge and best practices through our Shariah Centre of Excellence. <p> Islamic Banking, pg. 150</p>

Notes:
1. Source: Bookrunner
2. Post-BII adjustment which excludes provisions made for two large corporate accounts. BII's normalised FY2014 PBT was IDR1, 690 billion.
3. Source: The Banker, November 2014 issue
4. Source: The Banker (Global CAGR)

The ASEAN Opportunities

Realising the potential for long term growth

As an ASEAN regional financial services group, Maybank is positioned to benefit from the long term growth of the ASEAN Economic Community (AEC) from 2015.

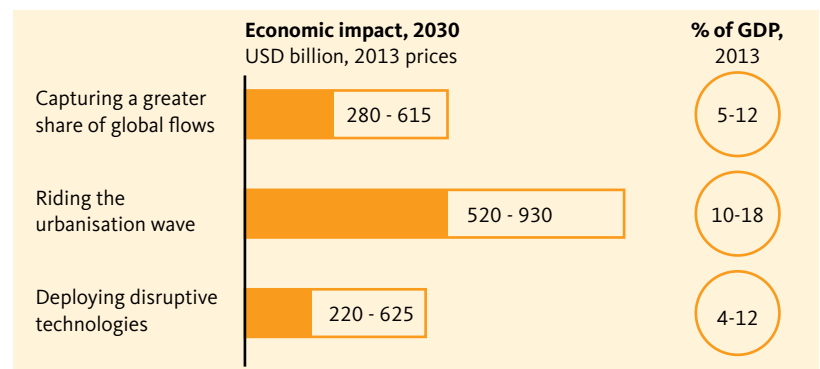
Our presence in all 10 ASEAN countries places us in a favourable position to support and benefit from the ASEAN growth story as we deliver innovative solutions to our clients. Doing business in ASEAN is our strength as we have the heritage, talent and connections to capture market opportunities. We list down some of the reasons we are excited about the growth opportunities in ASEAN.



McKinsey's Three Paths to Prosperity

McKinsey Global Institute (MGI) suggests three potential drivers of returns for ASEAN companies, governments and investors: namely, globalisation, urbanisation and the deployment of disruptive technologies. Each is already a force, but could further significantly add to growth.

MGI's Three Paths to Prosperity for South East Asia

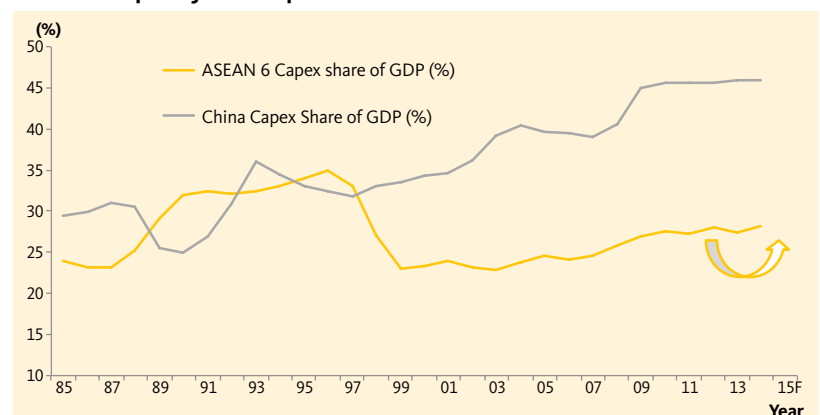


Source : MGI's November 2014 report: "South East Asia at the crossroads: Three Paths to Prosperity."

Capex Inflection Point

ASEAN's capital expenditure (capex) as a share of GDP has only been gradually increasing, meaning that capex is driving growth. There is potential for capex to accelerate as free trade kick starts new capital investment and ASEAN's accelerating capex cycle is in clear divergence of China's decelerating capex cycle.

ASEAN's Capex Cycle Compared to China's



Source : CEIC, Maybank Kim Eng Research.

The ASEAN Opportunities

Realising the potential for long term growth

Underleveraged balance sheets

The ability to fund capex relies on both favourable demographics and under-leveraged balance sheets. ASEAN is under-leveraged, particularly Indonesia, the Philippines and Vietnam. Both of ASEAN's capex and credit cycles have capacity to accelerate.

Debt to GDP by Sector, 2013

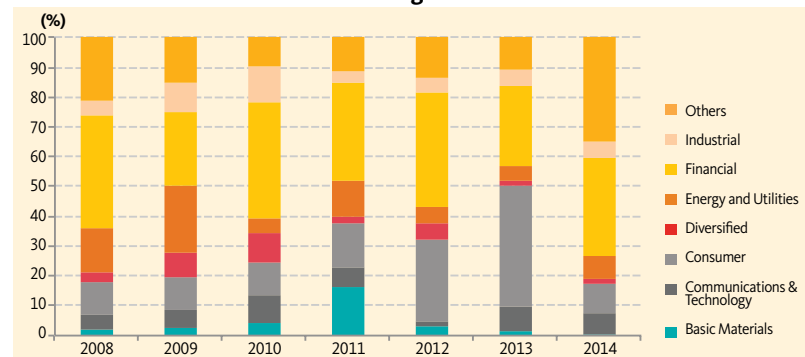
%	Total Private Sector Debt to GDP	Total Government Debt to GDP	Total Debt to GDP
Developed Markets			
Japan	168	243	411
US	160	105	264
Eurozone	164	93	257
Emerging Markets			
China	168	49	217
Indonesia	55	22	77
India	68	67	135
Cambodia	54	n/a	n/a
Malaysia	170	53	223
Philippines	44	53	97
Singapore	129	105	234
Thailand	181	32	213
Vietnam	110	49	159

Source: "Deleveraging? What Deleveraging?" by Luigi Buttiglione, Philip R. Lane, Lucrezia Reichlin and Vincent Reinhart, International Center for Monetary and Banking Studies, September 2014, CEIC, World Bank, Maybank Kim Eng Research

M&As are on the rise

Merger and Acquisitions (M&A) have risen in recent years in the lead up to the launch of the AEC. M&As are dominated particularly by non-cyclical sectors such as financial and consumer sectors. With financials arguably facing more regulatory scrutiny, the consumer segment is expected to continue to be a focus.

Consumer and Financials Dominate Regional M&A

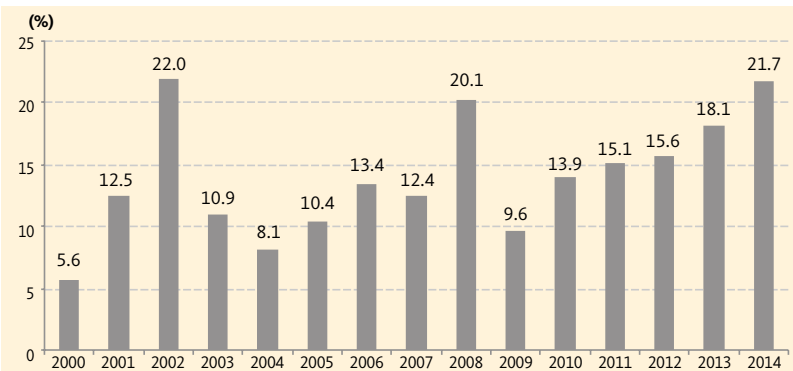


Source: Bloomberg, Maybank Kim Eng Research

Intra-Regional FDI share rising

The chart shows the investment share percentage of foreign direct investment (FDI) that stays within the ASEAN region. In recent years, there has been a steady rise and one-fifth of all FDI share is now inter-ASEAN.

Trend of Investment Share of Intra-ASEAN FDI

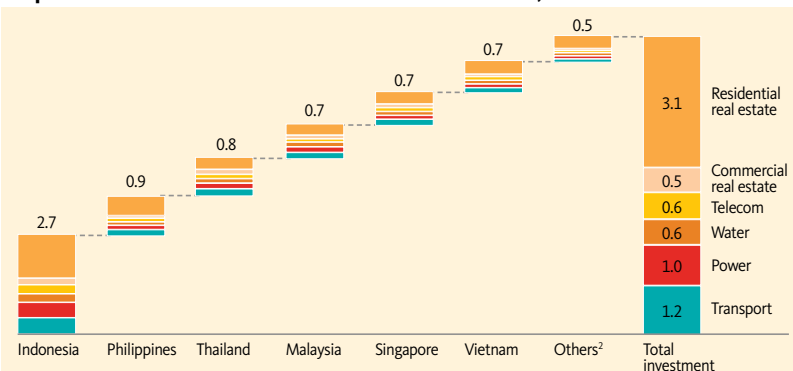


Source: ASEAN Secretariat, CEIC, Maybank Kim Eng Research

Increasing infrastructure needs

USD7 trillion will be needed by ASEAN economies infrastructure needs between 2014 and 2030, according to McKinsey Global Institute's (MGI) estimates. Given strong urbanisation and demographic trends, such spending will need to occur to prevent growth from being curtailed by infrastructure bottlenecks.

Required Infrastructure and Real Estate Investment, USD trillion



Source: McKinsey Global Institute analysis. Taken from "South East Asia at the crossroads: Three paths to prosperity" November 2014. Reproduced with permission by Maybank Kim Eng Research

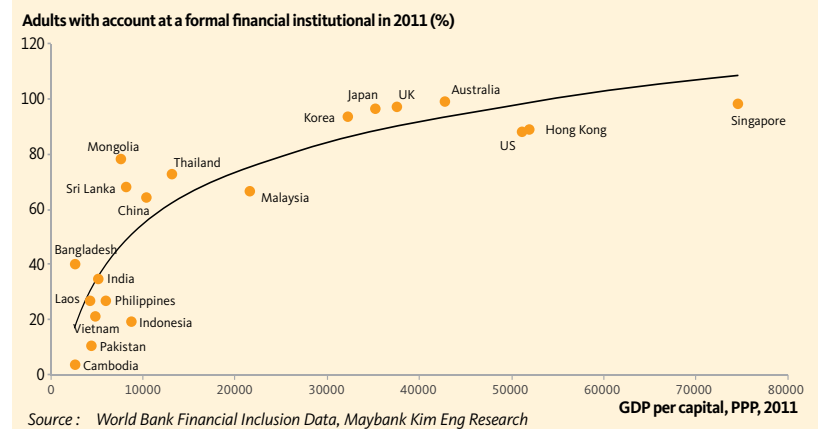
The ASEAN Opportunities

Realising the potential for long term growth

Potential for higher financial inclusion

Low levels of financial inclusion still exist in many parts of ASEAN. However, with savings profile change, advancement in technology and adoption of mobile banking, financial inclusion should improve. The potential appears greatest in Vietnam, Cambodia, Indonesia, Laos and even the Philippines.

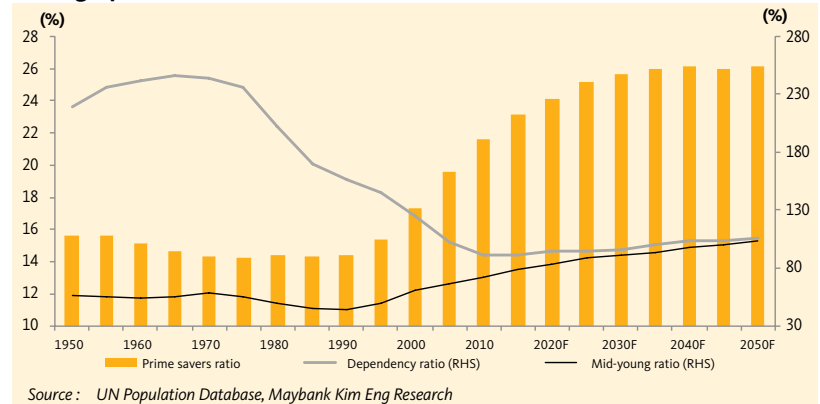
Formal Bank Accounts



Prime savers ratio rising

ASEAN's Prime Savers Ratio (those aged between 40-60 to the total population) is forecast to continue to rise. For 2010-30E, the rising trend of the Prime Savers and mid-young ratios in ASEAN economies has the potential to benefit from economic growth and financial market performance.

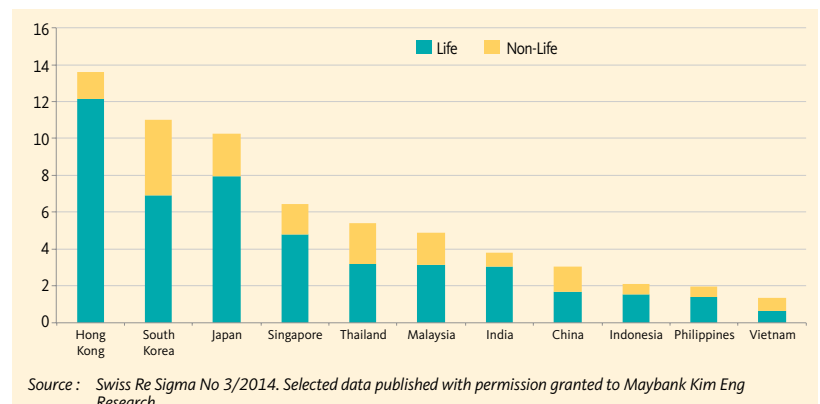
Demographics Trend in ASEAN



Potential for significant upside for insurance

The insurance industry remains under-developed in many ASEAN countries compared to the developed North Asia. As technology and markets deepen, the development of different products that mobilise savings suggests potential for significant upside to even the more developed of the ASEAN markets.

Insurance Penetration as a % of GDP



Islamic banking set to expand

ASEAN's Islamic finance industry is expected to double by 2018, growing from USD388 billion currently to reach USD770 billion by 2018. ASEAN currently makes up 19.4% of global market share of USD2 trillion global Islamic finance industry and is expected to reach 26% global share by 2018.

ASEAN's Sizeable Islamic Finance Industry

	Banking 1H 2014	Funds End-2014	Takaful 1H 2014	Sukuk End-2014	Total (in USD billions)
ASEAN	172.1	22.1	3.1	190.3	387.6
Asia	203.8	23.2	3.9	204.3	435.2
GCC	564.2	29.4	9.0	93.2	695.8

Source: KFH Research Limited and Malaysian International Islamic Financial Centre

Note:

Information courtesy of Maybank Kim Eng, extracted from the booklet Big Ideas: The Charts of ASEAN. Information on the Three Paths of Prosperity and data on ASEAN economies infrastructure is courtesy of McKinsey Global Institute (MGI). Insurance information is courtesy of Swiss Re. Islamic banking information is courtesy of KFH Research Limited and Malaysian International Islamic Financial Centre.

Key Performance Indicators

We track our performance against **12 key financial and operational metrics**, to assess our progress in achieving our strategic objectives and creation of shareholder value.

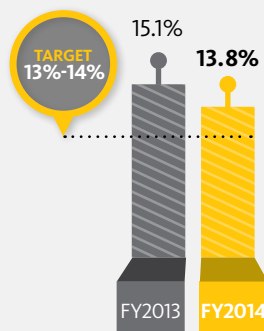
2014 Key Indicators

RETURN ON EQUITY (ROE)

Aim: To deliver a reasonable return while balancing the need of maintaining a healthy capital base. ROE is defined as profit attributable to shareholders over the average shareholders' equity (comprising share capital, retained earnings and other reserves) for the financial year.

Achievement: We met our revised target (from earlier target of 15%) which is a return consistent with maintaining profitability in a challenging environment while maintaining comfortable capital levels.

Initial Target:
15.0%
Revised Target:
13%-14%



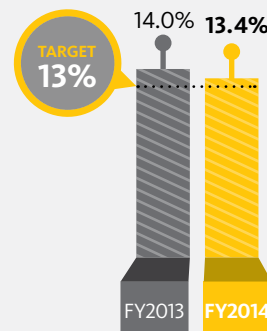
More on page 86

GROUP LOANS GROWTH

Aim: To grow our financing business across the Group, with a profitable and responsible approach.

Achievement: Group loans met the 13.0% target, driven by stronger loans growth from international markets, and positive growth momentum in Singapore and Malaysia.

2014 Target:
13.0%
Achievement:
13.4%



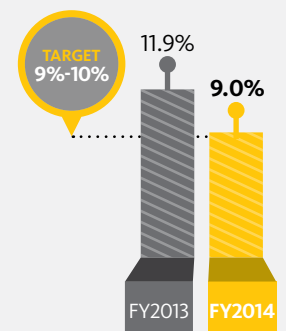
More on page 91

MALAYSIA LOANS GROWTH

Aim: To deliver financing growth in our domestic market that is slightly above industry growth.

Achievement: Domestic loans growth at 9% was just within our revised target of 9%-10% which exceeded industry growth of 8.7%.

Initial Target:
12.0%
Revised Target:
9%-10%
Industry Growth:
8.7%



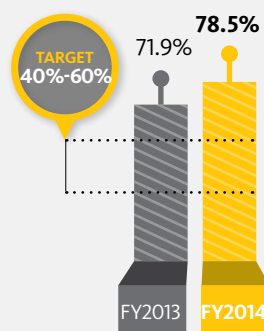
More on page 91

DIVIDEND PAYOUT RATIO

Aim: To provide a satisfactory return to shareholders with the 40%-60% dividend policy rate.

Achievement: Exceeded the 40%-60% policy rate and also delivered a higher dividend payout than last year while maintaining the Dividend Reinvestment Plan which continues to strengthen the Group's capital base.

2014 Target:
40%-60%
Achievement:
78.5%



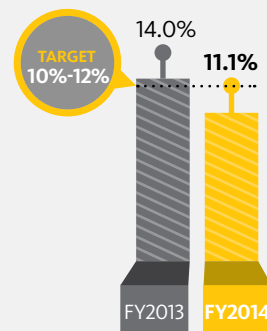
More on page 93

GROUP DEPOSITS GROWTH

Aim: To strengthen deposit taking in key markets in order to fund asset growth.

Achievement: Group deposits growth was within the revised target range as we managed growth amidst a more challenging landscape.

Initial Target:
13.0%
Revised Target:
10%-12%



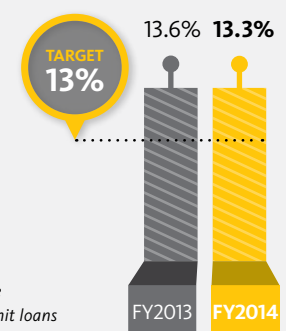
More on page 92

SINGAPORE LOANS GROWTH

Aim: To deliver financing growth ahead of the industry by focusing on niche segments and cross-border financing opportunities.

Achievement: Singapore loans growth exceeded its target at 13.3% compared to industry loan growth of 5.9%, supported by both the consumer and commercial segment.

2014 Target:
13.0%
Achievement:
13.3%
Industry Growth:
5.9%*



* Industry loan growth average comprises domestic business unit loans

More on page 91

Key Performance Indicators

INDONESIA LOANS GROWTH

Aim: To grow loans on par or slightly ahead of industry.

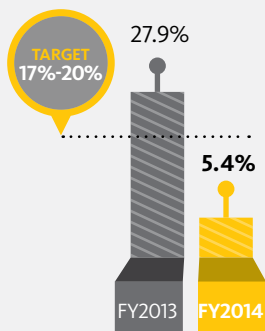
Achievement: Growth came in below target due to Global Banking loans contracting 22.2% as it refocused its strategy in the corporate banking segment. Consumer Banking loans, however, grew at a reasonable 16.0%.

Initial Target:
17%-20%

Revised Target:
16%-17%

Industry Growth:
11.4%

More on page 91



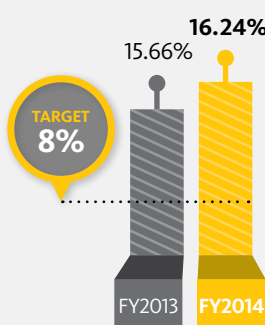
TOTAL CAPITAL RATIO

Aim: To maintain a strong capital base by adopting prudent capital management to be ahead of Bank Negara Malaysia's (BNM) minimum regulatory requirements.

Achievement: Total capital ratio exceeded the minimum regulatory requirement of 8% set by Bank Negara Malaysia (BNM).

BNM Requirement:
8%

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2015 Targets

INTERNATIONAL CONTRIBUTION TO GROUP PROFIT BEFORE TAX (PBT)

Aim: To expand earnings derived from outside Malaysia in line with our regionalisation strategy.

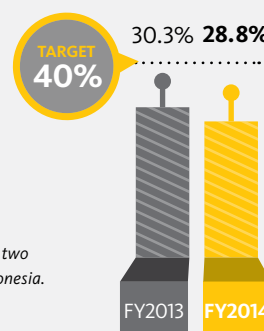
Achievement: International PBT contribution was slightly lower due to lower contribution from the Group's Indonesian operations. On an adjusted basis*, international PBT contribution would have been at 30.3%.

2015 Target:
40.0%

Achievement:
28.8%

* Excluding provisions made for two large corporate accounts in Indonesia.

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ISLAMIC FINANCING TO MAYBANK DOMESTIC LOANS

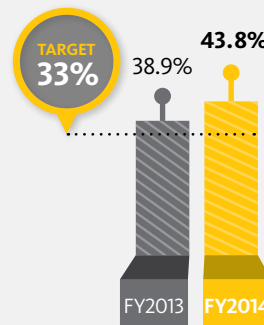
Aim: To increase Islamic financing as a proportion of Maybank's domestic loans in line with Malaysia's role as an Islamic finance hub.

Achievement: We showed further improvement in 2014 as Islamic financing grew at 25%, significantly faster than domestic loans growth of 9%.

2015 Target:
33.0%

Achievement:
43.8%

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Talent Indicators

SUCCESSION REALISATION FOR MISSION CRITICAL POSITIONS

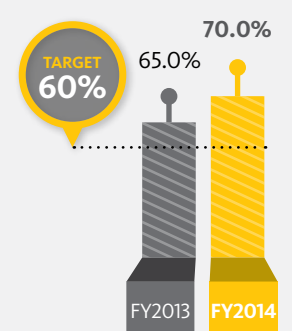
Aim: Measures the effectiveness and the accuracy of the Group's Succession Management process as the right candidates need to be put into the Succession Plan and provided with the right development to ensure they realise the Plan when a Mission Critical Position becomes vacant. This outcome measure ensures we continue to focus on realising internal talents' potential to take up pivotal roles within the Group.

Achievement: Exceeded the target of 60% realisation with an achievement of 70% in 2014. This also surpassed the 2013 achievement of 65% realisation demonstrating the strong institutionalisation of the Talent Management framework in the Group.

2014 Target:
60.0%

Achievement:
70.0%

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WOMEN IN MISSION CRITICAL POSITION SUCCESSION POOL

Aim: Focused at driving greater diversity in the leadership bench proven to bring higher shareholder value.

Achievement: Percentage of women in the Mission Critical Position succession pool improved from 32.6% in 2013 to 35.1% in 2014. In terms of actual number of women, there was a marked increase of 168 individuals in 2013 to 264 in 2014. This improvement can be attributed to various targeted diversity initiatives.

Achievement:
35.1%

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Core Values & The Maybank Brand

CORE VALUES

Our T.I.G.E.R. values define what we believe in and what we stand for. These are our essential guiding principles for our hearts and minds, for those situations where the rule book provides no answers.

<p>TEAMWORK</p> <p>We work together as a team based on mutual respect and dignity</p>	<p>INTEGRITY</p> <p>We are honest, professional and ethical in all our dealings</p>	<p>GROWTH</p> <p>We are passionate about constant improvement and innovation</p>	<p>EXCELLENCE & EFFICIENCY</p> <p>We are committed to delivering outstanding performance and superior service</p>	<p>RELATIONSHIP BUILDING</p> <p>We continuously build long-term and mutually beneficial partnerships</p>

THE MAYBANK BRAND

Maybank is passionate about constant improvement and innovation. This is why we strive at being a pioneer in innovating products and services to meet our customers' needs, providing a better way of life and preparing them for the future.

Although our business is complex, we adopt a flexible approach when resolving issues but within the scope of stipulated guidelines. We remain steadfast in honouring our commitments as we know that fulfilling our promises will build trust and create mutual respect among our stakeholders.

Our products and services are a reflection of our belief in doing the right thing. We advice our customers on what we perceive to be in their best interests. This is why we go above and beyond for our customers. We believe our customers receive the best service because of the dedication and commitment of our people.

We look to build long-term and mutually beneficial relationships as we endeavour to turn every interaction into a sustainable relationship. This could mean helping a customer start-up his first food stall, to helping his corporation expand beyond the home country. We stand by our customers, through good and tough times, helping to ensure that they have the opportunity to grow at any point.

We are honoured to have won our customers' hearts and gained their trust. We remain committed in delivering best-in-class services.

By putting people first, each and every day, we are Humanising Financial Services.

<p>Maybank Brand Value (USD billion)</p> <p>2.2</p> <p><small>Source: 2015 BrandFinance® Banking 500 League Table Results.</small></p>	<p>BrandFinance®: Top 100 Banking Brand 2015</p>	<p>World Branding Awards: Brand of the Year</p>	<p>Putra Brand Awards: Gold</p>
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Code of Ethics & Conduct

Maybank, as a custodian of public funds, has a responsibility to safeguard its integrity and credibility. It is with this understanding that the organisation sets out clearly the code of ethics and conduct for its staff. The code stipulates the sound principles that will guide all Maybank staff in discharging their duties. It sets out the standards of good banking practice.

THE PURPOSE OF THE CODE IS TO:

1. Uphold the good name of the Maybank Group and to maintain public confidence in the Maybank Group.
2. Maintain public confidence in the security and integrity of the banking system.
3. Maintain an impartial and unbiased relationship between the Maybank Group and its customers.
4. Uphold the high standards of personal integrity and professionalism of Maybank Group staff.

THE CODE STIPULATES THAT STAFF SHOULD NOT:

1. Engage directly or indirectly in any business activity that competes or is in conflict with the Bank's interest.
2. Misuse or abuse their positions in the Bank for their personal benefit or for the benefit of other persons.
3. Misuse information. Staff should not copy, remove or make use of any information obtained in the course of business for the direct or indirect benefit of themselves or of any other persons.

IN ADDITION TO THESE, STAFF SHOULD:

1. Ensure the integrity and accuracy of records and/or transactions.
2. Ensure fair and equitable treatment in all business dealings on behalf of the Bank.
3. Maintain the highest standard of service in their relationship with customers.
4. Maintain confidentiality of all relations and dealings between the Bank and its customers. However, confidential information concerning a customer may be given or made available to third parties only with prior written consent of the customer or when disclosure is authorised under the Financial Services Act 2013.
5. Manage their financial matters well and not subject themselves to pecuniary embarrassment.
6. Observe and comply with laws and regulations relating to the operations of the Bank.

Sustainability at Maybank

Our sustainability progress is in line with our mission to humanise financial services. In 2014, the Board-approved 20/20 Sustainability Plan took effect with the objective of implementing an impact-based approach focused on environment, social and governance (ESG) issues.

Through the 20/20 Sustainability Plan, we aim to align our sustainability progress with our corporate strategy in order to achieve holistic growth for all of our stakeholders. We want to create enduring meaning and value across the workplace, marketplace, environment and community in ways that are globally significant and yet locally relevant. The achievement of these goals and the realisation of our value proposition contribute to our business competitiveness and are significant to maintaining our social licence to operate.

As the region's leading financial institution and to prepare our business for the future, we have to embed sustainability into our operations and conduct our business in a way that creates value for our stakeholders over the short and long term. We also have the responsibility to manage our impacts positively.

An Impact-Based Approach

The 20/20 Sustainability Plan not only defines our focus areas, it also manages our targets and the issues we face as well as guides us in meeting stakeholder expectations. By moving towards an impact-based approach in our sustainability practices, we will be able to track our progress as well as develop a better understanding of the interconnectedness of our sustainability issues and how an integrated approach to stakeholder engagement can impact multiple areas.

The 20/20 Sustainability Plan



Community and Citizenship

To deliver long-term value for the community and environment by being the region's most impactful corporate citizen.



People

To build the most engaged and inclusive workplace to help us connect with customers and make better, more informed decisions for our business.



Access to Products and Services

We plan to integrate ESG considerations into our products and services by 2020 to practise responsible financing, promote financial inclusion and help our customers build financial capability.

The three pillars serve as a guide in our efforts to achieve the targets set and move purposefully towards the ten commitments which we began tracking in 2015. The ten commitments, which are to be implemented by different departments, promote Maybank's sustainability focus that cuts across the three pillars.

Sustainability at Maybank

OVERVIEW

Community and Citizenship

Investing for Impact

Through the Group and Maybank Foundation, we invest in sustainable programmes to unlock social values and to realise long-term tangible results in the following areas:



education



community
empowerment



arts and culture



healthy living



environmental
& biodiversity



disaster relief

People

Employee engagement

Build an engaged regional workforce by putting in place employee engagement platforms.

Learning and development

Build high performing employees by upgrading their skills.

Talent and leadership

Nurture talents by providing the appropriate support for growth and the opportunity to excel in the organisation.

Health, safety and well-being

Build a happier and healthier workforce by promoting work-life balance, as well as physical and emotional well-being.

Diverse and inclusive workplace

Maintain an inclusive workforce that embraces racial and gender diversity.

Access to Products and Services

Commitment to the environment

Manage our ecological footprint by considering the direct and indirect impacts on the environment as we grow regionally.

Focus on customers

Focus on building relationships with customers and improving the financial capabilities of the community by providing access to effective and affordable solutions.

Digitisation

Leverage on life-improving digitisation to expand our reach in order to bring our banking services closer to our customers.

Product stewardship

Lead the way in responsible growth and lending practices to meet our sustainability commitments.

IMPACT MONITORING

Execution of the 20/20 Sustainability Plan is expected to take five years and we are committed to report on our progress through our annual Sustainability Report (SR). Our reporting has also progressed - the Maybank Sustainability Report 2013 was significant because it was developed in alignment with the Global Reporting Initiative (GRI) G4 Sustainability Reporting Guidelines, our first GRI G4 sustainability report.

Capability building in the area of sustainability needs further improvement to ensure that our sustainability efforts work in tandem with our economic activities.

Further information on Maybank's sustainability efforts in 2014 can be found on page 198 of the Annual Report.



Visit www.maybank.com/sustainability
for more information.

Board of Directors



**ERRY RIYANA
HARDJAPAMEKAS**

**DATUK MOHAIYANI
SHAMSUDIN**

**DATUK R.
KARUNAKARAN**

**DATO' MOHD
SALLEH HJ HARUN**

**DATO' DR
TAN TAT WAI**

**TAN SRI DATO' MEGAT
ZAHARUDDIN MEGAT
MOHD NOR**

**DATO' SERI
ISMAIL
SHAHUDIN**

Board of Directors



**DATO' JOHAN
ARIFFIN**

**DATUK ABDUL
FARID ALIAS**

**TAN SRI DATUK
DR HADENAN
A. JALIL**

CHEAH TEIK SENG

CHENG KEE CHECK

**MOHD NAZLAN
MOHD GHAZALI**
Group General
Counsel &
Company Secretary

Board of Directors' Profile

TAN SRI DATO' MEGAT ZAHARUDDIN MEGAT MOHD NOR

Non-Independent
Non-Executive Director
(Chairman)

66 years of age
Malaysian

Associate of the Royal
School of Mines, UK;
B.Sc (Hons) in Mining
Engineering, Imperial
College of Science &
Technology, University
of London



Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor was appointed as a Director and Chairman of Maybank on 1 October 2009. He was an Independent Non-Executive Director of Maybank from July 2004 to February 2009.

He built an outstanding career in the oil and gas industry for 31 years with the Royal Dutch Shell Group of Companies and was a Regional Business Chief Executive Officer and Managing Director, Shell Exploration and Production B.V. prior to his retirement in early 2004. He was also the Chairman of Maxis Communications Berhad from January 2004 to November 2007, Etiqa Insurance & Takaful from January 2006 until February 2009, Malaysian Rubber Board from February 2009 to May 2010, Director of Capital Market Development Fund from January 2004 to January 2010 and Director of Woodside Petroleum Ltd, a company listed on the Australian Securities Exchange, from December 2007 to April 2011.

His current directorships in companies within the Maybank Group include as Chairman of Maybank Investment Bank Berhad and President Commissioner of PT Bank Internasional Indonesia Tbk. He is also the Chairman of PADU Corporation and Director of The ICLIF Leadership and Governance Centre, Malaysia and of the Financial Services Professional Board.

He attended all 13 Board meetings held in the financial year ended 31 December 2014.

Tan Sri Dato' Megat Zaharuddin has no family relationship with any director and is a nominee of Permodalan Nasional Berhad, a major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

DATO' MOHD SALLEH HJ HARUN

Independent
Non-Executive Director
(Vice Chairman)

70 years of age
Malaysian

Fellow of the Institute
of Bankers Malaysia;
Member of the
Malaysian Institute
of Certified Public
Accountants



Dato' Mohd Salleh Hj Harun was appointed as a Director and Vice Chairman of Maybank on 18 November 2009. He serves as Chairman of the Nomination and Remuneration and Employees' Share Scheme Committees of the Board.

He started his career as a Senior Accountant with the Treasury between 1971 and 1974 prior to joining the Maybank Group in 1974 as Investment Manager in Aseambankers Malaysia Berhad (now known as Maybank Investment Bank Berhad), before moving to Bank Rakyat for a short stint in 1978. Thereafter, Dato' Salleh returned to the Maybank Group where he served in various senior capacities culminating as Executive Director of Maybank from 1994 to 2000. He was then appointed as a Deputy Governor of Bank Negara Malaysia, a post he held up to 2004. Since then, he had held directorships in the RHB Group including as Chairman of RHB Insurance Berhad until November 2009.

His current directorships in companies within the Maybank Group include as Chairman of Maybank Ageas Holdings Berhad, Etiqa Insurance Berhad, Etiqa Takaful Berhad, Etiqa Insurance Pte Ltd and Maybank Philippines Inc. He is also a Director of Scicom (MSC) Berhad and Asia Capital Reinsurance Malaysia Sdn Bhd.

He attended 10 out of 13 Board meetings held in the financial year ended 31 December 2014.

Dato' Mohd Salleh has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

Board of Directors' Profile

DATUK ABDUL FARID ALIAS

Non-Independent
Executive Director
(Group President @
Chief Executive Officer)

47 years of age
Malaysian

Advanced Management
Programme, Harvard
Business School, Harvard
University; MBA (Finance),
Denver University, USA;
Bachelor of Science in
Accounting, Pennsylvania
State University, University
Park, USA



Datuk Abdul Farid Alias was appointed as the Group President & Chief Executive Officer and Executive Director of Maybank on 2 August 2013. He serves as Chairman of the Group Executive Committee and as a member of the Credit Review Committee of the Board.

He was the Deputy President and Head, Global Banking from 1 July 2010 before his appointment as Group President & Chief Executive Officer. He joined the Maybank Group in 2008.

Prior to joining Maybank, he has over 20 years of experience in investment banking, corporate finance and capital markets with Aseambankers Malaysia Berhad (1992-1994), Schroders (1994-1995), Malaysian International Merchant Bankers Berhad (1996-1997), J.P. Morgan (1997-2005) and Khazanah Nasional Berhad (2005-2008).

His current directorships in companies within the Maybank Group include as Director of Maybank Investment Bank Berhad and Maybank Ageas Holdings Berhad. He is also a Commissioner of PT Bank Internasional Indonesia Tbk. His directorships in other companies include as Chairman of Malaysian Electronic Payment System Sdn Bhd and Director of Cagamas Holdings Berhad.

Datuk Abdul Farid is currently the Chairman of The Association of Banks in Malaysia and Vice Chairman of Asian Institute of Chartered Bankers (formerly known as Institut Bank-Bank Malaysia). He is also a member of the ASEAN Banking Council, the Asian Banker Association, Visa Senior Client Council Program and Investment Panel of Kumpulan Wang Persaraan (Diperbadankan) (KWAP). He has also been appointed as a member of the Emerging Markets Advisory Council of the Institute of International Finance, based in London.

He attended all 13 Board meetings held in the financial year ended 31 December 2014.

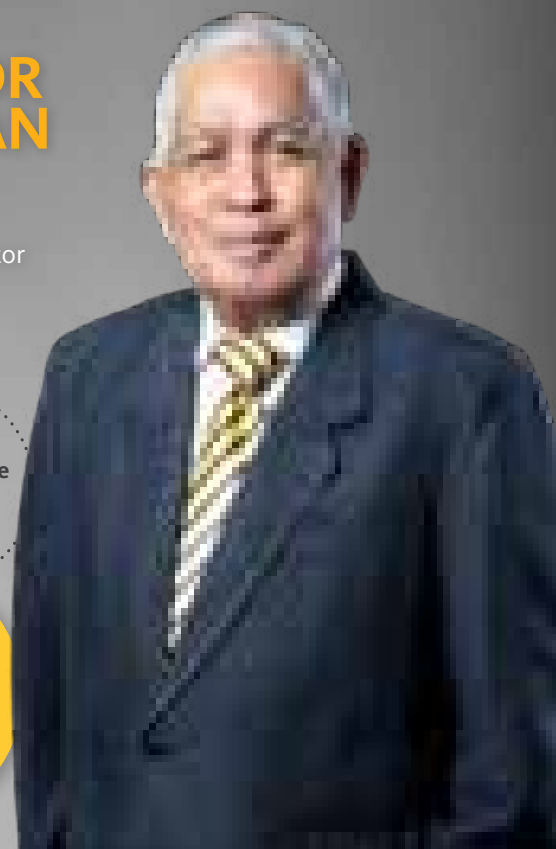
Datuk Abdul Farid has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

TAN SRI DATUK DR HADENAN A. JALIL

Independent
Non-Executive Director

69 years of age
Malaysian

PhD, Henley
Management College,
UK; Master of Business
Management, Asian
Institute Management,
Philippines; Bachelor of
Economics, University of
Malaya



Tan Sri Datuk Dr Hadenan A. Jalil was appointed as a Director of Maybank on 15 July 2009. He serves as Chairman of the Audit Committee and as a member of the Nomination and Remuneration, and Employees' Share Scheme Committees of the Board.

Tan Sri Datuk Dr Hadenan was the Auditor General from 2000 to 2006. He served the Government for 36 years in various capacities in the Treasury, the Ministry of International Trade and Industry and the Ministry of Works prior to his appointment as Auditor General.

His current directorship in companies within the Maybank Group includes as Director of Maybank Islamic Berhad. He is a member of the Supervisory Board of An Binh Commercial Joint Stock Bank, Vietnam. He is also the Chairman of Protasco Berhad, Pelangi Management Sdn Bhd, Roadcare Sdn Bhd and PNB Commercial Sdn Bhd (and its subsidiaries). Tan Sri Datuk Dr Hadenan A. Jalil is also the Chairman of the Board of Governors of Infrastructure University Kuala Lumpur and was previously the Chairman of Operation Evaluation Panel, Malaysia Anti-Corruption Commission. In addition, he sits on the boards of Unilever (Malaysia) Holdings Sdn Bhd, THP Sinar Sdn Bhd and University Tun Abdul Razak Sdn Bhd as well as being a member of the Audit Committee, Johor Corporation.

He attended 12 out of the 13 Board meetings held in the financial year ended 31 December 2014.

Tan Sri Datuk Dr Hadenan has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

Board of Directors' Profile

DATO' SERI ISMAIL SHAHUDIN

Independent
Non-Executive Director

64 years of age
Malaysian

Bachelor of Economics,
University of Malaya

Dato' Seri Ismail Shahudin was appointed as a Director of Maybank on 15 July 2009. He serves as Chairman of the Credit Review Committee and as a member of Risk Management Committee of the Board.

He was Chairman of Bank Muamalat Malaysia Berhad from 2004 until his retirement in July 2008. He has held senior positions in Citibank, serving both in Malaysia and New York, United Asian Bank and Maybank where he was appointed Executive Director in 1997. He left Maybank in 2002 to assume the position of Group Chief Executive Officer of MMC Corporation Berhad.

His current directorships in companies within the Maybank Group include as Chairman of Maybank Islamic Berhad and as Director of MCB Bank Limited, Pakistan. He is also Chairman of Faber Group Berhad and a director of several public listed companies which include EP Manufacturing Berhad, Opus International Consultants Ltd, a company listed on New Zealand Stock Exchange and Aseana Properties Limited, a company listed on the London Stock Exchange.

He attended 11 out of the 13 Board meetings held in the financial year ended 31 December 2014.

Dato' Seri Ismail has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

DATO' DR TAN TAT WAI

Independent
Non-Executive Director

68 years of age
Malaysian

PhD in Economics,
Harvard University, USA;
Master of Economics,
University of Wisconsin
(Madison), USA; Bachelor
of Science in Electrical
Engineering & Economics,
Massachusetts Institute
of Technology, USA

Dato' Dr Tan Tat Wai was appointed as a Director of Maybank on 15 July 2009. He serves as Chairman of the Risk Management Committee and as a member of the Nomination and Remuneration, and Employees' Share Scheme Committees of the Board.

He started his career with Bank Negara Malaysia in 1978, undertaking research in economic policies. Subsequently, he assumed the role of a consultant to Bank Negara Malaysia, World Bank and the United Nations University for several years. He served as the Secretary and a member of the Council on Malaysian Invisible Trade, set up to formulate policies to reduce Malaysia's deficit in service trade. He was a member of the Government appointed Malaysian Business Council, the Corporate Malaysia Roundtable, the Penang Industrial Council, the Industrial Co-ordination Council (ICC) and the National Committee on Business Competitiveness (NCBC) set up by the Ministry of International Trade and Industry. He represented Malaysia as a member of the APEC Business Advisory Council (ABAC) and sat on the Council of Wawasan Open University.

Within the Maybank Group, he is a Director of Maybank Trustees Berhad. He has been the Executive Director of Southern Steel Berhad since January 2014, prior to which he had been its Group Managing Director for about 20 years. He also sits on the boards of Shangri-La Hotels (M) Bhd, NSL Ltd, a company listed on the Singapore Exchange and Starglow Investments Ltd, as well as several other private limited companies. He is a Director and was the President of the not-for-profit organisation, Lam Wah Ee Hospital.

He attended all 13 Board meetings held in the financial year ended 31 December 2014.

Dato' Dr Tan Tat Wai has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

Board of Directors' Profile

CHEAH TEIK SENG

Independent
Non-Executive Director

61 years of age
Malaysian

Fellow of the
Institute of Chartered
Accountants in England
and Wales; Bachelor of
Science, University of
Manchester, UK



Cheah Teik Seng was appointed as a Director of Maybank on 26 August 2009. He serves as a member of the Audit and Risk Management Committees of the Board.

As a federal government Public Services Department scholarship holder, he served in the civil service in the early '80s. After leaving government service, he took on various roles in the banking and financial services industry both locally as well as in London, Hong Kong and Singapore. He held positions in Public Bank, Chase Manhattan Bank, Merrill Lynch, Goldman Sachs, UBS and in BNP Paribas, where he was its Managing Director for a tenure of nine years. He was appointed as CEO-designate of ECM Libra Avenue Group in 2006. He is currently a Director and partner of Aktis Capital Singapore Pte Ltd.

His current directorships in companies within the Maybank Group include as Chairman of Maybank (Cambodia) Plc., Maybank Kim Eng Holdings Ltd and Maybank Agro Fund Sdn Bhd as well as Director of Maybank Investment Bank Berhad and Maybank Kim Eng Securities (Thailand) Public Company Limited.

Cheah Teik Seng sits on the boards of other listed companies such as Drillsearch Energy Limited in Australia and MJC Investments Corp. in Philippines. He also sits as director of various private equity companies in Hong Kong and China.

He attended all 13 Board meetings held in the financial year ended 31 December 2014.

Cheah Teik Seng has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

DATO' JOHAN ARIFFIN

Independent
Non-Executive Director

56 years of age
Malaysian

MBA, University
of Miami, USA; B.A
Economics, Indiana
University, USA



Dato' Johan Ariffin was appointed as a Director of Maybank on 26 August 2009. He serves as a member of the Audit and Credit Review Committees of the Board.

He started his career in the real estate division of Citibank. Thereafter, he held various senior positions in several subsidiaries of public listed companies before venturing into his own successful marketing and advertising consultancy and property development business. He then headed Danaharta's Property Division as Senior General Manager before moving on to head TTDI Development Sdn Bhd up to January 2009.

His current directorships in companies within the Maybank Group include as Chairman of Maybank International (L) Ltd. and Maybank International Trust (L) Ltd, as well as Director of Maybank Ageas Holdings Berhad, Etiqa Insurance Berhad and Etiqa Takaful Berhad. He is currently also Chairman of Mitraland Properties Sdn Bhd and Director of Sime Darby Property Berhad, and a National Council member of the Real Estate Housing Developers' Association Malaysia (REHDA).

He attended all 13 Board meetings held in the financial year ended 31 December 2014.

Dato' Johan has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

Board of Directors' Profile

DATUK MOHAIYANI SHAMSUDIN

Independent Non-Executive Director

66 years of age
Malaysian

MBA (Finance) Cornell University, Ithaca, New York, USA; BA (Economics) Knox College, Galesburg, Illinois, USA

Datuk Mohaiyani Shamsudin was appointed as a Director of Maybank on 22 August 2011. She serves as a member of the Credit Review Committee of the Board.

She was with Amanah Chase Merchant Bank Berhad and Seagrott & Campbell Sdn Bhd before starting her own stockbroking company Mohaiyani Securities Sdn Bhd in 1985 and assumed the role of Managing Director. During her active involvement in the stockbroking industry, she was appointed as Deputy Chairman of Kuala Lumpur Stock Exchange (now known as Bursa Malaysia Bhd) and Chairman of Association of Stockbroking Companies Malaysia. She had also been appointed as a member of several high level national working groups such as National Economic Action Council (NEAC), National Economic Consultative Council II (MAPENII), National Information Technology Council (NITC), Ministry of Finance High Level Finance Committee for Corporate Governance and National Advisory Council for Women, Ministry of Women, Family and Community Development.

Her current directorships in companies within the Maybank Group include as Chairman of Maybank Asset Management Group Berhad and Maybank Asset Management Sdn Bhd as well as Director of Maybank Investment Bank Berhad. At present, she serves as a director of Capital Market Development Fund as well being a member and trustee of National Heart Institute Foundation, NUR Foundation, Perdana Leadership Foundation and National Council of Women's Organisations Malaysia (NCWO).

She attended all 13 Board meetings held in the financial year ended 31 December 2014.

Datuk Mohaiyani has no family relationship with any director and/or major shareholder of Maybank. She has no conflict of interest with Maybank and has never been charged for any offence.

ERRY RIYANA HARDJAPAMEKAS

Independent Non-Executive Director

65 years of age
Indonesian

Bachelor's Degree in Economics/ Accounting Padjadjaran University, Bandung, Indonesia; Financial Management Course, Harvard Business School, USA

Erry Riyana Hardjapamekas was appointed as a Director of Maybank on 25 June 2012. He also serves as a member of the Audit Committee of the Board.

He has altogether more than 30 years of working experience. His main expertise is in the field of general and financial management where he had spent a total of 12 years, including 4 years as the Finance Director of PT Timah before his appointment as the President Director of PT Timah Tbk in March 1994, a position he held for 8 years. In the banking industry, he was the President Commissioner of PT Bank BNI Tbk from February 2008 to May 2009, and prior to that, his contribution to Indonesia's capital markets had led to his election as a member of the Board of Commissioners of the Jakarta Stock Exchange in 1996 and as its President Commissioner from March 1998 to April 2001.

Erry Riyana had also been selected as a Commissioner and Vice Chairman of Corruption Eradication Commission of the Republic of Indonesia in 2003, a position he held until 2007. He was subsequently the Chairman of the National Team of Military Business Transfer from 2008 to 2009, followed by his appointment as a member of Selection Committee of Commissioners of Corruption Eradication Commission in 2010, 2011 and 2014. Additionally, since 2011, he has been the Chairman of Independent Team of National Bureaucracy Reform.

Erry Riyana is currently Chairman (Chief Commissioner) of PT MRT (Mass Rapid Transit) Jakarta and an Independent Commissioner of PT ABM Investama Tbk, PT Hero Supermarket Tbk, PT Tirta Investama/Danone Aqua as well as PT Weda Bay Nickel. He is also an External Examiner (Fit & Proper) for Otoritas Jasa Keuangan (Financial Services Authority).

He attended 11 out of the 13 Board meetings in the financial year ended 31 December 2014.

Erry Riyana has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

Board of Directors' Profile

DATUK R. KARUNAKARAN

Independent
Non-Executive Director

64 years of age
Malaysian

Post Graduate Course
on Industrial Project
Planning, University of
Bradford, United Kingdom;
Bachelor of Economics
(Accounting) Hons,
University of Malaya

Datuk R. Karunakaran was appointed as a Director of Maybank on 16 July 2014. Additionally, he serves as a member of the Credit Review, Nomination and Remuneration, and Employees' Share Scheme Committees of the Board with effect from 1 August 2014.

He joined the Malaysian Investment Development Authority (formerly known as Malaysian Industrial Development Authority) ("MIDA") in August 1972 and served in various positions including Deputy Director, Director, Deputy Director-General and Director-General. He also served as the Director of MIDA Singapore, Cologne (Germany) and London (England). Having served MIDA for about 36 years, Datuk R. Karunakaran retired as the Director-General of MIDA in June 2008, a position he held for about 4 years. During Datuk R. Karunakaran's service with MIDA, he was responsible for the promotion and coordination of the development of the manufacturing and services sector in Malaysia including promoting domestic and foreign investments in Malaysia.

He was a member of the Cabinet Committee on Investment for High Impact Projects. He was also a member of 'PEMUDAH', a special task force set up by the Prime Minister to facilitate business, improve public service delivery systems in terms of process, procedures, legislation and human resources.

His current directorships in companies within the Maybank Group include as Chairman of Maybank Private Equity Sdn Bhd as well as Director of Etiqa Insurance Berhad, Maybank (Cambodia) Plc, Maybank Asset Management Group Berhad, Maybank Asset Management Sdn Bhd and Maybank Agro Fund Sdn Bhd.

He also sits on the boards of several public listed companies such as Integrated Logistics Berhad, IOI Corporation Berhad and Bursa Malaysia Berhad.

He attended 6 out of the 7 Board meetings held in the financial year ended 31 December 2014 since his appointment on 16 July 2014.

Datuk R. Karunakaran has no family relationship with any director and/or major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

CHENG KEE CHECK

Non-Independent
Non-Executive Director

50 years of age
Malaysian

LLB (Hons), National
University of Singapore

Cheng Kee Check was appointed as a Director of Maybank on 19 November 2014. He also serves as a member of the Audit and Credit Review Committees of the Board with effect from 1 December 2014.

He is a practising corporate lawyer at Messrs Skrine, where he commenced legal practice immediately after his admission to both Singapore and Malaysian Bar in 1990. He has been a partner of the legal firm since 1997 and has been in practice for over 24 years. Throughout his practice, Cheng Kee Check has been involved in a broad range of corporate exercises involving takeovers, mergers and acquisitions, and corporate restructurings.

He currently sits on the boards of non-public listed companies namely, PNB Development Sdn Bhd and Seriemas Development Sdn Bhd. He is also a member of the Investment Committee of Amanah Saham Wawasan 2020.

He attended all 2 Board meetings held in the financial year ended 31 December 2014 since his appointment on 19 November 2014.

Cheng Kee Check has no family relationship with any director and is a nominee of Permodalan Nasional Berhad, a major shareholder of Maybank. He has no conflict of interest with Maybank and has never been charged for any offence.

Board of Directors' Profile

MOHD NAZLAN MOHD GHAZALI

Group General Counsel &
Company Secretary



Mohd Nazlan Mohd Ghazali is the Group General Counsel & Company Secretary of Maybank, and is also its Group Head of Corporate & Legal Services. He graduated with a Bachelor of Arts in Jurisprudence as well as Master of Arts, both from the University of Oxford. He is also a Barrister at Law (Lincoln's Inn) and an Advocate & Solicitor of the High Court of Malaya.

He was a Partner and Head of Equity Capital Markets at Messrs Zaid Ibrahim & Co, specialising mainly on corporate, financial services and securities law matters, particularly in respect of corporate transactions such as capital raisings and M&As before joining Maybank in 2005. Prior to that, he was with the Securities Commission of Malaysia (SC) for about 7 years until 2000 and his last position was the Head/General Manager of the Enforcement Division, with overall responsibility over the investigation, prosecution and complaints departments. He had also earlier served the Executive Chairman's Office and the Issues & Investment Division whilst at the SC. Mohd Nazlan started his working career in 1991 at Messrs Shook Lin & Bok, handling corporate, conveyancing and banking law matters.



Visit www.maybank.com/directors
for more information.

Group Executive Committee



Datuk Abdul Farid Alias was appointed as Group President & Chief Executive Officer of Maybank Group on 2 August 2013. Prior to this, Datuk Farid was the Deputy President and Head of Global Banking of Maybank Group.

Responsibility

Datuk Farid spearheads Maybank Group's business and growth strategy across all lines of businesses and countries that Maybank operates in, ensuring a good balance between driving operational excellence, strong governance and business growth. He is also responsible for developing and driving Maybank's customer experience and value proposition, cutting across all lines of business and regional boundaries, ensuring sustainable long-term value for shareholders.

Experience

Datuk Farid has over 20 years of experience in investment banking, corporate finance and capital markets, having served with various investment and merchant banks such as Aseambankers Malaysia Berhad from 1992 to 1994, Schroders from 1994 to 1995, Malaysia International Merchant Bankers Berhad from 1996 to 1997, and J.P. Morgan from 1997 to 2005, serving in Kuala Lumpur and Singapore operations, and in Khazanah Nasional Berhad from 2005 to 2008.

Qualification

Master in Business Administration, Finance, University of Denver, USA; Bachelor of Science in Accounting, Pennsylvania State University, University Park, USA; and the executive education Advanced Management Program at Harvard Business School.

Committee Membership/Appointments

Member of the Board of Directors of Maybank Investment Bank Berhad, Maybank Ageas Holdings Berhad and Cagamas Holdings Berhad, Malaysia's national mortgage corporation. Member of the Board of Commissioners of PT Bank Internasional Indonesia. Chairman of The Association of Banks in Malaysia and Malaysian Electronic Payment System Sdn Bhd (MEPS) and Vice Chairman of Asian Institute of Chartered Bankers. Member of Investment Panel of Kumpulan Wang Persaraan (KWAP), Asian Bankers Association (ABA) Policy Advocacy Committee and Emerging Markets Advisory Council of Institute of International Finance based in London.



Datuk Lim Hong Tat was appointed as Group Head, Community Financial Services of Maybank Group and CEO, Maybank Singapore since 1 January 2014. Prior to this he was the Deputy President and Head of Community Financial Services.

Responsibility

As Group Head of Community Financial Services, he is responsible for driving and implementing the Bank's community banking strategy across all geographies. This covers branch banking, consumer lending, SME and Business Banking, sales and distribution, wealth management, payments, virtual banking, product innovation and customer segmentation. He is also responsible for growing the business of all Maybank entities in Singapore. This spans the full suite of financial products and services – commercial banking, global banking, investment banking, and insurance.

Experience

Datuk Lim joined the bank upon graduation in 1981. He has 33 years of experience covering all aspects of banking, having managed branches, regional banking, credit cards and international banking operations including holding senior management positions as Director/President and CEO of Maybank Philippines Incorporated, Head of International Banking and Head of Consumer Banking in Maybank Group.

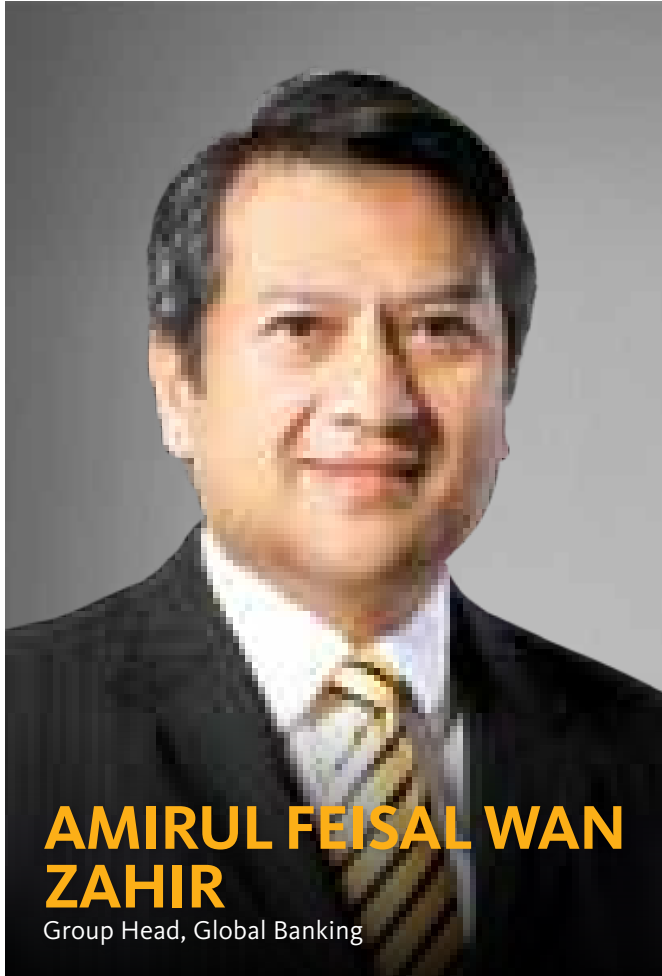
Qualification

Bachelor of Economics (Business Administration) (Hons), University of Malaya; Diploma in Marketing & Selling Bank Services, International Management Centre.

Committee Membership/Appointments

Director of Maybank Kim Eng Holdings Ltd; Maybank Kim Eng Securities Pte Ltd; Etiqa Insurance Pte Ltd; Maybank Philippines Incorporated; Member of the Asia Pacific Visa Client Council; Board Member of EFMA (European Financial Management Association); Council Member of The Association of Banks in Singapore.

Group Executive Committee



Amirul Feisal Wan Zahir was appointed as Group Head, Global Banking on 1 October 2014.

Responsibility

Feisal is responsible for the Global Banking business which comprises Maybank Kim Eng Group (Investment Banking and Stockbroking), Client Coverage, Global Markets, Corporate Banking, Transaction Banking and Maybank Asset Management Group. As the Group Head, Global Banking, he will focus on strengthening and entrenching Global Banking's business in Maybank Group's key regional markets in Singapore, Philippines and Indonesia.

Experience

Feisal started his career in KPMG Plc, London and later joined Schroders (later renamed Citigroup Global Markets) in the Kuala Lumpur, Singapore and Hong Kong offices until 2004. Feisal progressed his career in various departments within the Investment Banking division including Project Finance and Privatisations, Corporate Finance, Mergers & Acquisitions as well as coverage of large cap Industrial Groups. In 2004, he joined BinaFikir Sdn. Bhd., as a shareholder and Executive Director. Four years later, he was appointed as Managing Director, Head of Investment Banking for Maybank Investment Bank where he was instrumental in transforming and renewing the Investment Banking, Corporate Finance, Equity Capital Markets and Private Equity Divisions. In 2010, he joined Permodalan Nasional Berhad as Executive Vice President of Special Projects and was later seconded to Chemical Company of Malaysia Berhad as Executive Director and subsequently, appointed as Group Managing Director.

Qualification

Fellow of the Institute of Chartered Accountants England and Wales; Bsc Economics (Accounting & Finance), London School of Economics

Committee Membership/Appointments

Non-Executive Director of Maybank Kim Eng Holdings Limited.



Mohamed Rafique Merican has been the Group Chief Financial Officer of Maybank Group since 1 June 2012.

Responsibility

Rafique is responsible for the Group's financial, capital and funding management. He oversees Group Finance Controller, Group Corporate Treasurer, Group Tax, Group Performance Reporting & Investor Relations, Group Strategic Procurement, Group Finance Strategic Office and Group Finance Operations (Corporate Remedial Management and Enterprise Information Management).

Experience

He has more than 20 years of experience in the corporate sector, including five years as Chief Financial Officer of Tenaga Nasional Berhad (TNB) and Malakoff Berhad. Prior to joining TNB in 2009, he served at Radicare (M) Sdn Bhd, the facilities management concessionaire for hospitals in Klang Valley, Selangor, Kelantan, Terengganu and Pahang as its Chief Operating Officer initially and subsequently as its Chief Executive Officer. He also held corporate finance and advisory roles with Amanah Capital Group and Bumiputra Merchant Bankers Berhad in the early part of his career.

Qualification

Fellow of the Association of Chartered Certified Accountants (ACCA), United Kingdom; Chartered Accountant and member of the Malaysian Institute of Accountants (MIA).

Committee Membership/Appointments

Member of Malaysia Advisory Committee of Association of Chartered Certified Accountants (ACCA) Malaysia.

Group Executive Committee



Dr John Lee has been the Group Chief Risk Officer of Maybank Group since 17 January 2011.

Responsibility

Dr John Lee is responsible for risk management, including credit and compliance, across the Group.

Experience

Dr John Lee was previously with Amanah Merchant Bank and the Kuala Lumpur Options and Financial Futures Exchange (KLOFFE). Prior to his appointment in Maybank, he served in financial services consulting and advisory, where he was a partner with KPMG Business Advisory for 13 years, assisting numerous financial institutions across the Asia Pacific markets. He has in-depth financial industry and risk management expertise with specialisation in Islamic finance, business strategy, risk management and performance management. He was awarded the Bank Risk Manager of the Year 2013 by Asia Risk and the Risk Manager of the Year 2014 by Asian Banker for his contribution to the Group and the industry.

Qualification

Bachelor of Economics, Monash University, Australia. Doctorate of Philosophy in Economics, Monash University, Australia; Fellow Certified Practising Accountant of the Australian Society of CPAs; Member of the American Finance Association, Econometrics Society and Society of Financial Studies.

Committee Membership/Appointments

Member of the Liquidity Risk Management Working Group and the Risk Management Working Group of the Islamic Financial Services Board (IFSB); Member of the Monash University (Malaysian Branch) School of Business Advisory Board.



Nora Abd Manaf was appointed as Group Chief Human Capital Officer of Maybank Group effective 1 January 2014. Prior to this, she was Senior Executive Vice President and Head, Group Human Capital, Maybank Group.

Responsibility

Nora formulates the Group's Human Capital strategy and planned development and is responsible for all aspects of people and performance. Leading the People Transformation Program since 2009, Nora is focused on getting Maybank current and future-ready, a key strategy in achieving the Bank's 2020 Aspirations.

Experience

Prior to joining Maybank, she was with Standard Chartered Group (SCB) for over 9 years, where her last held position was the Head of Human Resource, Scope International (a wholly owned subsidiary of Standard Chartered UK Plc). Other roles in the Group included Executive Vice President for Strategic Initiatives, PT Bank Permata, Indonesia, a leadership development role in London, an Integration role in Hong Kong post SCB's acquisition of Chase Retail bank HK, Country Rewards Head, Malaysia, and Head Human Resources, Global Wholesale Banking Malaysia. Prior to Standard Chartered, she was with several multinationals and large local organisations across several sectors including telecommunications in Maxis and semiconductor in Intel.

Qualification

Chartered Accountant, registered with the Malaysian Institute of Accountants; Postgraduate certification in Human Resource Development, Cornell University; Certified Strengths Coach Level II (Gallup); ICAEW Qualified Trainer (Institute of Chartered Accountants in England and Wales QPRT).

Committee Membership/Appointments

Chairman of the Malayan Commercial Banks' Association (MCBA); Chairman of the Human Resource Management and Development Group (HRMDG); Vice-President and Council Member of the Malaysian Employers Federation (MEF); Council Member of the Malaysia National Labour Advisory Council (NLAC); elected Chairman of the Malaysia GLC G20 HR Circle; and inducted into Global HR 50 World Top Human Resource Professionals.

Group Executive Committee



Muzaffar Hisham has been the Group Head of Islamic Banking and Chief Executive Officer of Maybank Islamic Berhad since 30 March 2011.

Responsibility

As the Head of Islamic Banking Group and CEO of Maybank Islamic, Muzaffar plays the leading role for managing and overseeing the overall Islamic banking franchise of Malayan Banking Berhad and ensures that it operates on a parallel platform, leveraging on the Group's resources. At present, his responsibilities include determining business strategy for the Group's Islamic Banking business including product development and delivery, marketing support as well as risk and shariah-compliance management, spearheading the expansion of Group Islamic Banking in ASEAN and globally.

Experience

Muzaffar has collectively 20 years of experience in the banking and financial services. He started his career with Asian International Merchant Bankers Berhad in the Corporate Banking Division. He later joined Amanah Merchant Bank Berhad and Amanah Short Deposits Berhad where he was involved extensively in Corporate Debt and Financing businesses from debt syndication to advising on private debt securities. Muzaffar was also involved in various debt and corporate restructuring exercises during the 1997/1998 financial crisis. During his tenure at CIMB Investment Bank and HSBC Amanah, Muzaffar oversaw the investment banking business. Prior to joining Maybank, Muzaffar was the Deputy Chief Executive Officer of CIMB Islamic Bank Berhad. He was previously a member of the Board of Directors of CIMB Insurance Brokers Sdn Bhd. In 2013, he received the Asset Triple A Award Islamic Banker of the Year for his contribution to developing Islamic finance regionally and growing Maybank Group's Islamic banking business.

Qualification

Bachelor of Science (Hons) in Economics and Accounting, University of Bristol, United Kingdom.

Committee Membership/Appointments

Chairman of the Standards Committee, Association of Islamic Banking Institutions Malaysia (AIBIM); Member of H.M. Treasury U.K. Global Islamic Finance and Investment Group; Board of Director of ANFAAL Capital, Saudi Arabia; and a member of INCEIF Professional Development Panel.



Kamaludin Ahmad was appointed as Chief Executive Officer (CEO) of Maybank Ageas Holdings Bhd (MAHB) and Group Head of Insurance & Takaful, Maybank Group effective 1 December 2013.

Responsibility

He is responsible for driving and managing the overall strategy, profitability and growth of the Group's Insurance and Takaful business in Malaysia and Singapore. Aside from managing the life/family and general businesses, his teams also oversee the investment, commercial, corporate planning, risk management and IT decisions pertaining to the Insurance & Takaful operations. The core responsibilities of his teams are aligned towards achieving the Etiqa aspirations. These include strengthening distribution footprint, growing profitability via organic growth and regional expansion, strengthening Takaful leadership position and making Etiqa as a preferred brand among all Malaysians.

Experience

Kamaludin joined Maybank Group as CEO of Etiqa Insurance Berhad on 4 June 2012 to drive Etiqa's conventional insurance business. Prior to joining Etiqa, he was with UEM Group as Head of Corporate Strategy and Performance. He was with AIG for 15 years where he left as Regional VP, Asia Pacific. He had also served with Bank Negara Malaysia, Securities Commission Malaysia and AmlInvestment Bank.

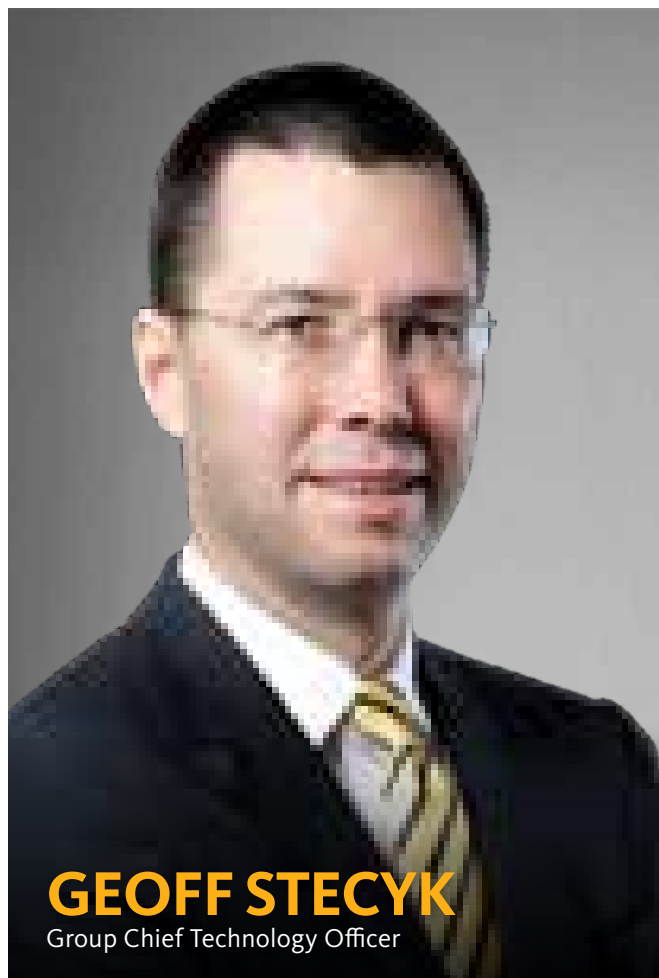
Qualification

Bachelor of Science (Hons) in Actuarial Science, University of Kent, England.

Committee Membership/Appointments

Nil.

Group Executive Committee



Geoff Stecyk was appointed as the Group Chief Technology Officer of Maybank Group effective 1 January 2014. Prior to this, he was the Head of Enterprise Transformation Services of Maybank Group.

Responsibility

Geoff strategises, directs, drives and builds a differentiated regional strategic capability for the Group to use technology as a competitive advantage for both provision of service and cost advantage on a Group basis. He is entrusted to lead and manage the strategic IT initiatives of the Group, optimising capacity and capability of Group Technology to deliver efficient and consistent IT support services. He is also responsible to drive the development of the IT capability as a competitive advantage within the Group to support the Bank in achieving its vision and mission as a leading Regional Financial Services Provider.

Experience

Geoff joined Maybank in November 2008 as Chief Transformation Officer leading the LEAP30 Performance Improvement Programme. Prior to joining Maybank, he was National Head of Bancassurance with American International Assurance (AIA) China from 2006 to 2008. He was attached to Southern Bank Berhad from 2001 to 2004 as the Executive Vice President, Business Integration. He was involved in the transformation of the bank which covered all major areas of the retail and SME banking with an emphasis on driving immediate earnings growth to fund the structural transformation over the medium term.

Qualification

Bachelor of Commerce (Marketing/Finance), University of Alberta, Canada.

Committee Membership/Appointments

Board member of Maybank (PNG) Ltd; Chairman of the Financial Institution Steering Committee, Bank Negara Malaysia.



Pollie Sim was appointed as CEO, International of Maybank Group with effect from 1 October 2013.

Responsibility

Pollie is responsible for strategising, leading and transforming the Group's international operations covering 14 countries excluding Singapore and Indonesia. The key responsibilities of her team are to build greater synergy and accelerate profitability of the Maybank franchise across the international landscape for long term growth, as well as to establish the Bank as a regional financial services leader.

Experience

Prior to her latest appointment as CEO, International of Maybank Group, Pollie took the helm of Maybank Singapore in July 2006. She has more than 30 years of experience in the banking and financial industry and has held many senior positions within Maybank Group. She has been instrumental in leading and developing Maybank's retail banking business in Singapore. Prior to Maybank Singapore, Pollie was Chief Executive Officer of Mayban Finance (S) Ltd. In 2012, Pollie was accorded the IBF Distinguished Fellow by IBF (The Institute of Banking & Finance, Singapore) and also received the Pacific Rim Bankers Program Distinguished Leadership Award.

Qualification

Pollie completed the Stanford Executive Program in 2014. She has a Masters in Business Administration from Brunel University of West London, United Kingdom. She graduated from Singapore Institute of Management with a Diploma in Management Studies, where she topped the cohort and bagged 3 Gold Awards for Academic Excellence. She also has a Diploma in Marketing & Selling Bank Services from International Management Centre.

Committee Membership/Appointments

Non-executive Director for several companies, Singapore Unit Trusts Ltd, Maybank Philippines Incorporated, and Maybank (Cambodia) Plc; Chairman of the Singapore Unit Trust Investment Committee, Maybank Representative in the Board of Directors of Asian Bankers Association (ABA).

Group Executive Committee



Taswin, an Indonesian citizen, was appointed as President Director since 11 November 2013.

Responsibility

Taswin is responsible for the overall business performance and growth of BII. He oversees BII's operations, which includes the banking services such as retail, business and global banking as well as risk management, finance, human capital, operations & IT, legal and compliance. He is also responsible for leveraging on the strengths of Maybank Group to capture a larger slice of market share and at the same time strengthening the Group's operation in Indonesia.

Experience

Taswin, has served as an independent member of the Board of Commissioners of BII since 2003 until 11 November 2013. He was also an independent member of the Board of Commissioners of PT Jasa Angkasa Semesta Tbk (2005-2013), President Director of PT Indonesia Infrastructure Finance (2010-2011), Director of Barclays Bank Plc Indonesia and was Barclays' Head of Asia for Alternate Capital Market/Islamic Finance (2001-2003). He was Vice President of Deutsche Bank AG, Jakarta and was the Head of Debt Capital Market and Liability Risk Management (1997-2001). He started his banking career at Citibank NA, Jakarta, where he was Head of Corporate Restructuring Unit and Project Finance (1992-1997).

Qualification

Bachelor of Science in Business Administration degree in Accounting, Cum Laude (Honors), The Ohio State University, USA.

Committee Membership/Appointments

Nil.



Michael Foong was appointed as Group Chief Strategy Officer of Maybank Group effective 1 January 2014. Prior to this, he was the Chief Strategy and Transformation Officer of Maybank Group.

Responsibility

Michael leads the Office of the Group President & CEO, which is responsible for driving the Group's agenda on regionalisation, business development, transformation and productivity programmes across the region, and developing the group's long-term strategic objectives. He also oversees the Group Corporate Development & Innovation unit, as well as Corporate Affairs, Strategic Marketing and Group Service Quality Management.

Experience

Prior to joining Maybank Group, Michael was Managing Director of Accenture's management consulting practice in Malaysia. He spent 17 years serving financial services clients throughout Asia, primarily banks but also including insurance companies and stock exchanges. His track record includes group-wide corporate planning, devising group and business sector strategies, operating models, business process reengineering, performance management frameworks, and ICT strategies. Between 2004 and 2011, he focused on architecting and implementing large-scale multi-year transformation programmes for banks in Malaysia and Singapore. Michael has held various other management positions in Accenture. He co-managed Accenture's Asia-Pacific Technology Ventures unit from 2000 to 2002, and after that Accenture's Asia-Pacific Corporate Development office. Michael has worked throughout Asia Pacific and spent seven years seconded as a leader into Accenture's offices in Beijing, Shanghai, Hong Kong, Sydney, Singapore, Tokyo and Jakarta.

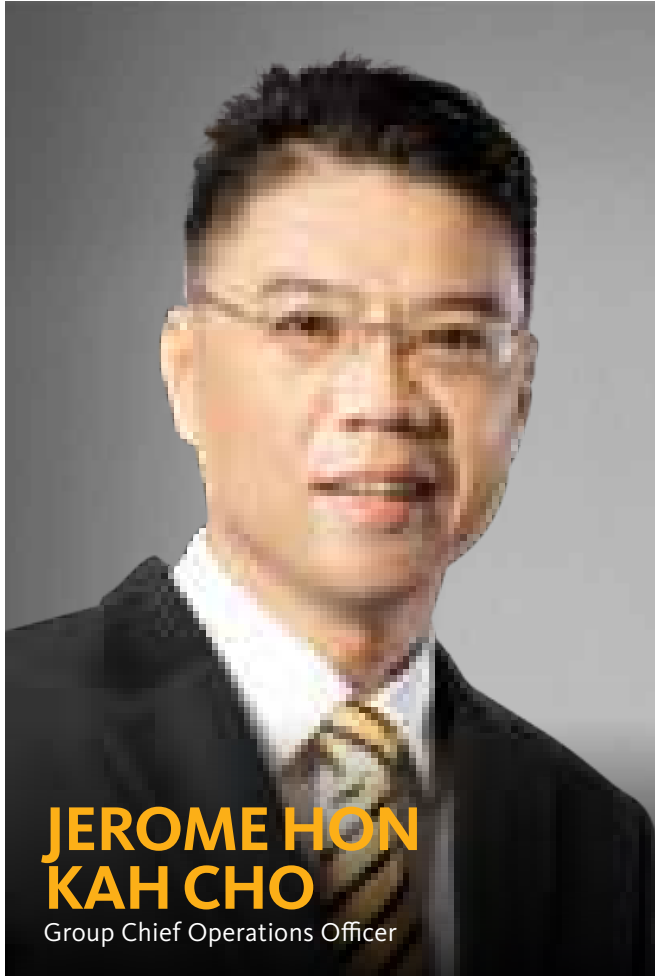
Qualification

Master of Arts in Economics and Management Studies, Cambridge University, United Kingdom; Advanced Business Management Program, Kellogg Graduate School of Management, Northwestern University, Chicago, USA.

Committee Membership/Appointments

Nil.

Group Executive Committee



Jerome Hon was appointed as Group Chief Operations Officer of Maybank Group effective 1 December 2013.

Responsibility

Jerome is responsible for the formulation and development of operational strategy to support Maybank Group's Vision and Mission. He oversees the Group's overall operations and processes and ensures that the delivery of support service is efficient and effective.

Experience

Prior to this, Jerome was the Chief Audit Executive of Maybank for more than 7 years where he oversaw the Internal Audit functions of Maybank as well as its subsidiaries. Jerome has been with Maybank for more than 20 years and has since served in various positions within the Maybank Group including Accounting, Central Operations and key management positions of Maybank Group subsidiaries involved in trust and futures broking businesses. Prior to joining Maybank, he was articulated with an accounting firm where he pursued his qualification as a Chartered Accountant and served the firm for 8 years. During the period with the firm, he was involved in various types of audits which include financial services, insurance, manufacturing and other services.

Qualification

Malaysian Institute of Certified Public Accountants (MICPA); Member of MICPA; Member of the Malaysia Institute of Accountants (MIA).

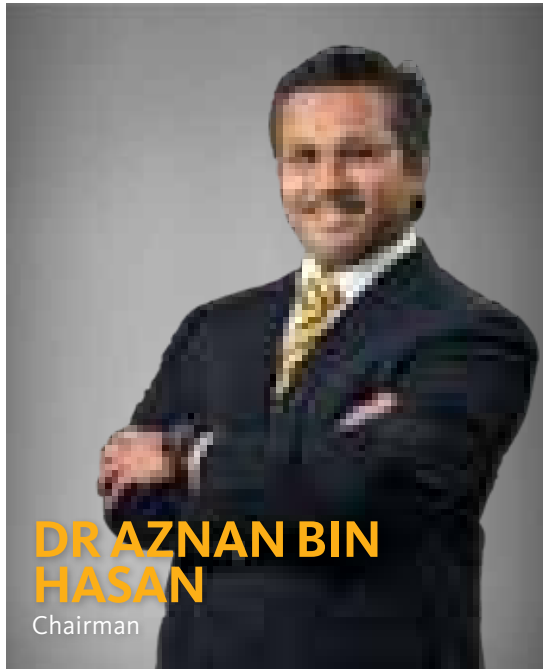
Committee Membership/Appointments

Nil.



Visit www.maybank.com/management for more information.

Group Shariah Committee



Associate Professor, Ahmad Ibrahim Kulliyah Of Laws at the International Islamic University of Malaysia (IIUM)

Dr Aznan bin Hasan was appointed as the Chairman of the Shariah Committee on 1 May 2014.

He is currently an Associate Professor in Islamic law and the former head of Islamic Law Department, Ahmad Ibrahim Kulliyah of Laws, International Islamic University Malaysia. Dr Aznan received his first degree in Shariah from the University of al-Azhar and a Master's degree in Shariah from Cairo University with distinction (mumtaz). He then obtained his Ph.D from the University of Wales, Lampeter, United Kingdom.

He is the current President of the Association of Shariah Advisors in Islamic Finance (ASAS). He is also the Deputy Chairman of Shariah Advisory Council of the Securities Commission and a former member of the Shariah Advisory Council of Bank Negara Malaysia. Dr Aznan serves as Chairman of the Shariah Advisory Board, Barclays Capital (DIFC, Dubai), a member of the Shariah Advisory Board, ABSA Islamic Bank (South Africa), FNB Bank, Yasaar Limited, Khalij Islami, European International Islamic Bank (EIIB), Amanahraya Berhad, Amanah Raya Investment Bank Labuan, Employee Provident Fund and few other financial institutions and corporate bodies at both local and international level. He is a registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic securities (Sukuk), Securities Commission of Malaysia as well as a Member of the National International Zakat Organisation (IZO) Coordination Committee, an advisory body established under the Prime Minister's Department, and a member, Shariah Supervisory Board of the Waqaf Foundation (Yayasan Waqaf), a corporate entity formed by the government to oversee the application of Waqaf in Malaysia.

Dr Aznan is also a prominent author in Islamic finance and to date, has produced a number of books and publications in journals and has presented several conference papers / proceedings at various international events / conferences.



Associate Professor, International Centre for Education in Islamic Finance (INCEIF)

Dr Ahcene Lahsasna was appointed as a member of the Shariah Committee on 11 June 2009.

He received his bachelor's degree in Islamic law and Islamic jurisprudence from Algeria, and his Masters and PhD degrees in Islamic law and Islamic jurisprudence from the International Islamic University of Malaysia (IIUM). Dr Ahcene obtained his Certificate in Chartered Islamic Finance Professional from INCEIF.

He is an Associate Professor and the Deputy Director of the Centre of Research and Publication at INCEIF. Dr Lahsasna is also a registered Shariah advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk), with the Securities Commission of Malaysia; serves as Shariah Committee member of Etiqa Takaful and the Shariah Advisory Council of the Malaysian Financial Planning Council (MFPC). Dr Lahsasna sits on the panel of FAA Accreditation, appointed by the Finance Agency Accreditation Malaysia.



Assistant Professor, Ahmad Ibrahim Kulliyah Of Laws at the International Islamic University of Malaysia (IIUM)

Dr Ismail bin Mohd @ Abu Hassan was appointed as a member of the Shariah Committee on 1 April 2007.

He is currently an Assistant Professor at the Ahmad Ibrahim Kulliyah of Laws, IIUM. He graduated with First Class honours in Shariah from the University of Malaya and subsequently obtained his LL.M in Comparative Laws from the School of Oriental Studies, University of London. He then obtained his PhD in Comparative Law of Evidence from the Victoria University of Manchester, United Kingdom. Dr Ismail has served as a lecturer at the Kulliyah of Laws, IIUM for more than 25 years. He has also been involved in the writing of various papers relating to Shariah Law, particularly on Islamic Will and Trust. He has also published a number of books including "The Legal History of Malaysia", "Estate Planning for Muslims," and "Isu-Isu Harta Pusaka," "Practical Guide for Financial Planner Vol 1,2,3, and "Muslim Law in Wealth and Estate Transfer" for Pustaka Nasional Singapore.

Dr Ismail was the first Malaysian expert to testify in the pioneering case involving the challenge against the validity of nuzriah in probate matters before the Singaporean High Court (In the Will/Nazar of Haji Ibrahim Originating Summons 601221). He also appeared as an expert witness in subsequent probate cases in Singapore, Brunei and Malaysia. He was one of the committee members in drafting the Islamic law for Will and Trust for Jabatan Kemajuan Islam Malaysia (JAKIM) and the Malaysian Islamic Judiciary Department.

He sits as a Shariah Advisor for Amanahibah Malaysia since 2001. Dr Ismail also sits as Board of Trustee for Infaq lil Waqf, ANGKASA, Shariah Committee member for Koperasi Angkasa (KOPSYA) ANGKASA and as a member of the Board of Directors as well as the Shariah Committee Member, of Etiqa Takaful Malaysia. He is a registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic securities (Sukuk), Securities Commission of Malaysia and is a Shariah Advisor to Amanah Hartanah Bumiputera since 2010.

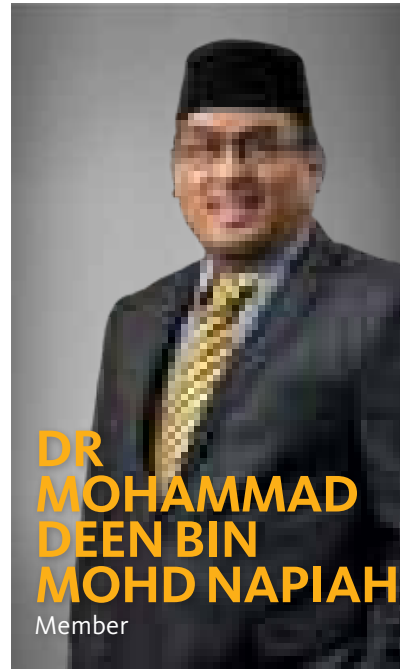
Group Shariah Committee



Director of Research, International Shariah Research Academy for Islamic Finance (ISRA)

Dr Marjan binti Muhamad was appointed as a member of the Shariah Committee on 1 May 2013.

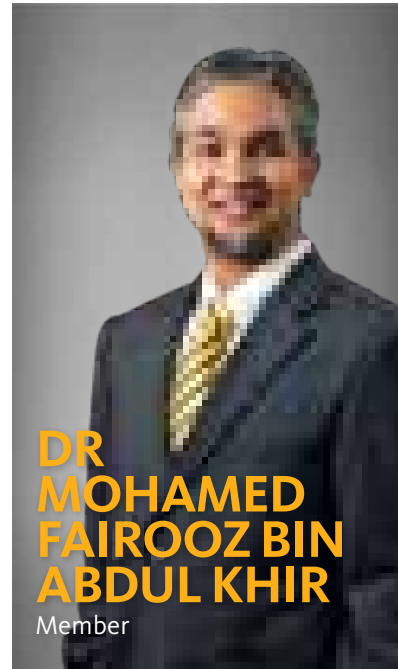
She is currently the Director of Research at International Shariah Research Academy for Islamic Finance (ISRA). Prior to joining ISRA, she was a tutor at the Faculty of Judiciary and Law at the Islamic Science University of Malaysia (USIM). She obtained her first degree in Islamic Revealed Knowledge and Heritage (Fiqh and Usul al-Fiqh) from the International Islamic University Malaysia (IIUM) in 1998 and pursued her Masters and Ph.D at the same university, both in Islamic Revealed Knowledge and Heritage (Fiqh and Usul-Fiqh) field. Since her involvement at ISRA, she has been actively producing various research papers and articles internationally on Islamic finance. Previously Dr Marjan was a Shariah Committee member of RHB Islamic Bank from 2011 to 2013.



Assistant Professor, Ahmad Ibrahim Kulliyah Of Laws at the International Islamic University of Malaysia (IIUM)

Dr Mohammad Deen bin Mohd Napiah was appointed as a member of the Shariah Committee on 1 April 2005.

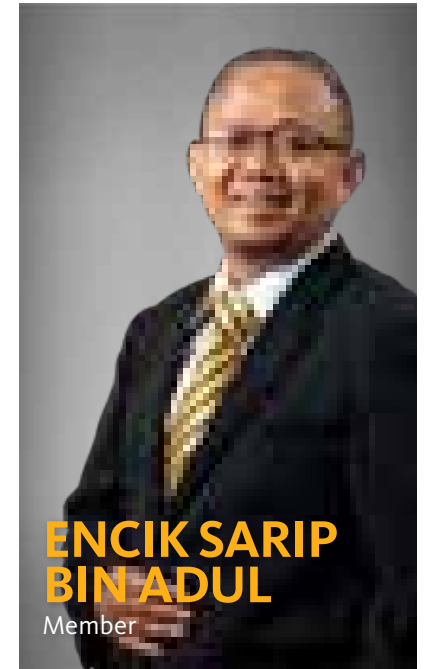
He is currently an Assistant Professor at the Ahmad Ibrahim Kulliyah of Laws at IIUM. He obtained his first degree in Shariah & Islamic Studies from the Kuwait University. He holds a Doctorate of Philosophy from Glasgow Caledonian University, Scotland. Prior to his appointment as a member of the Shariah Committee of Maybank Islamic, he was the Shariah Advisor for EON Bank Berhad from 1997 to 2003. He is currently a Shariah Advisor to Amanah Hartanah Bumiputera since 2010, an Academic Assessor for the Malaysian Quality Agency (MQA) since 2001 and also a member of the Working Committee for Halal Terminologies and Nomenclatures with Standard and Industrial Research Institute of Malaysia (SIRIM). Dr Mohammad Deen is a registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk) with the Securities Commission of Malaysia. He is also a member of the Disciplinary Committee Panel, Advocates & Solicitors Disciplinary Board of the Malaysian Bar Council.



Researcher, International Shariah Research Academy for Islamic Finance (ISRA)

Dr Mohamed Fairooz bin Abdul Khir was appointed as a member of the Shariah Committee on 1 May 2013.

He is a researcher at ISRA and the Head of its Islamic Banking Unit. Prior to joining ISRA, he served the International Islamic University Malaysia (IIUM) for eight years as a lecturer at the Department of Islamic Revealed Knowledge and Human Sciences. He is a registered Shariah Advisor for the Islamic Unit Trust Schemes and Islamic Securities (Sukuk) with the Securities Commission of Malaysia. He is also a Shariah Committee member of AGRO Bank, MNRB Retakaful and Takaful Ikhlas. He obtained his PhD and Masters in Shariah from the University of Malaya, specializing in Fiqh, Usul al-Fiqh and Islamic Finance, and a Degree in the same field from IIUM. He has also studied Shariah in Jordan under prominent Jordanian Shariah scholars. Dr Mohamed Fairooz was conferred the Shariah Scholarship Award by Bank Negara Malaysia (BNM) for his Ph.D studies in Islamic finance. He is actively involved in researches related to Islamic finance. Previously he was a Shariah advisor to the Malaysian Industrial Development Finance Berhad (MIDF).



Lecturer, University Malaysia Sabah

Encik Sarip bin Abdul was appointed as a member of the Shariah Committee on 1 April 2011.

He is a lecturer at the University Malaysia Sabah (UMS) specializing in Shariah, Muamalat Islam and Islamic Finance. He obtained his first degree in Shariah from the University of Al-Azhar, Mesir and Masters in Fiqh and Usul Al-Fiqh from the University of Jordan, Amman, Jordan. Encik Sarip is currently pursuing his Ph.D in Shariah at Universiti Kebangsaan Malaysia (UKM). He is also a member of the Shariah Committee of Baitulmal Sabah.

Note : Encik Sarip's tenure as a member of the Shariah Committee of MIB expires on 30 April 2015

Group Human Capital

NORA ABD MANAF

Group Chief Human Capital Officer



2015

Our Priorities

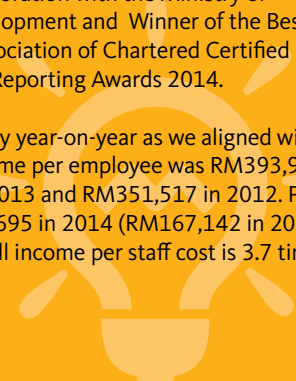
- Accelerating capability building and sustaining engagement levels.
- Optimising costs to enable maximum productivity levels delivering world-class outcomes.
- Institutionalising a high performance culture and embedding an operational excellence mindset.



2014

Highlights

- Top Employer of the Year, the first financial services group to come in top of the overall list of 100 most popular employers of all industries in the nation in Malaysia's Top 100 Leading Graduate Employer Awards 2014. It was a great jump from No. 17 in 2009. Winner of the Banking & Financial Services Category for four consecutive years in Malaysia's Top 100 Leading Graduate Employer Awards 2014.
- Two years running recognition from Towers Watson (TW) as the only Malaysian founded organisation in the Towers Watson Global High Performing Company Norm list which serves as a benchmark for high performing companies globally; meeting two criteria (a) sustained superior financial performance and (b) superior human resource practices benchmarked to other Global High Performing Companies.
- On the diversity and sustainability front, we were the Winner, Best Malaysian Organisation category of Life at Work Award 2014 by Talent Corporation Malaysia Berhad in collaboration with the Ministry of Women, Family and Community Development and Winner of the Best Workplace Practices Award at the Association of Chartered Certified Accountant's Malaysia Sustainability Reporting Awards 2014.
- Our productivity has trended positively year-on-year as we aligned with key productivity uplift initiatives. Income per employee was RM393,924 in 2014 compared to RM388,067 in 2013 and RM351,517 in 2012. Profit Before Tax per employee was RM193,695 in 2014 (RM167,142 in 2012 and RM185,669 in 2013) whilst overall income per staff cost is 3.7 times staff cost per staff.



Group Human Capital

“Our relentless efforts and discipline to execute, track and improve on our People and Climate Transformation Plan over the last 5 years have delivered commendable and sustained financial performance, clear progress towards a well-defined corporate culture, Talent Management and Development practices recognised externally as best practices, and high talent attraction and retention trends, all while sustaining staff engagement at high levels.

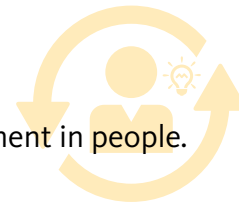
As we continue to raise our bar in executing our people transformation initiatives since 2008, we are thankful that we have been recognised as trailblazers in many aspects - from the accolades received thus far.”

SUSTAINING EMPLOYEE ENGAGEMENT

From staff engagement at below global high performing companies' levels prior to 2009, the People Transformation Plan execution had successfully raised the level to the ranks of global high performing companies.

SUSTAINING HIGH ENGAGEMENT LEVELS

is key to keeping productivity high and realising a strong return on our investment in people.



Overall Employee Engagement Index

at 82% remained high, even as transformational and structural changes were made.

Against Internal & External Benchmarks: -3% vs 2012; -1% vs 2011; +3% vs Towers Watson Global Financial Services Norm (GFS); -3% vs Towers Watson Global High Performing Company (GHPC) Norm.

High Performance Index (HPI)

at 76%. Against Internal & External Benchmarks: -1% vs 2012; +2% vs 2011; +5% vs GFS Norm; -5% vs GHPC Norm.

Top 10 Items Exceeding Global High Performing Company Norm:

- Managers held accountable for their performance.
- Employee satisfaction with involvement in decisions that affect their work.
- Senior Management having a clear future vision.
- Organisation doing a good job in developing people to their full potential.
- Seeking staff opinion and thinking.
- Sector Management providing a clear sense of direction.
- The organisation doing an excellent job of keeping staff informed about matters affecting them.
- Supervisor giving regular feedback on staff performance.
- Senior Management has a well formulated business strategy for the present.
- Learning and development opportunities for staff to improve skills in their current job.

Source: Maybank Group 2014 Employee Engagement Survey (EES) administered in 1Q2014.

90%

of staff are willing to work beyond what is required to help the organisation succeed.



Granular reports of the survey findings are made available and cascaded to staff via designated Sector Champions who are equipped with toolkits for sharing survey results with their teams and diving deeply into the survey results to develop action plans.

Group Human Capital

Core Value Index (CVI) at 78%. Against Internal & External Benchmarks: -1% vs 2012; +3% vs 2011; +4% vs GFS Norm; -3% vs GHPC Norm

Our Core Values, T.I.G.E.R. (Teamwork, Integrity, Growth, Excellence & Efficiency, Relationship Building), forms a powerful identity and unifying factor for our diverse family of over 47,000 staff, spread across 20 countries around the globe. The values are embodied in our behaviours across the Group and guide us in how we work and conduct our business daily with stakeholders and the communities in which we are present.

From the 2014 EES, we know that our Values continue to be a key driver of engagement. During the year, we launched a Group-wide Core Values Themed Campaign “Live the Values, Deliver the Promise”. The year-long campaign based on Maybank’s five brand drivers was aimed at reinforcing our Values by translating them into impactful actions. Weekly dialogue sessions called Value Chats (or V-Chats) provided an avenue to reinforce H.O.T. (Honest, Open & Trusting) conversations which empowered staff to contribute feasible ideas for improvements, promoted stronger collaboration for productivity and work climate improvements – all critical elements in accelerating our high performance culture.

Over 1,400 ideas were generated to improve productivity. Impactful outcomes from V-Chats were shared as best practices to encourage excellence and idea generation among staff. Top ideas per theme and the best ideas continue to be recognised and celebrated. The success of this campaign has been remarkable and V-Chats are set to continuously improve operational excellence, productivity and performance levels as well as inspire staff throughout the Group.

Staff are regularly engaged via differentiated and diverse engagement platforms such as Group PCEO and Sector Townhalls, Conversation Series with Group EXCO and Chairman and the Group EXCOs’ LTL (Leaders Teaching Leaders) sessions to which individual EXCO commit to 2 mornings per month to conduct. The quarterly Group PCEO Townhall gathers approximately 800 managers from offices and locations around the world, connected via webcast to view and participate simultaneously in the Townhall session held in our corporate headquarters in Kuala Lumpur. These engagement platforms are designed for leaders to map out clear direction, set and clarify expectations as well as foster staff involvement to deliver our Vision and Mission. Through these engagement sessions, staff experience first-hand coaching from top leaders of the Maybank Group.

The Ask Senior Management (ASM) email channel is another medium which was created in 2010 to clearly send a message that bottom-up communication in the organization flows directly to the Group EXCO. In 2014, 139 of these questions that went through the channel triggered actions that had been successfully translated into new ideas implemented on both staff facilities and office environment as well as customer-impacting ones.



Datuk Abdul Farid Alias, Group President & Chief Executive Officer sharing the Group’s financial performance at the quarterly Group PCEO Townhall to the top 300 leaders across the Group

ACCELERATING SYNERGY REALISATIONS FROM ALL RESOURCES ACROSS OUR FOOTPRINT

The new Group EXCO Organisation Structure and matrix reporting were operationalised on 1st January 2014 to accelerate true realisation of the potentials from collaborative mindsets, approaches and pursuits.

The Group EXCO driven Regional Transformation Roadshows, held throughout the year in Singapore, Hong Kong, Philippines, Indonesia and nationwide in Malaysia, were important platforms to align staff to a Group-collaborative approach and way of doing business. The Roadshows emphasised inculcating the desired collaborative behaviors by reinforcing our values and Honest, Open, Trusting (H.O.T) communication where staff share ideas, feedback and best practices to influence, challenge and inspire each other.

The ‘Navigating a Matrix Organisation and Collaborating for Business Success’ Workshop designed in-house and facilitated fully by internal Facilitators was made compulsory for all top 1,000 leaders across the Group in 2014. This massive rollout was done to ensure that our leaders understand the way of work required with the new structure and for them to cascade to their respective teams for tight alignment of behaviours. Sixteen sessions were conducted in 2014 involving cross-functions and cross-geographical mix of participants to facilitate cross-border engagement at each workshop. Over 91% have attended the workshops with the rest to be completed by early 2015. This programme is now a standard feature in our personal effectiveness and leadership curricula.

To ensure the targeted objectives of the new structure are fully achieved, multiple success enablers including the ability to navigate the complexities of a matrix organization were emplaced, all under the sponsorship and close stewardship of Group EXCO. These are monitored closely by the Group Restructuring Steering Committee (GRSC) made up of EXCO-level members and was formed in October 2013. The Committee also performs as a centralised feedback management and issue resolution platform covering fully all success inter-dependencies such as increased stakeholders’ management, financial and accounting frameworks, IT system and process enablers, manpower planning, management and resourcing, talent management, development and deployment, as well as communication and change management.

Group Human Capital

OPERATIONAL EFFICIENCY

We continue to leverage on technology for our Human Capital Management (HCM). As we expand a common online HR platform and database, from HR activities to Talent Development Group-wide, we continuously improve our overall operational efficiency for speed, accuracy and consistency as well as increase staff's productivity to focus on strategic activities which will deliver the desired business results.

The regionalisation of myHR2u, our online employee self-service portal, is a significant initiative in powering Group-wide HCM processes and practices, key to our Group's transformation and regionalisation business performance and productivity agenda. We expect to complete the groupwide rollout by Q32015. During the year, 40 manual processes were converted to online straight-through processes via myHR2u. With increasing use and versatility of smartphones, we have extended the convenience of our HCM by creating an App for myHR2u called myHR2u Mobile-On-The-Go, scheduled to launch in 2015.

To raise our service level for internal customers, we upgraded our HR Helpdesk facilities. The average number of queries received for FY2013 and FY2014 were about 23,000 per year comprising both via emails and telephone calls. To handle this high volume, the "Interactive Voice Response" and the "Caller Management System" was operationalised at the end of 2014 to ensure efficient staff query management and better internal customer experience. Our other service improvement initiatives for internal customers include HR Open Day and GHC Ambassador Day where on the first Friday of each month, GHC staff in a dedicated forum engage with colleagues to get feedback and respond to their needs.

TALENT & LEADERSHIP DEVELOPMENT

We continue to increase the readiness of our talent and leadership pool as we accelerate our regionalisation transformation, expand business activities and increase our footprint in the region. We have a robust talent management framework that harnesses the right intellectual capital that resides in our diverse workforce across the Group and enables us to design suitable pipeline programmes feeding into different levels and specialisation pools, as well as leadership. We deploy global best practice processes in identifying our talent pool, comparable to or better than top performing organisations worldwide. In a Leadership Development Audit (LDA) performed by PwC benchmarked against Saratoga Institute's global and regional standards, we were rated at global best practice for six out of nine aspects and good practice for the remaining three.

We continue to achieve 100% completion of the multi-level talent reviews introduced in 2009, namely Sector, Country and Group Talent Reviews in the Group. These sessions play the critical role in spotting the right talents for the right roles as well as develop these potential talents via our various leadership acceleration programmes.

Regrettable loss has reduced to 14% in 2014 compared to 17% in 2013 and close to 50% in 2009. Job offer-acceptance rate (measures attractiveness of the organisation as an employer) has been maintained at 90% consistently over the last few years from under 60% earlier. Key retention rate has improved from under 40% in 2008, to 52% in 2009 and 86% in 2014.

Successor realisation stands at over 70% and internal appointments stands at close to 80% against the communicated target to fill 8 of every 10 vacancies from internal candidates. This is a clear demonstration of our commitment to raise the level of our Internal Talents to that of global levels while maintaining our commitment to diversity and inclusion. International mobility has increased to over 130 talents deployed for international assignments compared to 100 in 2013 and 53 in 2012.

The Top Team Effectiveness Programme is a 24-month programme to strengthen personal and team effectiveness of Group EXCO and their teams. Forty-two leaders were involved in this programme in 2014. In 2014, we introduced a new in-house top leadership acceleration programme called Strategic Talent Accelerated Readiness (STAR), completing our leadership development value chain. It carries three main objectives; namely to achieve robust top leadership bench strength for Maybank's long-term sustainability, accelerate readiness of Group EXCO successors and develop leaders who are able to contribute effectively beyond Maybank's 2015 aspiration. Forty-five senior leaders from Malaysia, Singapore, Indonesia and the Philippines are undertaking the two-year programme held in key financial centres such as Singapore, China and the United States of America. Four of the STAR participants were graduates from the Transitioning Leaders to CEOs (TLC) programme that aims at preparing mid-management level talents for CEO-like roles in three years through a blended leadership intervention platform. Their selection reaffirms the effectiveness of the TLC programme in raising the leadership stature of participants. 67 have since graduated from TLC and 61 are currently in various stages of the programme. 73% of those who graduated now sit in bigger roles, have expanded their scope of responsibilities or progressed into other roles within the Group.

We also offer several junior development programmes and signature homegrown talent programmes to nurture high potential junior talents for long term retention and to assume key positions in the Group. These programmes are as follows:

- Our High Potential-Performer Integrated Programme (HIP) - to date more than 750 high potential Gen Y's are in HIP, conducted in Malaysia, Indonesia and Philippines.
- The inaugural Maybank Elevator Pitch Challenge (MEPC) in Malaysia - gave 32 young talents an opportunity to showcase their critical thinking and presentation skills by practising their pitch to the Chairman and Group EXCO. The MEPC was a resounding success and will now be rolled out group wide.
- Global Maybank Apprentice Programme (GMAP), a 2-year on-the-job rotation programme within a sector of the talent's choice, including International Assignments to immerse in the Group's global network operations. A dedicated coach and mentor are assigned to guide Global Maybank Apprentices throughout their journey. GMAP was enhanced in 2014 to GMAP PLUS where those who aspire to be Chartered Accountants are offered full certification sponsorship with the Institute of Chartered Accountants in England and Wales (ICAEW) with no bond or contract. GMAP continues to be a key attraction for prospective talents, being voted as among the top three Finalists for Best Management Trainee Programme in Malaysia's Top 100 Leading Graduate Employer Awards 2014.
- Branch Management Entry Level Programme (BMELP) has been put in place to identify, upskill and prepare aspiring branch/center managers to propel us to be at the forefront of the nation's retail space. This programme blends intensive classroom training with real on-the-ground experience operating in branches and business centers. Since 2011, 117 have enrolled in BMELP with close to one third placed under the acceleration pool for fast track movement to Branch Managers and Assistant Branch Managers within the first 3 years.
- Maybank-EY is another entry pipeline effort to further strengthen the existing bench strength of Finance and Accounting talents in the Group. In collaboration with Ernst & Young, 18 participants in 3 batches are undergoing the program with full time employment with EY in their Audit teams. At the end of 3 years, they would have the necessary audit experience, professional certification and be ready to join Maybank.

Group Human Capital

- Prospective talents can also join Maybank via the Maybank Internship Programme that provides opportunities to talented undergraduates to gain hands-on working experience and acquire skills to increase their graduate employability. In 2014, 205 interns enrolled for this programme with 15% absorbed into permanent employment with the Bank.

Our multi-channel recruitment platforms such as the Maybank Group Scholarship Awards and the award winning innovative business case competition, Maybank GO Ahead Challenge (MGAC), have been effective platforms in drawing top talents in the Region to grow their career with the Group. Maybank continues to trailblaze in the student competition arena with the offer of a one-of-a-kind challenge experience designed to excite, stretch and grow participants.

The 3rd edition of MGAC in 2014 delivered on its Bigger, Better and Bolder promise. Over 10,000 applications were received within a short 8-week application window, a twofold increase over 2013 and a staggering 900% increase over 2012 (1000 submissions). The number of participating countries increased from 10 in 2013 to 20 – a great testimony of our globalisation efforts. Applications came from over 20 nationalities from the ASEAN region, US, UK, China and Hong Kong, Algeria, Spain, Mauritius, Maldives and Italy. We received applications from countries like Russia, US, Kazakhstan and Myanmar for the first time. The number of finalists have increased from 30 in 2012 to 54 in 2013 and 60 in 2014 ensuring more opportunities for young talents to join Maybank.

For MGAC 2014, we improved on the innovative element by introducing a Campus level to all participating campuses from the region. For the first time, the Grand Finals were held in two cities, Kuala Lumpur and Jakarta, for Challengers to experience Maybank's regional footprint. Besides a cash prize, the winning team also had the opportunity to attend the Maybank STAR programme in Shanghai, a leadership development programme for the Top 50 leaders of Maybank Group to exchange ideas as well as learnings.

85% of those who joined the Bank from the previous MGACs and graduated from their studies have now joined the Maybank family in countries like Singapore, Indonesia, Philippines, New York, Cambodia and Malaysia. MGAC will continue in 2015 as a platform that links bright minds in the region with the common goal of attaining a fruitful career in regional organisations. From a nation building perspective, MGAC demonstrates Maybank's commitment to develop home grown talents to contribute their expertise to develop the countries which Maybank has presence in as well as building Malaysia as the global talent hub in our 2020 national aspirations.

Similar to MGAC, our Maybank Scholarship Awards Scheme has also attracted high level of interest in the minds of students and undergraduates. In 2014, we received close to 10,000 applications as compared to 6,000 in 2013. We awarded 50 scholarships to recipients to pursue tertiary studies locally or abroad in courses related to business management or financial services. These scholarship recipients are bonded with Maybank for three years if they pursue their studies locally and five years, if overseas. There are currently 158 Maybank scholars pursuing studies in both top local and overseas institutions of higher learning. We also introduced a special "sponsorship" category for achievers from families with a household income of below RM24,000 a year. A total of 15 awards were presented to students to pursue studies in financial-related disciplines or any fields of priority under the nation's Economic Transformation Programme; such as medicine, architecture and education, to name a few. These awards carry no obligatory bond. Our total scholarship sponsorship for 2014 was RM12 million.



Happy faces of Maybankers and Puan Nora Abd Manaf, Group Chief Human Capital Officer, celebrating Maybank's achievements at Malaysia's 100 Leading Graduate Employer Awards 2014

PERFORMANCE BASED REWARDS STRATEGY

As we transform our business, our total rewards strategy is linked to our business strategy to ensure profitability of the organisation to return value to shareholders as well as attract, retain and motivate our staff to enhance their skills, performance and career growth in the organisation. Our holistic approach to our rewards structure offers both monetary and non-monetary rewards. Basic pay is benchmarked against market to remain competitive as well as a wide range of staff benefits. Benefits include medical and health and work experience benefits such as long service awards, work-life programmes and flexible work arrangements, amongst others.

During the year, two Collective Agreements (CA) related to Maybank were concluded and signed. The first was the CA between Maybank and Maybank Philippines Inc.. The second was the CA between Malayan Commercial Banks' Association (MCBA) and the National Union of Bank Employees (NUBE).

We reward high performance aligned to our culture of meritocracy. Performance-based rewards include variable bonus/incentives, long term incentive plans (i.e. Employee Share Scheme (ESS)) and incentive schemes for business performance. In 2014, we offered the fourth ESS to the Group. There are presently 16 business incentives plans offered to recognise exceptional performance. The Personal Financial Advisor Incentive Plan was introduced in 2014 as CFS Malaysia implements a segmentation approach in 2015 to serve the mass affluent customers for sustainable profit to the Bank.

We have multiple other platforms to boost motivation and recognise staff for exemplary performance. These include recognition for top performance namely best managers, executives, non-executives, best young Maybanker, top sales functions/channels achievers, core value champions, corporate responsibility volunteers, long service awards, staff academic excellence awards and career development opportunities. In Malaysia, we awarded RM877,308.20 for staff in Malaysia undertaking various professional and postgraduate studies. In 2014, 1,998 staff received long service awards for 10, 20, 30 and 40 years of service with each receiving a gold coin as well as a certificate of appreciation.

Besides staff benefits offered under the Bank's total rewards package, Maybank Malaysia has a Maybank Group Staff Welfare Fund or Tabung Kebajikan Kakitangan Kumpulan Maybank (TKKKM) that renders financial assistance to staff and family members suffering from sickness, accident and losses or damage of property due to natural disasters as well as cases that are not provided for or covered under any staff scheme provided by the Group. In 2014, 593 staff in Maybank Malaysia received assistance totalling over RM898,773 from TKKKM. An example of the discretionary effort expended, in the recent flood disaster that hit the nation in December 2014, Maybank responded quickly to assist colleagues and communities affected by one of the most destructive floods in the states of Kelantan and Pahang. Over 800 staff signed up as volunteers to assist in the distribution of emergency supplies

Group Human Capital

to affected colleagues and communities and assist in post clean-up operations of affected colleagues homes and the Group's branches. Apart from the provision of food and emergency supplies, affected staff were also evacuated and placed by the Bank in alternative accommodation. Staff also rallied, organising internal fund raising campaigns across the Group for affected staff, raising a total of over RM500,000 within a month, channeled to the TKKKM. The emergency fund of RM1,000 was immediately disbursed to staff whose houses were flooded. To date, TKKKM has disbursed a total of RM356,000 to affected staff. Maybank also gave each staff affected by the flood redemption coupons to purchase key electrical items. Further financial assistance will be provided once affected staff are able to ascertain their losses. Affected staff received post-traumatic counselling sessions conducted by Centre for Preparedness and Response Centre, Ministry of Health Malaysia.

We also go beyond the norms and extend recognition and support for family of staff. In 2014, we disbursed RM308,000 to 622 children of staff who excelled in their school public examinations in Malaysia, while in Singapore, 19 children of staff received a total of SGD16,600. Under our Maybank Financial Assistance to staff's children entering Institutions of Higher Learning & Boarding schools, in 2014, Maybank Malaysia disbursed RM100,900 to 131 students. For staff with children under our Back to School financial programme in Malaysia, RM199,200 was disbursed to 996 children. In BII Maybank, under its BII Beasiswa Prestasi, IDR 1,014 billion was awarded to 439 children of staff who excelled in their studies.

LEARNING & DEVELOPMENT

We continue to deploy best-in-class learning and development programmes to nurture our employees at all levels. Our 70:20:10 (Experiential learning: Coaching, Mentoring & Networking: Formal learning) structured integrated learning framework ratio, emphasises experiential learning to help our people develop greater passion for self-learning as well as provide them with a holistic learning programme. Aligned to Maybank's Employer Value Proposition (EVP) "GO Ahead", staff are encouraged to take personal ownership of their development by upgrading their skills, taking on expanded responsibilities, cross-rotational roles and international assignments. This commitment is reflected in our investments in learning and development which exceed global benchmark.

For FY2014, our total Group learning budget utilisation was RM117.9 million. In Malaysia, our learning budget utilisation of RM90.6 million exceeded Bank Negara Malaysia's minimum standard by 12.3%. Training days per employee Group-wide averaged 4.21 days, above The Association for Talent Development's (formerly ASTD) global benchmark of 3.81 days.

The learning activities during the year were focused on enhancing knowledge and skills to increase operational efficiency and service excellence, expose leaders to innovative trends to hone their leadership skills, expand certification of staff to successfully execute new business models, namely customer segmentation approach in sales as well as comply with regulatory requirements. Our flagship learning portal, MyCampus, provides 24/7 online access to a diverse and comprehensive range of learning and development programmes with 345 e-learning courses. In 2014, the e-Learning utilisation was 273,206 learning hours.

During the year, Group Human Capital and Group Credit Management (GCM) rolled out a joint programme to enhance the credit skills and close the competency gaps of the core credit staff across the Group. The core credit staff were placed under a credit certification programme namely the Professional Credit Certification (PCC) by Asian Institute of Chartered Banker (AICB) for staff in Malaysia, Credit Skills Assessment (CSA) by Omega for Malaysia and countries and Maybank Internal Credit Accreditation Programme (MICAP) by GCM. Over 1,100 or 93.3% of core credit staff from across the Group who enrolled in these programmes received their Credit Certification. With this achievement, the Bank continues to perform above the industry standards in 2014 and produced the highest number of CCP certified staff

ahead of competitors. The Bank also recorded the highest number of graduates during the AICB Graduation.

In 2014, we introduced new learning platforms to reinforce the culture of learning in the organisation as well as for staff's professional and personal growth. Three new series, namely the Technical Expert Series, Author Series and Leadership Research Insight Series were launched for our leaders and staff to learn new trends and get insights on best practices from experts in different areas of specialisation. The Guru Series continued in 2014, with eleven half-day learning events for senior managers featuring distinguished management gurus, leadership experts and thought leaders from around the globe. These speakers share their insights on multiple disciplines, namely strategy, risk taking, customer centricity, raising the bar for self and team as well as global acumen.

The comprehensive managerial and leadership curricula under the Maybank Great Executives, Maybank Great Managers and Maybank Great Leaders Programmes involved internally developed and externally sourced programmes delivered by competent and certified Learning Partners. The curricula is built based on Maybank's own set of leadership competencies (SEARCH and SEARCH Plus) and provides the learning framework catered for different levels of staff to equip them to lead self, team and the organisation. 1743 key talents benefited from the programmes last year.

To ensure success of CFS Malaysia's new transformation initiative that adopts a segmentation approach to serve mass affluent customers with the primary focus of improving our operational efficiency, customer centricity and productivity, a structured learning programme was implemented for new front liners (called Personal Financial Advisors (PFA)). The PFAs are entrusted with the responsibility to serve Affluent Customers by strengthening relationships with them through constant communication and comprehensive product offerings. The PFA concept for CFS Malaysia begins in FY2015. The PFA training programmes focused on functional skills, comprehensive product knowledge, personal effectiveness, hands-on selling and marketing skills. Coaching was also provided to enable them to obtain required certification to expand sales of financial products as well as raise their professional stature. More than 650 PFAs have completed these programmes as of December 2014. The effectiveness of the programme was evident at the pilot rollout at 12 branches in 2014 where increased sales were achieved for insurance and lending products as well as better customer experience.

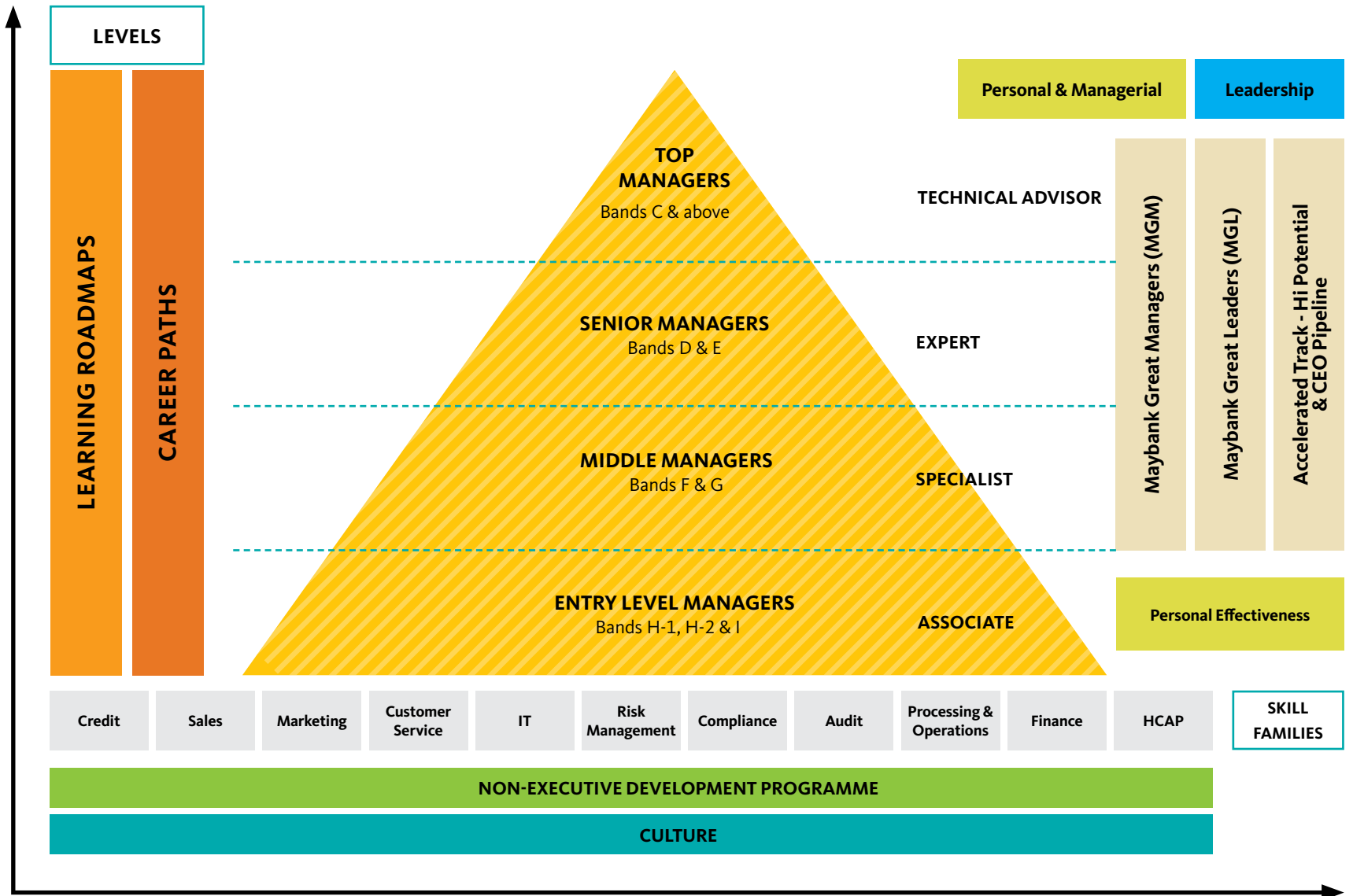
With the number of international assignments growing year-on-year and the need to ensure that our prospective assignees were equipped to perform effectively in their new environment, we formalised our Global Mobility Programme in 2014. Thirty-one talents across the Group attended the programme, coming from various functions and countries such as Cambodia, China, Hong Kong, Indonesia, Philippines, Vietnam and Malaysia.

To further promote a reading culture, in June 2014, we implemented an e-book programme in collaboration with the National Library of Malaysia (Perpustakaan Negara Malaysia or PNM) to enable staff to access PNM's e-books namely professional and self-improvement reads. This first-of-its-kind collaboration between PNM and a corporation in Malaysia allows staff to conveniently access about 500 e-books and download them into their personal computers or mobile devices for their on-going learning development. At the same time, we upgraded facilities at the Maybank Academy at Bangi, Malaysia for better conducive learning environment.

Maybank has emplaced a structured Career Transition Programme (CTP) to reskill and upskill staff displaced by business and operation reengineering for continued employability. It gives them agility to undertake new roles quickly. The success of CTP is contributing to our ready talent pool and this is now replicated in Indonesia. In 2014, 119 were re-deployed to new roles.

Group Human Capital

MAYBANK GROUP LEARNING FRAMEWORK



* The framework covers all staff in Maybank units including subsidiaries and countries, i.e. BII, MPI, MIB, Etiqa, MKE.



Newly furnished Lecture Theatre at Maybank Academy

WORKPLACE & WELL-BEING

The award that Maybank received in 2014 as “Main Award” winner in the Finance, Insurance and Real Estate category at the National OSH Excellence Award 2014 recognises organisations nationwide that performed outstanding Occupational Safety and Health (OSH) implementations in their workplace. This award is testimony of the high priority we place on safety and health, underscored by our Occupational Safety & Health Policy Statement as our pledge to staff and stakeholders for our workplace and premises. As the Bank accelerates its momentum as a regional organisation, Group Human Capital will focus on extensively sharing OSH best practices across the Group. We are mirroring OSH Maybank Malaysia’s framework with Maybank BII Indonesia, localised with Indonesia’s OSH regulations.

Group Human Capital

OSH care is also extended to vendors and Maybank is the only Bank that implements high-standards on workplace safety involving contractors on its premises, aligned to the government's vision to reduce the number of accidents involving high-risk contractors. The initiation of Contractor Safety Programme in 2011 such as the NIOSH-Maybank Safety Passport (NMSP) for Maybank's main buildings is an example to ensure safety and health of all contractors at work. All efforts were underway in 2014 for the Bank to make necessary arrangements for NMSP to be fully implemented in 2015.

Various initiatives are continuously organised to promote OSH awareness for our staff and stakeholders in our workplace. Health and wellness activities are yearly initiatives to promote a healthy lifestyle. Amongst the programmes and campaigns that benefitted Maybankers as well as family members were the Ergonomics Workshops, Positive Parenting Workshops, Mind Therapy@Work Workshops and Safe Commuting Programme benefiting over 1,000 staff in 2014. We also provided counselling for those affected by disasters.

The popular monthly health talks by specialists in the medical profession cover a range of topics related to occupational health, major illness including those common to women and healthy lifestyle such as Trim & Fit Weight Management Programmes. The Health & Wellness Open Day organised during the year promotes awareness of healthy lifestyle to staff. More than 1,900 staff attended the programmes in 2014.

We decided we were ready to formally put in place a Group-wide Work-Life Policy in 2013 although we embarked on work-life balance initiatives much earlier within our People and Performance Transformation 5-Year Plan that went full steam in 2009. With a work-life business approach, staff are more productive. A key feature is the Maybank's Flexible Work Arrangements which was practised in the past on a case to case basis but now governed within a policy communicated groupwide covering fixed flexible schedule, flexitime, flexible work location and conversion to fixed-hour part-time employment. Over a hundred staff are approved on Flexible Work Arrangement in the last 15 months.

Maybank has other support mechanisms formally in place to ensure work-life balance is attained successfully for both the organisation as well as staff. The Maybank Tiger Cubs Childcare Centre (MT3C) was established in January 2014 and is believed to be the first of its kind to operate on a purely emergency basis in Malaysia. Parents who face unforeseen challenges when it comes to securing childcare services utilise the facilities in this drop-in childcare centre with ease of minds and hearts for a temporary period while they source alternative childcare services. Having an in-house emergency childcare facility supports Maybank's focus on productivity improvement. Since the establishment of the MT3C catering for ages from 3 months to 6 years, and as at early February 2015, 691 children of staff have benefited from the service. Many of the children using the service are below 3 years old, with 52% of them below 2 years old. MT3C also provides a designated breastfeeding corner for mothers to maintain mother-child bonding, even while at work.

An important health initiative was the refurbishment of the Maybank Recreation Centre at Menara Maybank, open to over 6,000 staff in the building and surrounding branches as well as our retirees. The upgrade included new facilities featuring new equipment, cardio training areas, spinning and aerobics studios, squash and badminton halls, board games alongside changing and shower facilities. There is also a separate gymnasium for women following feedback from female staff. These facilities are complemented by our extensive sporting facilities at Maybank Academy that boasts of a track, swimming pool, tennis courts, football field and gymnasium.

Maybank has a proven record of promoting sports amongst its staff. Our staff have represented the nation in several sports and continue to do so. In the TNB-Malaysian Hockey League, Maybank emerged sixth place and in the overall TNB Cup Tournament, Maybank was placed fourth. The Maybank team continues to emerge as overall champion in the yearly National Bank Sports Council Games since 1982. Over 2,000 staff from across the group participated in our Biennial 2014 Maybank Sports Carnival.

STAFF VOLUNTEERISM: INSPIRING MEANING & SUSTAINABILITY

The Cahaya Kasih (CK) Volunteerism Programme is Maybank's flagship volunteer programme where staff volunteer their time and expertise to bring about positive change and difference to the communities they engage with where Maybank has presence. During the year, over 26,200 volunteers spent over 142,900 man-hours on the CK Challenge and other activities. Their passion for volunteerism is evident from their active participation in many Cahaya Kasih Volunteerism Programmes, namely the CK Challenge sustainable initiatives, Maybank Global CR Day, festive celebrations with the community, national events/campaigns that promote harmony and even serving as volunteers during natural calamities.

We continue to ensure our volunteerism programmes are aligned and implemented effectively across the Group by training the Planning Managers who are responsible to coordinate volunteerism initiatives across the Group. A total of 103 Cahaya Kasih Planning Managers Group-wide attended a 3 day workshop aimed at improving the planning and execution of initiatives as well as sharing effective programmes for others to improve on their activities.

Our Global CR Day saw Maybankers from across all countries showcasing their long-term initiatives creating a visible 'force of good'. The 5th Global CR Day 2014, themed 'Inspiring Global Communities', chalked milestones in terms of participation and range of initiatives undertaken. A record of 24,971 staff participated worldwide, an increase of 6.2% over 2013. Man-hours clocked also increased to 129,921 (over 92,000 in 2013).

In 2014, we launched the second cycle of the CK Challenge with 96 sustainable initiatives implemented that are aligned with Maybank Foundation's CR Pillars namely, Community Empowerment, Education, Healthy Living, Environmental Diversity and Arts & Culture. Of the 96 initiatives, 43% focused on Community Empowerment, 36% on Education, 17% on Healthy Living, 3% on Environmental Diversity and 1% Arts & Culture. The progress of the initiatives are shared on the Cahaya Kasih microsite. It is accessible to all Maybankers for best practice sharing.



With excellent teamwork and great heart, Maybank flood volunteers banded together to organise efforts in making an impact in the lives of those affected

Group Human Capital



Group President and CEO, Datuk Abdul Farid Alias joins in Maybank New York's "Habitat for Humanity" activity



Board of Directors, Chairman, Group EXCO, Maybankers and beneficiaries cherishing special moments together at the Maybank Group Deepavali Celebration



Group Human Capital's Maybank Charity Bazaar 2014 at Midvalley Megamall



Puan Nora Manaf, Group Chief Human Capital Officer joining Maybankers and the children from beneficiaries to make the traditional Christmas gift crackers at the fun-filled Christmas Celebration



Children from beneficiaries receiving raya goodies at the Maybank Group Raya Celebration



Maybank Cambodia's read a book campaign

Group Human Capital

DIVERSITY, INCLUSIVITY & GENDER POLICY

As a regional organisation with staff of over 30 nationalities, we value diversity and differences and tap on them for experience and creativity to give us a broader range of competence, skills and experiences to enhance our capabilities to achieve business results. Our Diversity and Inclusion Policy governs all aspects of employment practices and activities, ensuring there is no discrimination or harassment, and is based on the rule of meritocracy. The principles of this policy are embedded in our HR strategy, policies and practices from recruitment to training, rewards and compensation to promotion, resignation, training, wellness and recreational activities and corporate responsibility initiatives amongst others as reported in this section. The policy is also practiced in our business relationship with all stakeholders.

Our gender representation is closely tracked as part of our standard people dashboard since the last five years within our transformation programme. It is also monitored as part of Maybank's Group Inclusiveness and Diversity Agenda (GIDA) through a compulsory Key Performance Indicator (KPI) in the Group EXCO scorecard. We continue to advance our women agenda year-on-year to enable women to accelerate their development and enhance performance while successfully balancing the demands of career and personal life.

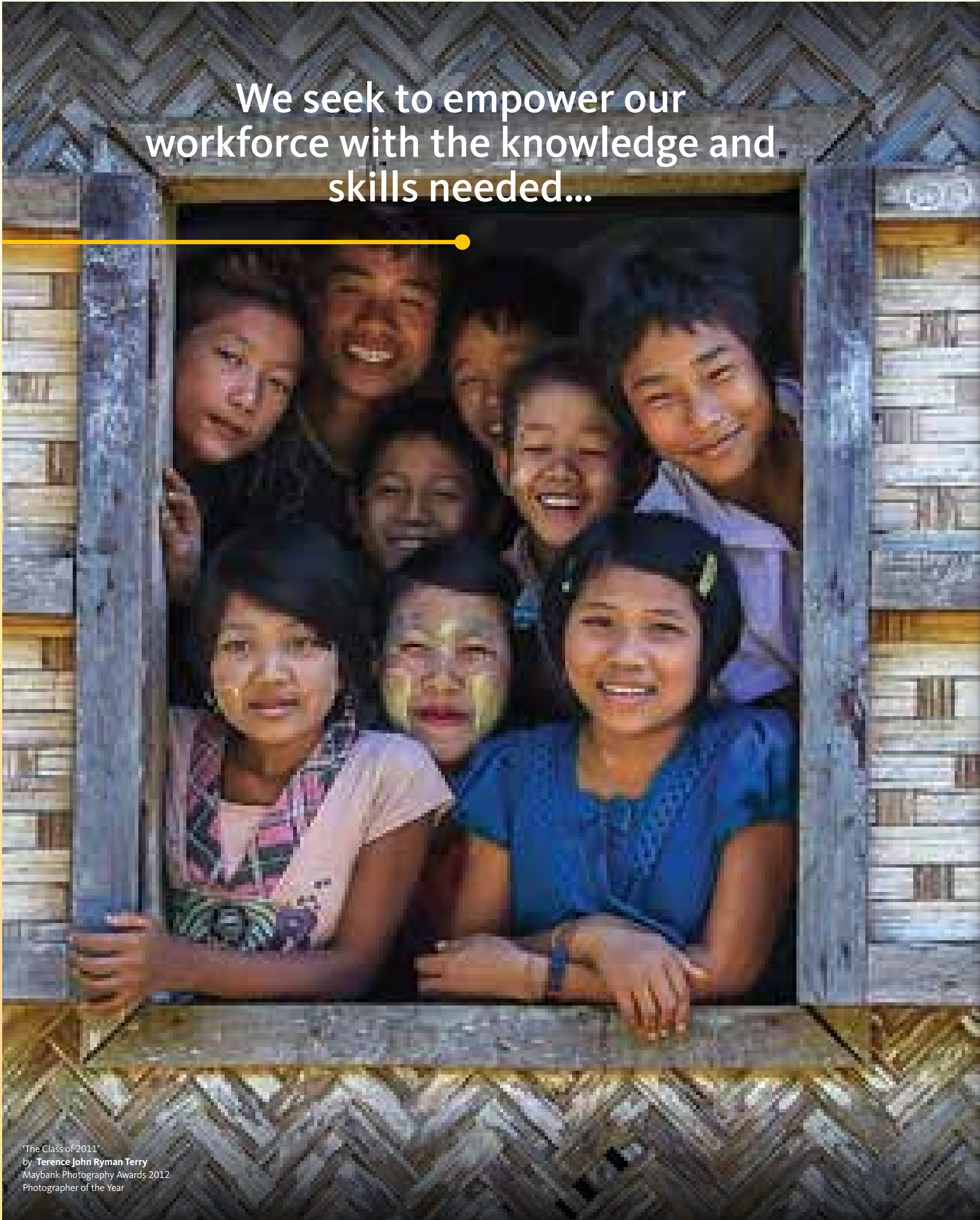
Apart from the many programmes we have to create an enabling environment such as the flexible work arrangements, 90 days maternity leave, paternity leave, provision for delivery charges for eligible staff, celebrations such as the yearly Maybank Group International Women's Day, ongoing wellness programmes and the MT3C, we have also formed the Maybank Women Council. The Council works within the current structure of the Bank to increase representation of women in top management and has 5 targets to deliver in 2015. The targets include not only successful appointment of qualified women into a minimum of 30% of the managerial position vacancies in the year, but also breakthroughs in business derived from insights on women, for example – women's financial and purchasing patterns and needs. Another important initiative implemented in late 2013 was the launch of our Women Mentor Women (WMW) programme that paired 35 women mentees with mentors from senior management.

In 2014, women in the workforce at Maybank stood at 58%. Women representation in senior management positions have grown from 11% in 2008 to 35% in 2014. Women in the succession planning pool for critical positions increased from 19% in 2010 to 35.1% in 2014.



Puan Nora Abd Manaf, Group Chief Human Capital Officer receiving the "Best Malaysian Organisation" Award from Malaysia's Deputy Prime Minister, Tan Sri Muhyiddin Yassin at the Life at Work Award 2014

We seek to empower our
workforce with the knowledge and
skills needed...



'The Class of 2011'
by Terence John Ryman Terry
Maybank Photography Awards 2012
Photographer of the Year



...to ensure our performance is driven by
continuous innovation.

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PIONEERING INNOVATIONS

1978

Pioneered the computerisation of banking operations in Malaysia

1981

First Malaysian bank to set up ATMs in Malaysia



1992

First Malaysian bank to offer a computerised telephone service

2000

First bank in Malaysia to introduce Internet banking services

2006

First to offer online mobile banking via SMS followed by M2U Mobile Services using GPRS/3G phones

Economic & Industry Review

Economy: Global economic growth in 2014 was stable at 3.3% (2013: 3.3%) but uneven across the major economies amid sustained US expansion (2014: 2.4%; 2013: 2.2%), lackluster Eurozone (2014: 0.9%; 2013: -0.4%), stagnant Japan (2014: 0.0%; 2013: 1.6%) and slowdown in China (2014: 7.4%; 2013: 7.7%).

Banking Sector: US Federal Reserve progressively reduced its monetary stimulus (i.e. quantitative easing or QE) during the year which ended in October, followed by signaling of further policy normalisation via guidance of interest rate hikes in 2015. This triggered risk aversion and shifts in capital flows away from the currencies and asset of other major economies and the emerging markets in favour of US currency and US Dollar-based assets. At the same time, the price of crude oil fell sharply.

GLOBAL AND ASEAN ECONOMY



REVIEW

Global economic growth 2014 was stable at 3.3% (2013: 3.3%) but uneven across the major economies amid sustained US expansion (2014: 2.4%; 2013: 2.2%), lackluster Eurozone (2014: 0.9%; 2013: -0.4%), stagnant Japan (2014: 0.0%; 2013: 1.6%) and slowdown in China (2014: 7.4%; 2013: 7.7%). Global financial markets was volatile as the US Federal Reserve progressively reduced its monetary stimulus (i.e. quantitative easing or QE) during the year which ended in October, followed by signaling of further policy normalisation via guidance of interest rate hikes in 2015. This triggered risk aversion and shifts in capital flows away from the currencies and asset of other major economies and the emerging markets in favour of US currency and US Dollar-based assets. At the same time, the price of crude oil fell sharply.

ASEAN-6 real GDP growth in 2014 averaged a slower 4.4% (2013: 5.1%) on similarly uneven performances among the individual economies, reflecting country-specific cyclical, structural, policy and political factors. Overall, the growth deceleration in Singapore, Indonesia and Vietnam as well as the virtually stagnant Thailand outweighed the growth acceleration in Malaysia and the Philippines.

Global Real GDP				
% change	% Share of World GDP	2013	2014	2015E
World		3.3	3.3	3.6
Advanced Economies	46.0	1.4	1.8	2.2
US		2.2	2.4	3.2
Eurozone		(0.4)	0.9	1.0
Japan		6.1	0	1.0
UK		3.7	1.7	2.7
BRIC	21.5	4.1	3.4	2.9
Brazil		2.9	2.5	0.2
Russia		2.7	1.3	0.6
India		2.6	5	5.5
China		13.3	7.7	7.4
Asian NIEs	3.3	3.0	3.1	3.2
South Korea		1.9	3.0	3.3
Taiwan		0.7	2.1	3.7
Hong Kong		0.4	2.9	2.5
Singapore		0.4	4.4	2.9
ASEAN-5	2.6	5.2	4.7	5.4
Indonesia		1.1	5.6	5
Thailand		0.5	2.9	0.7
Malaysia		0.4	4.7	6.0
Philippines		0.2	5.4	6.1
Vietnam		0.4	7.2	5.9
Asia ex-Japan	21.9	6.6	6.5	6.3
World Trade Volume		3.0	3.1	3.8

Sources: IMF, Consensus, Maybank-KE

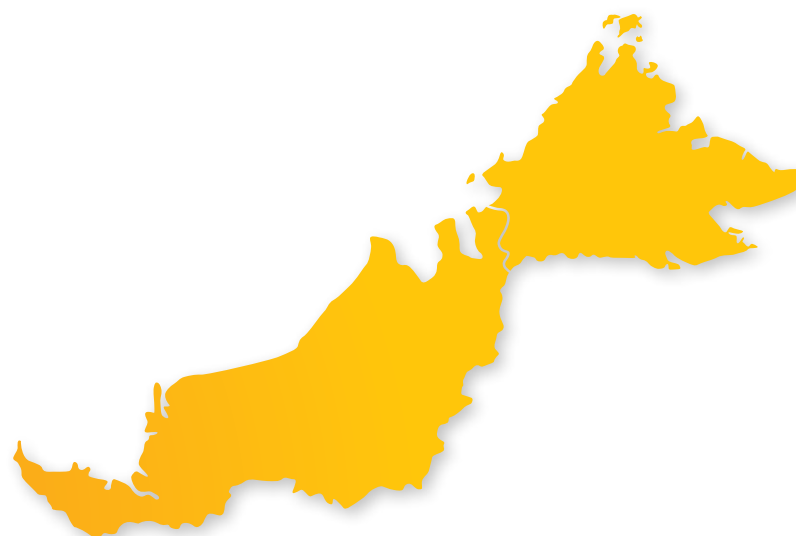
Economic & Banking Industry Review

OUTLOOK

The outlook for 2015 is challenging as growth and monetary policy divergences among the major economies and the volatilities in the financial markets, currencies and commodity prices are likely to persist. Global economic growth is expected to moderately pick up to 3.6% in 2015 (2014: 3.3%), essentially driven by the acceleration in US real GDP growth (2015E: 3.2%; 2014: 2.4%), amid sluggish growth in Eurozone (2015E: +1.0%; 2014E: +0.8%) and Japan (2015E: +1.0%; 2014: +0.0%) on top of the further slowdown in China (2015E: +7.0%; 2014: +7.4%). A US-driven external demand and the boost to intra-ASEAN trade, business and investment flows with the launch of the ASEAN Economic Community (AEC) will be key in lifting 2015 growth in ASEAN-6 (2015E: +5.0%; 2014: +4.4%) amid continued mixed domestic conditions.

Key downside risks to 2015 outlook include earlier than expected and more aggressive hikes in US interest rates; new round of Eurozone crisis on failure to resolve the standoff between Greece and the EU-ECB-IMF troika over the country's debt and bailout programme; harder landing in China; and deflation. On the other side of the coin would mainly be firmer than expected growth in Eurozone and Japan as a result of the specific policy measures (i.e. the European Central Bank's (ECB) QE; Japan's postponement of the second round of consumption tax rate hike originally scheduled for October 2015 after the hike in April 2014 that caused the technical recession in 2Q 2014 - 3Q 2014), as well as recovery in commodity prices.

MALAYSIA



ECONOMIC REVIEW

Malaysia's real GDP growth quickened to 6.0% in 2014 (2013: 4.7%), driven by resilient consumer spending (2014: 7.1%; 2013: 7.2%) and rebound in net external demand (2014: 19.7%; 2013: -12.6%) as export growth (2014: 5.1%; 2013: 0.6%) gained momentum and outpaced import growth (2014: 3.9%; 2013: 2.0%). These offset the slowdown in Government consumption (2014: 4.4%; 2013: 6.3%) and gross fixed capital formation (2014: 4.7%; 2013: 8.5%).

Malaysia: GDP By Demand and Sectors

% change	2013	2014
Real GDP	4.7	6
<i>By Demand</i>		
Domestic Demand	7.4	6.0
Private Consumption Expenditure	7.2	7.1
Government Consumption Expenditure	6.3	4.4
Gross Fixed Capital Formation	8.5	4.7
Net External Demand	(12.6)	19.7
Exports of Goods & Services	0.6	5.1
Imports of Goods & Services	2	3.9
<i>By Sectors</i>		
Agriculture, Forestry & Fishing	2.1	2.6
Mining & Quarrying	0.7	3.1
Manufacturing	3.5	6.2
Construction	10.9	11.6
Services	5.9	6.3

Source: Dept. of Statistics

ECONOMIC OUTLOOK

For Malaysia, growth is expected to slow to 4.5% in 2015 (2014: 6.0%), largely on the impact of lower crude oil price in particular, and soft commodity prices in general, on net exports (2015E: -2.2%; 2014: 19.7%) as well as on government oil-related revenues resulting in government spending cut (2015E: -4.3%; 2014: 4.4%) to achieve the revised budget deficit target of -3.2% of GDP (original 2015 target: -3% of GDP; 2014: -3.5% of GDP). There is also the impact on oil & gas sector and related activities due to cuts in the industry's capital and operating expenditures. In addition, consumer spending is expected to decelerate (2015E: 6.3%; 2014: 7.1%) on the after-effect of the Goods and Services Tax (GST) introduction on 1 April 2015. Mitigating factors include the continuation of Government development spending and capital expenditure by non-oil & gas government-linked companies to sustain gross fixed capital formation growth (2015E: 6.1%; 2014: 4.7%), some boost to export competitiveness from the weaker Ringgit, as well as the positive income effect from the lower fuel prices following the Government decision to float the previously subsidised petrol and diesel prices as crude oil price plunged, the 1%-3% personal income tax rate cuts, as well as the continuation of the cash handout programme (BR1M) to assist the lower income groups.

BANKING SECTOR REVIEW 2014

In 2014, Malaysia's banking system loans growth moderated to 9.3% year-on-year (YoY) from a growth rate of 10.6% YoY in 2013, as the pace of both household and non-household loan expansion softened. Household loan growth ended the year at 9.9% YoY compared to 12.0% YoY in 2013 while non-household loan growth eased to 8.5% YoY in 2014 from 8.9% YoY in 2013.

Economic & Banking Industry Review

Residential property loans growth remained resilient, expanding 12.9% YoY in 2014 compared to 13.4% YoY in 2013, and accounted for 29% of total system loans. Auto loans, which accounted for 12% of total system loans, saw growth moderate to just 2.3% YoY in 2014 from 6.2% in 2013. Non-residential property loans (13% of total loans), meanwhile, expanded at a slower but still robust, pace of 14.9% YoY in 2014 versus 17.8% in 2013. Credit card and personal financing growth remained subdued in 2014 with the former expanding just 1.2% YoY and 3.9% YoY. Household loans accounted for 57% of total industry loans as at the end of 2014.

Private debt securities (PDS) issuances remained strong, with RM85.5 billion worth of issuances in 2014, or 2% higher than the cumulative total of RM83.9 billion issued in 2013.

The industry's loan/deposit ratio rose to 86.7% end-December 2014 from 84.6% end-December 2013. Against total deposit growth of 7.6% YoY, Current Account and Savings Account (CASA) deposits rose at a slower pace of 4.0% YoY and accounted for 25.6% of total deposits as at the end of 2014.

Asset quality remained impeccable, with the industry's net impaired loan ratio declining to just 1.2% end-December 2014. Loan loss coverage was a healthy 107%. Capital ratios remained strong, with the industry's Common Equity Tier-1 capital ratio at 12.6%, Tier-1 capital ratio at 13.3% and risk-weighted capital ratio at 15.2%.

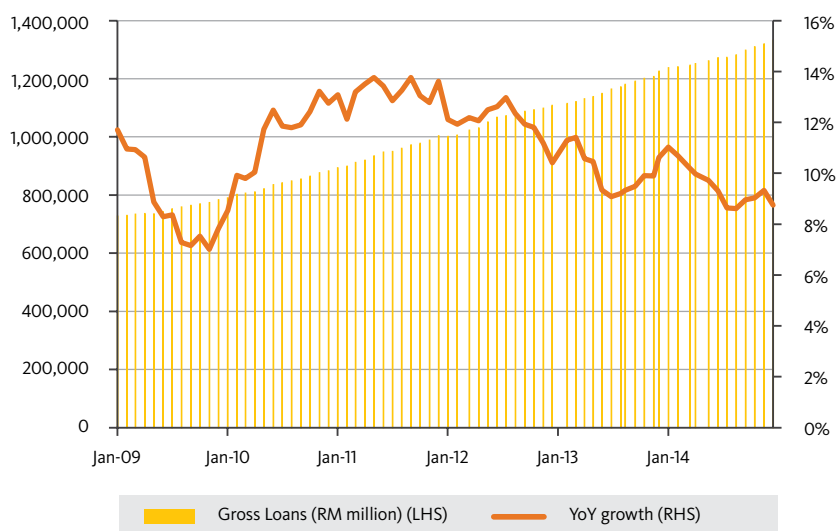
BANKING SECTOR OUTLOOK 2015

The operating environment remains challenging in 2015 amid more moderate economic growth and increased volatility on the macro front, particularly in relation to currency and commodity price movements.

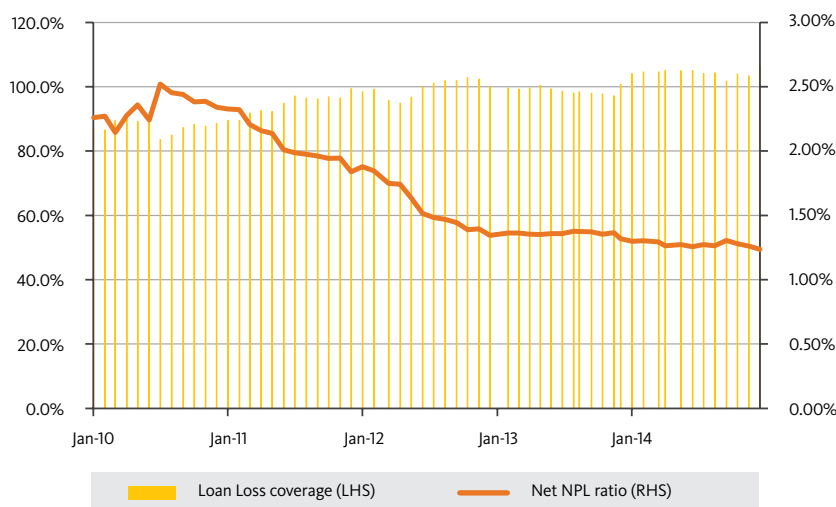
Economic growth is expected to taper off to 4.5% in 2015 from 6.0% in 2014 and consumer demand is expected to soften in the near term, post the implementation of the Goods and Services Tax from April 1 onwards. This in turn, is expected to contribute to a moderation in household loan growth in 2015. The other challenge this year will be in preserving margins, for funding competition remains keen amid tighter liquidity conditions.

What is positive, nevertheless, is that many of the key infrastructure projects are still expected to proceed as planned, and this should help to sustain the pace of business loan growth in 2015. Moreover, the export-oriented industries should continue to fare well in light of the more competitive Ringgit. Monetary policy, meanwhile, is expected to remain accommodative. Asset quality remains impeccable but greater vigilance will be required amid increased volatility and uncertainties both on the domestic and external fronts.

Malaysia: Industry Gross Loan Growth



Malaysia: Industry Asset Quality



SINGAPORE



ECONOMIC REVIEW

Singapore recorded a slower expansion of 2.9% in 2014 (2013: 4.4%) as both domestic demand and net external demand eased on decelerations in consumer spending (2014: 2.5%; 2013: 3.6%), government consumption (2014: 0.1%; 2013: 11.5%), exports (2014: 2.1%; 2013: 4.5%) and imports (2014: 1.4%; 2013: 3.8%) while gross fixed capital formation declined (2014: -1.9%; 2013: 1.1%).

Economic & Banking Industry Review

Singapore: GDP By Demand and Sectors

% change	2013	2014
Real GDP	4.4	2.9
<i>By Demand</i>		
Domestic Demand	3.6	0.5
Private Consumption Expenditure	3.6	2.5
Government Consumption Expenditure	11.5	0.1
Gross Fixed Capital Formation	1.1	(1.9)
Net External Demand	9	6.4
Exports of Goods & Services	4.5	2.1
Imports of Goods & Services	3.8	1.4
<i>By Sectors</i>		
Manufacturing	1.7	2.6
Construction	6.3	3
Services	6.1	3.2

Source: CEIC

ECONOMIC OUTLOOK

Singapore's growth is expected to slow to 2.5% in 2015 (2014: 2.9%) amid the cross-currents of headwinds and tailwinds, as well as cyclical and structural factors. Headwinds include the upward pressures on domestic interest rates. Structural factors like the policy-driven tightness in the job market to drive productivity are affecting labour intensive sectors and activities, including the resultant high labour cost that is causing business and plant relocations. These are compounded by the cyclical factors, namely the prolonged housing downturn amid no sign of the Government reversing or easing the measures to curb property speculation and prices. Keeping the economy in growth mode though are the tailwinds from favourable inflation and purchasing power effects of lower crude oil – hence fuel – prices on private consumption, although the crude oil price plunge also adversely affects oil & gas related industries. External trade and financial activities are expected to be relatively more positive but volatile given the disparate growth and monetary policies among the major economies, plus the expected boost to intra-ASEAN trade, business and investment flows with the commencement of AEC.

BANKING SECTOR REVIEW 2014

In 2014, Singapore's system-wide domestic banking unit loan growth slowed to 5.9% YoY from 17.0% in 2013. The slowdown was across the board.

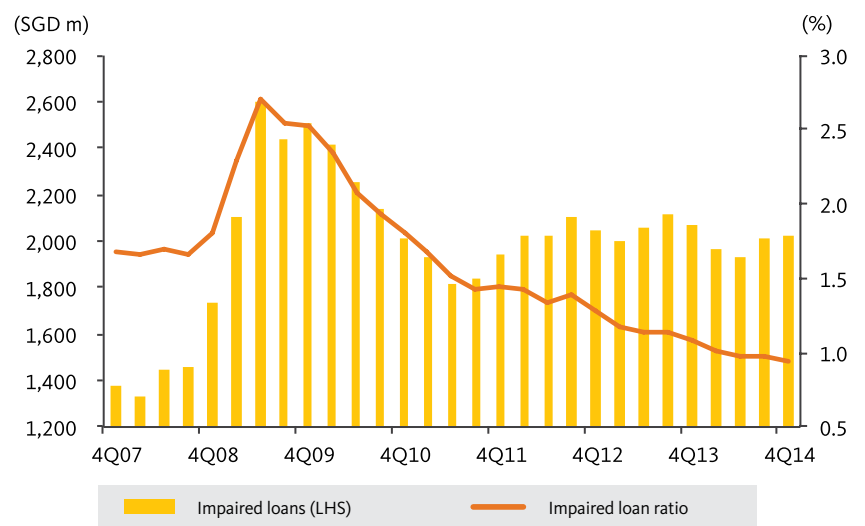
Consumer loan growth softened to 5.1% YoY from 9.0% YoY in 2013. Consumer loans accounted for 38.9% of total industry loans as at end-2014. Growth was weighed down by property market weakness (+6.5% YoY) and fast-shrinking car loans (-19.2% YoY). Residential property loans formed 29.2% of total loans in 2014.

Business loan growth decelerated from 22.9% YoY in 2013 to 6.4% YoY. The weakness came from general commerce loans, which accounted for 12.8% of system loans as at end-2014. General commerce loan growth weakened to 2.9% YoY in 2014 from 32.3% YoY in 2013.

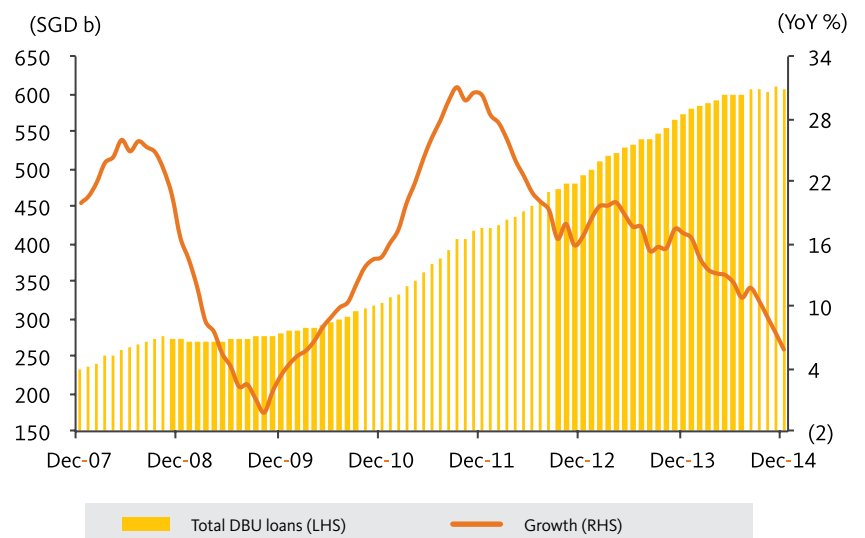
Liquidity tightened during the year, with the industry's loan/deposit ratio rising from 106.8% at end-December 2013 to 110.5% at end-December 2014. Against total deposit growth of 2.4% YoY, Current Account and Savings Account (CASA) deposits rose at a faster 4.7% YoY and accounted for 62.1% of total deposits as at end-2014.

Asset quality remained strong, with the industry's gross impaired loan ratio declining to 0.94% at end-December 2014 from 1.08% at end-2013. Loan loss coverage was a healthy 159.1%. 2014 saw some stress in housing loans but the cases were isolated and not indicative of systemic risks. Capital ratios remained strong, with the industry's Common Equity Tier-1 ratio at 13.6%, core capital ratio at 13.6% and risk-weighted capital ratio at 16.0%.

NPL Trend



Loans and Advances of Domestic Banking Units to Non-Bank Customers



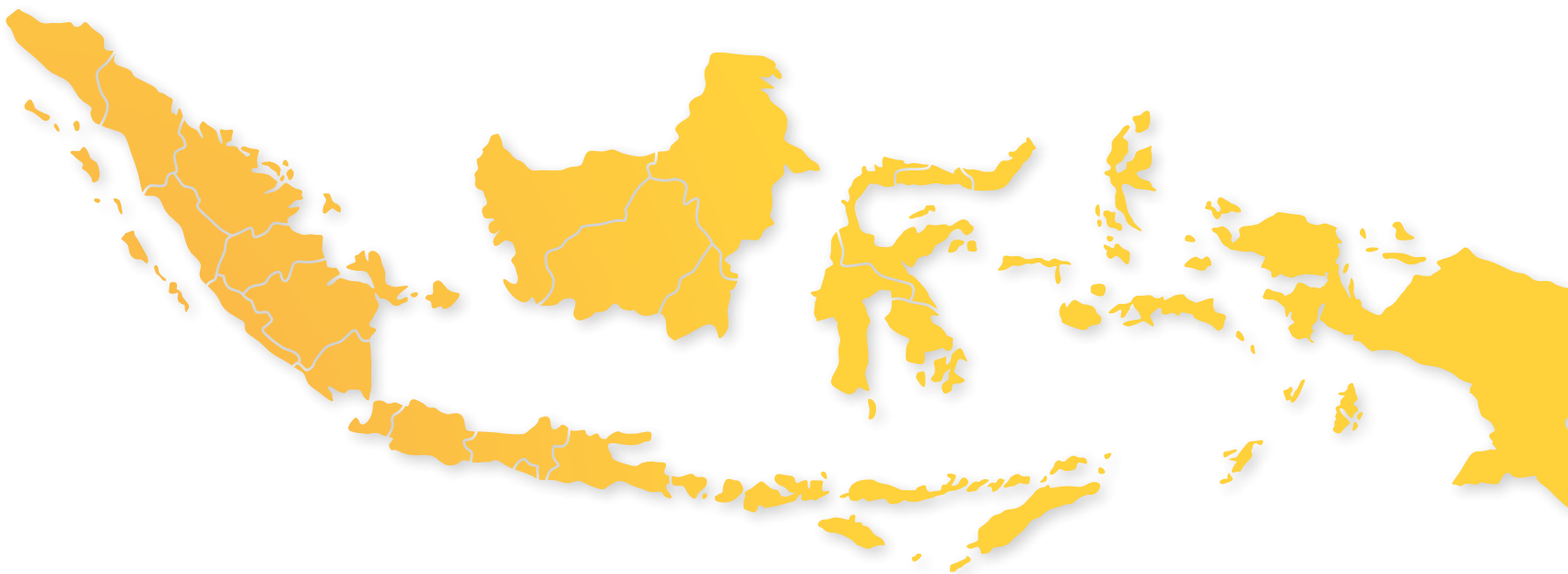
BANKING SECTOR OUTLOOK 2015

Economic momentum is expected to come in slightly weaker this year. The banking outlook is likely to stay positive with an expected expansion in net interest margins more than compensating for softness in industry loans growth. Property tightening should continue to dampen consumer loan growth.

We expect higher short-term rates to boost net interest margins. Asset quality is expected to stay strong, shielded by strong household and corporate balance sheets and our expectations of moderate increases in rates.

Economic & Banking Industry Review

INDONESIA



ECONOMIC REVIEW

Indonesia's economy moderated for the fourth consecutive year in 2014 to 5.0% (2013: 5.6%), affected by cautious consumers, businesses and investors amid the Parliament and Presidential elections, the hikes in fuel prices and interest rate, the Government ban on raw minerals exports as well as the drop in commodity prices. The growth slowdown was broad-based following moderation in consumer spending (2014: 5.1%; 2013: 5.4%), government consumption (2014: 2.0%; 2013: 6.9%) and gross fixed capital formation (2014: 4.1%; 2013: 5.3%), plus the contraction in net external demand (2014: -27.5%; 2013: 130.8%) as exports slumped (2014: 1.0% 2013: 4.2%) while imports picked up (2014: 2.2%; 2013: 1.9%).

Indonesia: GDP By Demand and Sectors

% change	2013	2014
Real GDP	5.6	5.0
<i>By Demand</i>		
Domestic Demand	5.5	4.5
Private Consumption Expenditure	5.4	5.1
Government Consumption Expenditure	6.9	2.0
Gross Fixed Capital Formation	5.3	4.1
Net External Demand	130.8	(27.5)
Exports of Goods & Services	4.2	1
Imports of Goods & Services	1.9	2.2
<i>By Sectors</i>		
Agriculture, Livestock, Forestry & Fishing	4.2	4.2
Mining & Quarrying	1.7	0.5
Manufacturing	4.5	4.6
Construction	5.2	5.6
Services	6.1	7.0
Source: CEIC	6.5	6.1

ECONOMIC OUTLOOK

The Indonesian economy is projected to grow faster at 5.5% in 2015 (2014: 5.0%) as economic activities are expected to normalise after the uncertainties of a "political" 2014. In particular, consumer and business spending are expected to be firmer on improving sentiment, while consumption and investment expenditure by the government should be stronger in line with the greater fiscal capacity arising from the lower expenses on fuel subsidy and the transfer of the savings to support productive economic activities, especially in terms of spending on economic and social infrastructure which is the main aim of the new Government. The key risks to Indonesia's outlook would be the economy's vulnerability to volatilities in financial markets, currency and capital flows, as well as to trends in commodity prices.

BANKING SECTOR REVIEW 2014

In 2014, Indonesia banking sector grew at a slower pace of 12% YoY vs. 22% YoY in 2013, and the slowdown was felt mostly in non-household lending. Loans for working capital, which account for 50% of total industry loans, decelerated to only 12% YoY by end 2014 from 20% YoY in 2013. Growth in loans for investment also dropped to 14% YoY in 2014 from 35% YoY for 2013. Household loans, which make up about 30% of the banking sector's total loan portfolio, maintained a relatively stable growth pace of 11% YoY compared to 14% a year earlier.

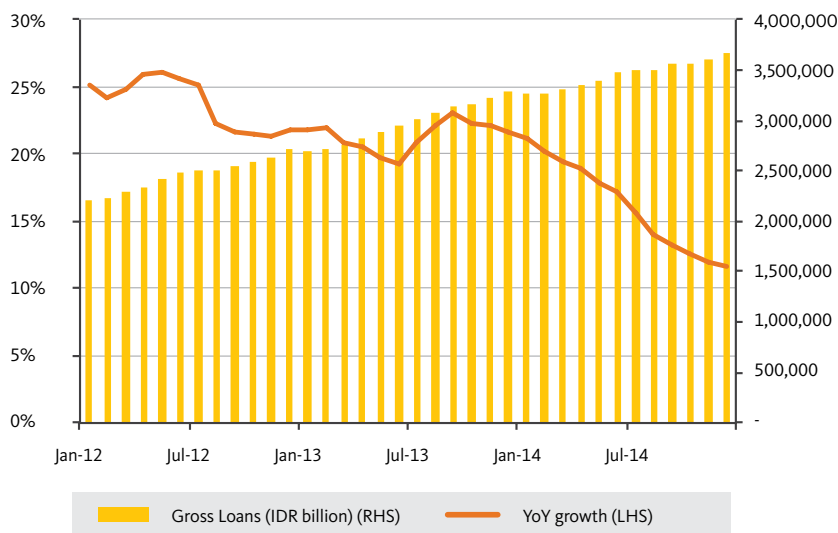
Mortgages, which make up 30% of household loans, saw a deceleration in growth due to the imposition of a higher downpayment on the next house purchase. The policy was implemented in late 2013 and caused mortgage expansion to drop to just 8% YoY in 2014 from 33% YoY in 2013. On the other hand, auto loans soared from a low base, expanding at a faster rate of 15% YoY in 2014 from just 6% in 2013. The low base in 2013 was also caused by a higher downpayment requirement back then.

Economic & Banking Industry Review

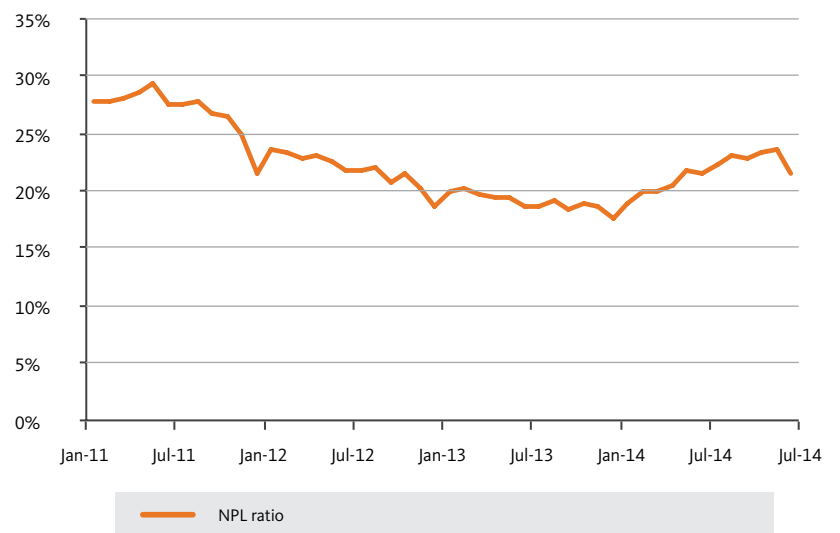
Liquidity tightened during the year. This was reflected in a stubbornly high LDR of 90% despite a slowdown in loan expansion. Funding cost increased along with higher fixed deposit growth from 16% YoY in 2013 to 23% YoY in 2014, increasing to 47% of total deposits from 44% previously. This rapid expansion in fixed deposits more than compensated for a deceleration in current and savings account growth rates to 7% YoY respectively. As such, total deposit growth in 2014 was unchanged at 14% YoY.

Asset quality deteriorated alongside rising inflation rate, but non-performing loan (NPL) levels were still manageable at 2.3% in 2014, up from 1.8% in 2013. On the other hand, capital ratios improved, with core capital ratios rising to 18% in 2014 from 16% in 2013, and risk-weighted capital ratios of 20%, up from 18% a year earlier.

Indonesia: Industry Gross Loan Growth



Indonesia: Industry Asset Quality



BANKING SECTOR OUTLOOK 2015

Indonesia's economic growth is expected to remain stable this year and the banking sector is likely to mirror this trend, with moderate loan and deposit growth and manageable asset quality. With the sector's top 10 players controlling 60% of market liquidity, the performance gap between the big and small banks, however, may continue to widen.

Among the segments that the government plans to target are the consumer and infrastructure sectors. Mortgages could see a pick-up, given that banks are ready to cut rates to boost demand. The government's consumer loans programs are also

likely to grow faster especially in the rural areas. Infrastructure projects are seen as a medium- to long-term growth source since there could be delays in execution. However, the risk profile of these loans will be low since most of these projects are government-related.

Plans are afoot to raise the domestic banking sector's competitiveness vis-à-vis its regional peers and to increase the involvement of local banks in national development projects. The emphasis will mostly be on State-Owned banks, which we believe will come out as the main beneficiaries over the long term.

Group Financial Review

MOHAMED RAFIQUE AMERICAN

Group Chief Financial Officer



OVERVIEW OF FY2014

Maybank Group had a challenging FY2014, particularly in the first half of the financial year. However, we managed to gain traction in the second half, enabling the Group to close with a net profit of RM6.72 billion and an ROE of 13.8%.

Business and international growth and improved loan loss provisioning expenses contributed to net profit performance

- Year-on-year (YoY) net operating income growth from all our major business pillars supported the Group's net operating income growth.
- The Group also recorded stronger performance from our International operations, which recorded the highest increase in net operating income of RM347 million compared to our other segments, resulting in a higher contribution of 36.1% to Maybank Group's net operating income in FY2014 from 34.4% in FY2013.
- Overall net fee-based income for the year was lower by 10.7% YoY mainly arising from lower foreign exchange profit in FY2014 as compared to FY2013.
- Cognisant of market conditions, we tightened overheads expenditure, which resulted in our costs increasing only by 2.1%.
- The Group recorded annualised gross loan growth of 7.5% for the first half of FY2014, but picked up momentum in the second half at 18.7%. This resulted in Group loans growth of 13.4% for the full year, ahead of guidance as loans growth in Malaysia and Singapore outperformed industry.
- Our overseas loans grew by 20.6%, resulting in an increase in overseas contribution to Group loans to 40.3% from 37.9% in FY2013.
- Deposits similarly gained traction after the first half, resulting in an 11.1% YoY growth.
- Maybank Group's capital position remained well-managed with higher total capital ratio of 16.24% from 15.66% a year ago.

Challenges impacting our performance were largely market driven

- Other operating income for FY2014 came in lower compared to the previous financial year due to lower foreign exchange income and trading gains.
- Gross impaired loans ratio increased to 1.52% from 1.48% at end FY2013 due to specific accounts that were impaired during the year. However the Group's asset quality in the consumer and corporate portfolios for Malaysia and Singapore are still at comfortable levels.
- Due to higher funding costs, net interest margins decreased by 12 basis points to 2.31% in FY2014.

The Board of Directors has proposed a final dividend of 33 sen single-tier dividend comprising a cash portion of 10 sen per ordinary share and an electable portion of 23 sen per ordinary share. The electable portion can be reinvested under the Dividend Reinvestment Plan.

The total single-tier dividend for the year was 57.0 sen per share, representing a net dividend payout ratio of 78.5%. This represents an increase of 3.5 sen or 6.5% over the total dividend per share in FY2013. Please refer to the Maybank Share pages in this annual report for more information on the dividend.

Group Financial Review

“Maybank Group has again achieved a record year with a net profit of RM6.72 billion and an ROE of 13.8% despite a challenging year. These solid results are testament to our strong franchise and our strategy of keeping focused on delivering on our regional strategy and growth of our business pillars whilst managing our efficiency and capital position.”

**PROFIT ATTRIBUTABLE TO
EQUITY HOLDERS OF THE BANK**

RM6.72 billion

FY2013: RM6.55 billion

COST TO INCOME RATIO

48.9%

FY2013: 47.8%

TOTAL CAPITAL RATIO

16.24%

FY2013: 15.66%

**INTERNATIONAL MARKETS PBT
CONTRIBUTION**

28.8%

FY2013: 30.3%

RETURN ON EQUITY

13.8%

FY2013: 15.1%

GROSS LOANS GROWTH

13.4%

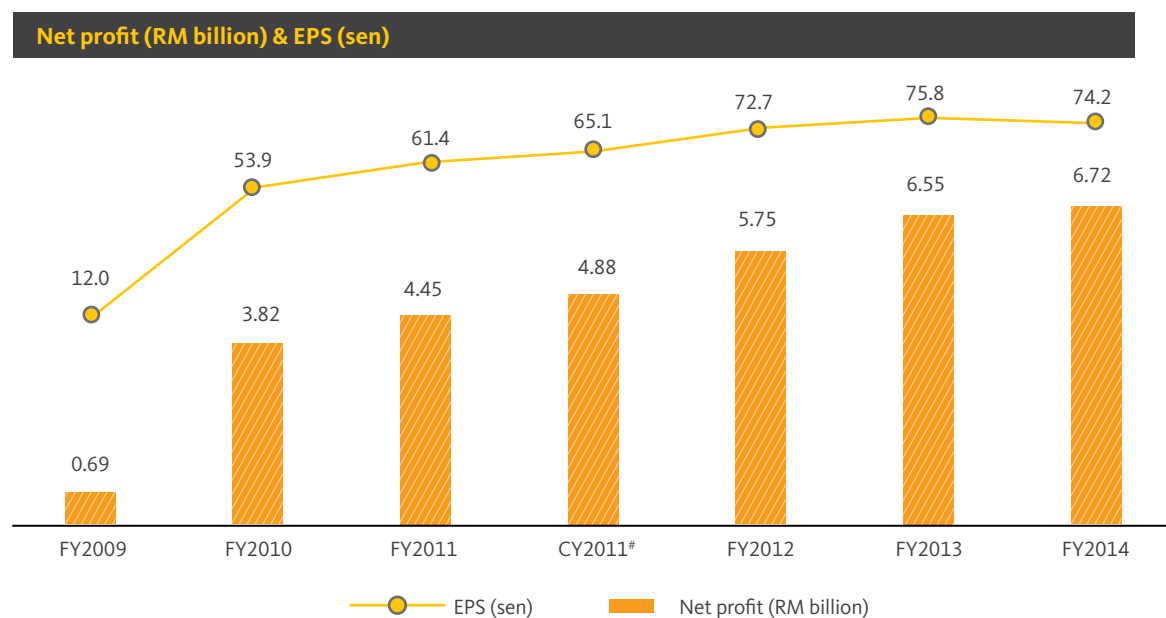
FY2013: 14.0%

Key Financial & Operating Indicators	FY2014	FY2013
Return on Equity (%)	13.8	15.1
Net Interest Margin (%)	2.31	2.43
Fee to Income Ratio (%)	31.9	35.7
Loan-to-deposit Ratio (%)	91.8	89.9
Cost to Income* (%)	48.9	47.8
Asset Quality		
Gross Impaired Loan Ratio (%)	1.52	1.48
Net Impaired Loan Ratio (%)	1.04	0.95
Loan Loss Coverage (%)	95.6	107.5
Charge off rate (bps)	(11)	(23)
Capital Adequacy (Group)		
Common Equity Tier 1 Ratio (%)	11.75	11.25
Total Capital Ratio (%)	16.24	15.66

*Total cost excludes amortisation of intangibles for BII and Kim Eng

Group Financial Review

INCOME STATEMENT ANALYSIS FOR FY2014



[#] CY 2011: Includes 12-month results from 1 January 2011 to 31 December 2011.

Profit & Loss Summary (RM million)	FY2014	FY2013	YoY
Net fund based income *	12,616.0	11,916.9	5.9%
Fee-based income ¹	5,899.3	6,360.7	(7.3)%
Net earned insurance premiums	3,946.1	3,941.3	0.1%
Fee-based income and net earned insurance premiums	9,845.4	10,302.0	(4.6)%
Net insurance benefits & claims incurred, net fee & commission expenses and life & takaful fund tax	(3,930.8)	(3,680.5)	6.8%
Net fee based income *	5,914.6	6,621.5	(10.7)%
Net operating income	18,530.6	18,538.4	(0.0)%
Overhead expenses	(9,111.3)	(8,927.9)	2.1%
Pre-provisioning operating profit (PPOP) ²	9,419.3	9,610.4	(2.0)%
Impairment losses	(470.8)	(880.1)	(46.5)%
Operating profit *	8,948.5	8,730.3	2.5%
Profit before taxation and zakat (PBT) *	9,111.6	8,869.6	2.7%
Profit attributable to equity holders (Net Profit) ³	6,716.5	6,552.4	2.5%
EPS - Basic (sen)	74.2	75.8	(2.2)%

¹ Fee-based income is the combined value of other operating income and fee-based income from Islamic Banking operations

² Pre-provisioning operating profit (PPOP) is equivalent to operating profit before impairment losses

³ Net profit is equivalent to Profit attributable to equity holders of the Bank

* From consolidated Group numbers, Insurance and Takaful business segment accounts for 7.3% of net fund based income, 13.3% of net fee-based income, 10.0% of operating profit and 9.8% of PBT

Net fund based income supported net operating income growth

- The Group delivered a satisfactory financial performance in FY2014 despite a challenging operating environment, with PBT rising by 2.7% to RM9.1 billion and net profit growing by 2.5% to RM6.72 billion.
- The Group's net operating income was supported by an increase in net fund based income which grew by 5.9%. However, overall net income was offset by weaker net fee-based income which saw a 10.7% decrease from the prior year. This was primarily due to lower foreign exchange profit in FY2014 as USD appreciation was higher in FY2013. As a result, net operating income in FY2014 was flat against FY2013 at RM18.5 billion.

Group Financial Review

Disciplined cost management resulting in slower overheads growth

- Our overhead expenses grew by 2.1%, the slowest rate in 3 years as management pursued tighter cost control in view of softer net operating income growth.
- During the financial year, we made some sizeable cost containments in personnel expenses for variable incentives.
- The overall increase in costs was due to higher personnel costs, administration & general costs and establishment cost which we incurred in pursuing our regional strategy. However, our personnel costs contribution to total overheads reduced from 55.4% in FY2013 to 55.1% in FY2014.

Lower impairment losses contributed to higher profitability

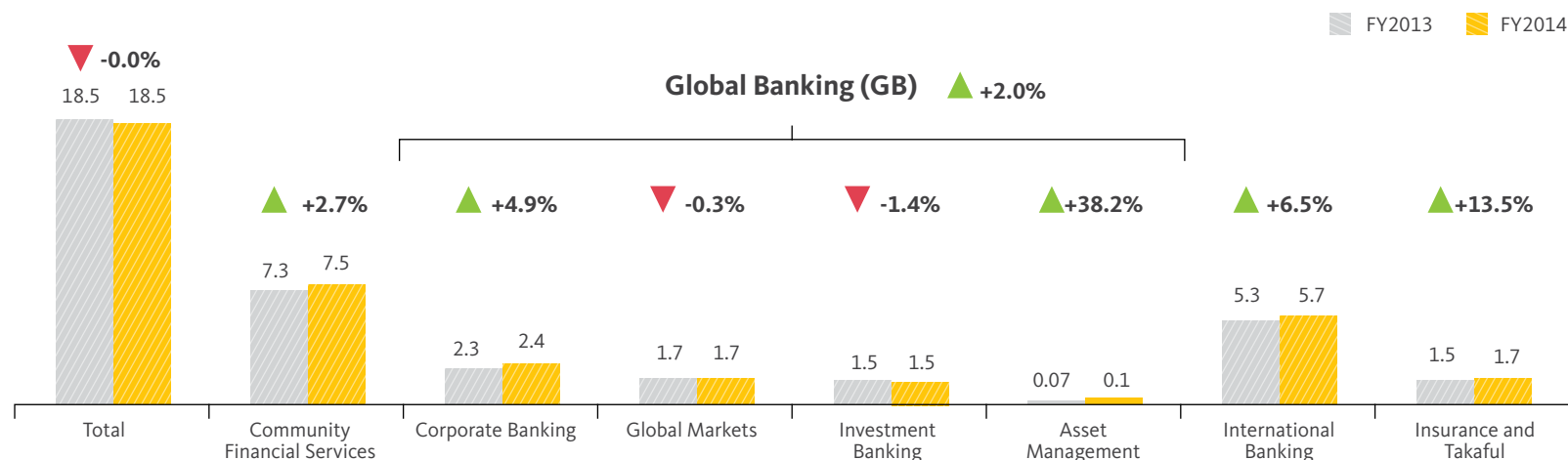
- Impairment losses improved by 46.5% coming in at RM471 million in FY2014 as individual and collective allowances improved and the Group was able to record higher recovery from bad debts during the financial year which increased from RM826 million in FY2013 to RM936 million in FY2014.
- Earnings per share declined by 2.2% to 74.2 sen in FY2014 as the Group's growth in share base arising from the two dividend reinvestment plans during the financial year outpaced net profit growth.

BUSINESS REVIEW

- In FY2014, our earnings remain diversified across our business segments. All our business pillars namely, Community Financial Services (CFS), Global Banking, International Banking and Insurance & Takaful recorded a YoY increase in net operating income. Global Markets and Investment Banking however, saw only a very slight decrease in net operating income by RM5 million (-0.3%) and RM21 million (-1.4%) respectively despite a slow capital market activity.

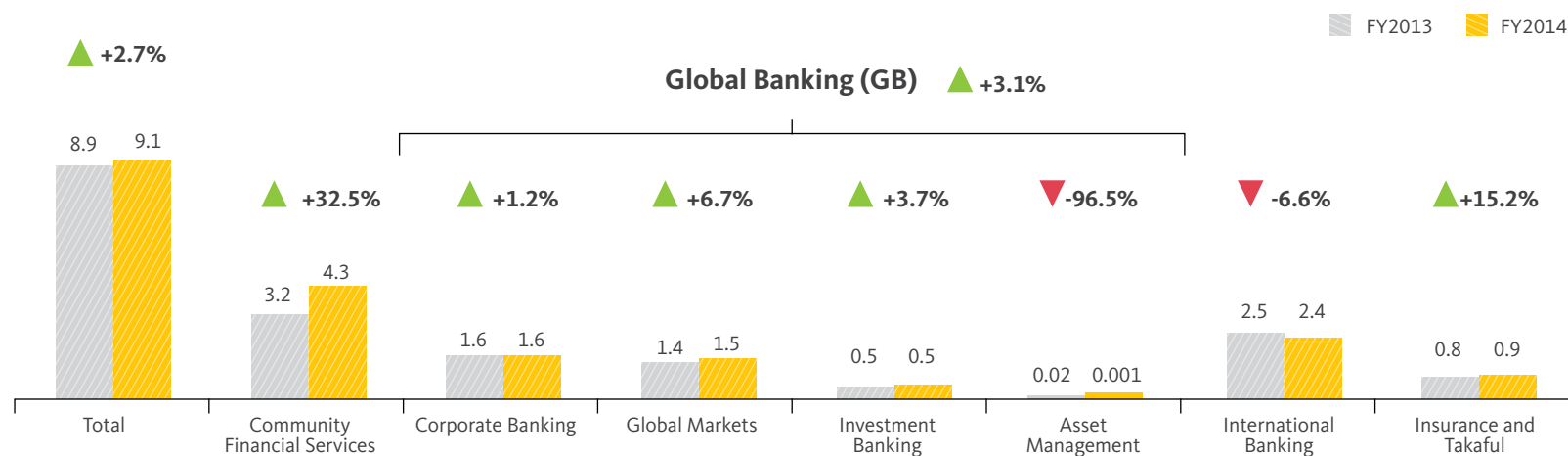
Net Operating Income and PBT by business segment

Net Operating Income (RM billion)



Note: Net operating income for Group includes expenditures of head office & others of RM2.0 billion for FY2014 and RM1.2 billion for FY2013.

Profit Before Taxation and Zakat (RM billion)



Note: Profit before taxation and zakat for Group includes expenditures of Head Office & Others of RM2.0 billion for FY2014 and RM1.2 billion for FY2013.

Group Financial Review

CFS continues its steady growth

- CFS, which is the largest contributor to Group's net operating income and PBT at 40.6% and 46.9% respectively continued to show positive net operating income growth driven by a 3.4% increase in net fund-based income as loan growth in SME, mortgage and auto finance remained robust and 0.5% increase in net fee based income. In addition, CFS also benefited from lower impairment losses due to improved recovery of bad debts in the business banking segment resulting in a 32.5% YoY increase in PBT.

Global banking impacted by sluggish capital market activities

- The Global Banking pillar, comprising corporate banking, global markets, investment banking and asset management, also saw an increase in net operating income and PBT by 2.0% and 3.1% respectively, supported by higher net fee-based income of 7.0%. However, net fund-based income contracted by 3.8% on the back of slower corporate loan growth in Malaysia through most of FY2014.

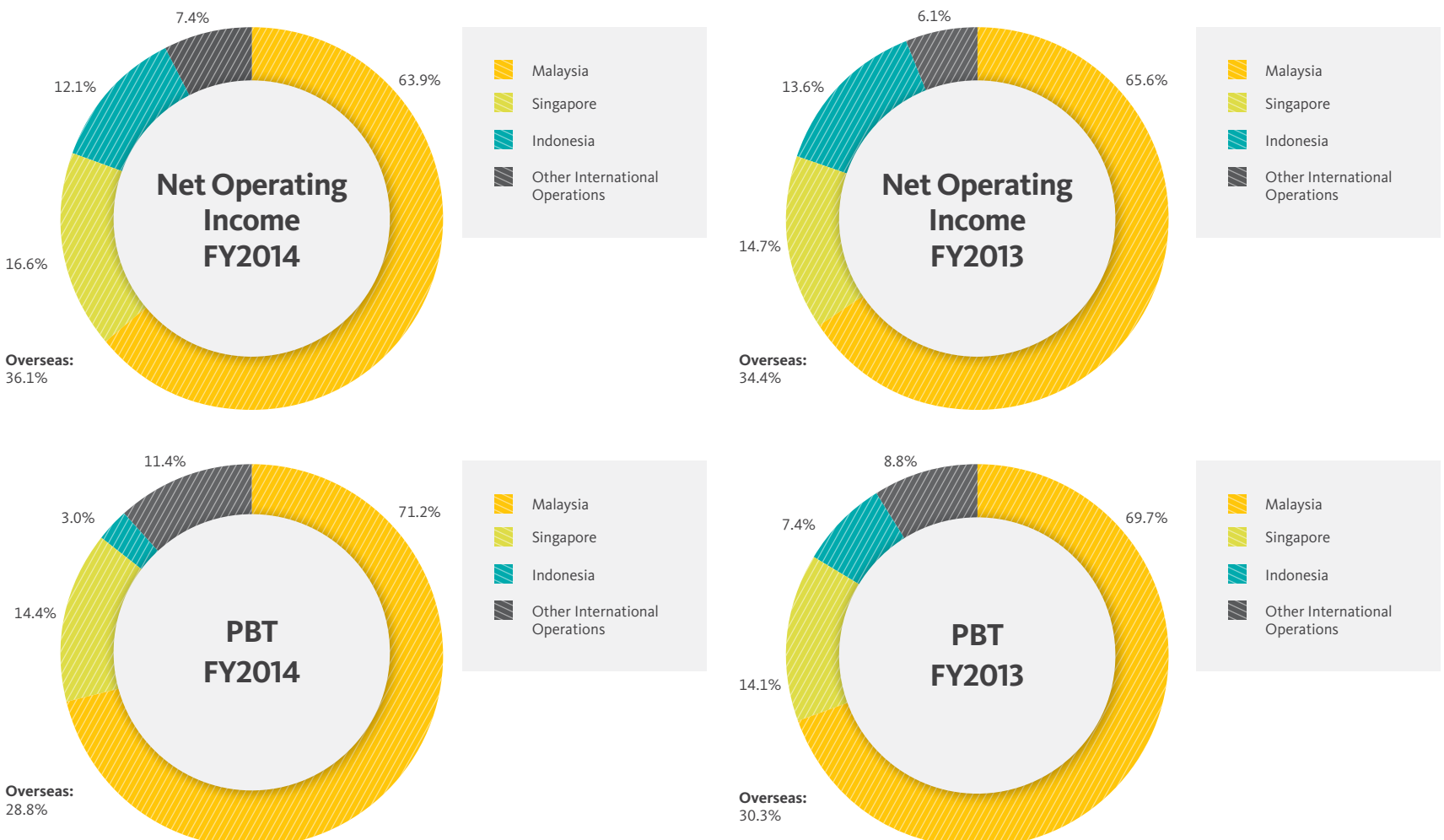
International operations continues to gain traction with highest net operating income increase

- Our international banking operations recorded higher YoY revenue of 6.5%, supported by net fund-based income growth of 9.5%. The major contributors were Singapore and Greater China which saw strong loan growth of 13.3% and 33.9% respectively.
- The robust growth in our international operations resulted in an increase of our overseas revenue contribution from 34.4% in FY2013 to 36.1% in FY2014. However, our overseas PBT contribution decreased to 28.8% in FY2014 from 30.3% in the prior year primarily due to lower contribution from Indonesia. Malaysia operations remained the largest contributor to the Group's net operating income and PBT at 63.9% and 71.2% respectively.

Insurance & Takaful records double digit growth on the back of MTM gains

- Our Insurance & Takaful pillar recorded double digit growth in both net operating income at 13.5% and PBT at 15.2% mainly driven by higher net fee-based income which included unrealised gains on securities and surplus transfer taken in at the end of the year.

Group Net Operating Income and PBT by geography



Group Financial Review

ANALYSIS OF THE STATEMENT OF FINANCIAL POSITION

Maybank Group's total assets stood at RM640.3 billion as at 31 December 2014, 14.3% higher than the previous year driven by higher growth in loans, advances and financing, deposits and placements with financial institutions as well as cash and short term funds.

Group Gross Loans	FY2014	FY2013	YoY
Malaysia¹ (RM billion)	243.6	223.6	9.0%
Community Financial Services	168.8	151.9	11.1%
Global Banking	74.8	71.7	4.4%
Singapore (SGD billion)	35.1	31.0	13.3%
Consumer	12.2	10.6	15.3%
Commercial	22.9	20.4	12.3%
Indonesia (IDR trillion)	109.3	103.7	5.4%
Consumer	41.0	35.3	16.0%
Non-consumer	68.4	68.4	(0.1%)
Other Markets	38.8	26.3	47.5%
Investment Banking (RM billion)	4.4	3.5	24.6%
Group Gross Loans² (RM billion)	410.5	361.8	13.4%

¹ Takes into account others portion - Dec 2014: 0.0 vs Dec 2013 : 0.0

² Including Islamic loans sold to Cagamas and excludes unwinding of interest

Group loans growth led by robust International loan growth

- Total Group loans grew 13.4% YoY to RM410.5 billion, supported by strong loan growth in our international operations which recorded a growth of 20.6% led by Labuan Offshore (98.4%), Greater China (33.9%), Indochina (31.9%) and Singapore (13.3%).
- Our robust growth from our international operations resulted in an improvement of our overseas contribution to our Group Gross Loans from 37.9% in FY2013 to 40.3% in FY2014.
- Singapore loans growth of 13.3% surpassed industry growth of 5.9% with strong growth in both the consumer and commercial segments.
- Our Indonesia operations recorded loans growth of 5.4% as its non-consumer portfolio declined by 0.1% as a result of the Bank's decision for the corporate segment to focus on better risk-profiled clients. During the year, in addition to tightening controls, our Indonesia operations also rebalanced its portfolio to focus more on the consumer segment which resulted in a loan growth of 16.0%.

Malaysia Loans (RM billion)	FY2014	FY2013	YoY
Community Financial Services	168.8	151.9	11.1%
Consumer	135.7	121.9	11.3%
Total Mortgage	60.9	53.8	13.3%
Auto Finance	38.6	35.0	10.5%
Credit Cards	5.8	5.6	4.5%
Unit Trust	28.3	26.3	7.4%
Other Retail Loans	2.1	1.3	60.6%
Business Banking + SME	33.1	29.9	10.5%
SME	7.5	6.0	24.4%
Business Banking	25.5	23.9	6.9%
Global Banking (Corporate)	74.8	71.7	4.4%
Malaysia	243.6	223.6	9.0%

- Our loans in Malaysia grew by 9.0% and continued to surpass industry growth of 8.7% as we saw positive loans growth across all business segments.
- CFS, which contributed to 69.3% of total Malaysia loans grew by 11.1% driven by our consumer, SME and Business Banking segments. Global Banking saw single digit loan growth of 4.4% as some customers preferred alternative forms of financing, including unrated bonds, and also some USD financing in the earlier part of the year.
- Our consumer loan growth of 11.3% was supported by strong growth in our mortgage portfolio which made up of 44.9% of the Malaysia consumer loans.
- Auto finance loans, which is the second highest component of our consumer loans, posted a growth of 10.5% as market share improved to 23.1% from 21.5% in FY2013.
- Business banking and SME segment loans also grew by 10.5% as new products by our Retail SME segment such as SME Clean Loan and RM 1B Portfolio Guarantee gained positive traction.

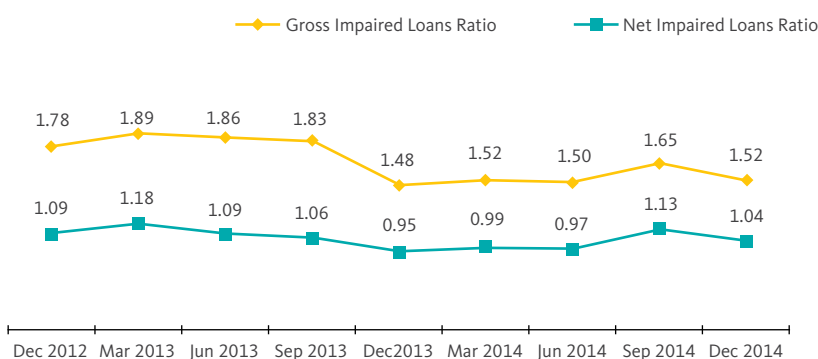
Group Gross Deposits	FY2014	FY2013	YoY
Malaysia (RM billion)	278.3	259.1	7.4%
Savings Deposits	38.5	37.6	2.4%
Current Accounts	72.8	65.8	10.6%
Fixed Deposits	140.8	138.3	1.8%
Others	26.2	17.4	50.4%
Singapore (SGD billion)	39.6	34.0	16.5%
Savings Deposits	4.5	4.1	9.7%
Current Accounts	5.3	4.7	14.2%
Fixed Deposits	29.0	24.7	17.2%
Others	0.8	0.5	64.4%
Indonesia (IDR trillion)	102.8	107.5	(4.4%)
Savings Deposits	23.5	24.7	(5.0%)
Current Accounts	16.3	17.7	(7.6%)
Fixed Deposits	62.4	65.1	(4.1%)
Group Gross Deposits (RM billion)	439.6	395.6	11.1%

Group Financial Review

Group deposit growth supported by growth in International markets and Malaysia

- Group deposits increased by 11.1% to RM439.6 billion, led by deposit growth of 16.5% in Singapore and 7.4% deposit growth in Malaysia.
- In Indonesia, liquidity continued to be a challenge, impacting our deposit gathering activities and resulted in deposit growth contracting by 4.4%.
- In Malaysia, deposits growth was supported by a double digit growth from our CFS pillar of 12.3%. This was driven by Retail SME and business banking deposit growth of 18.0% and consumer deposit growth of 9.1% which is a result of their enhanced relationship programmes in the High Net Worth and Mass Affluent segments as well as their tactical and payroll campaigns aimed at securing new funds.
- In Singapore, deposit growth of 16.5% surpassed industry deposit growth of 7.1% with stronger growth attributable to higher fixed deposits of SGD4.3 billion or 17.2%. Our Singapore operations also grew CASA by 12.1% which resulted in a relatively healthy CASA ratio at 24.9%.
- As the Group saw keen funding competition across our home markets, CASA ratio for the Group dropped slightly to 35.3% end FY2014 from 36.1% end FY2013 and loan-to-deposit ratio for the Group inched upwards by 1.9% to 91.8% end FY2014 from 89.9% FY2013.

Gross Impaired Loans & Net Impaired Loans Ratio



Asset quality inched upwards but remains at a comfortable range

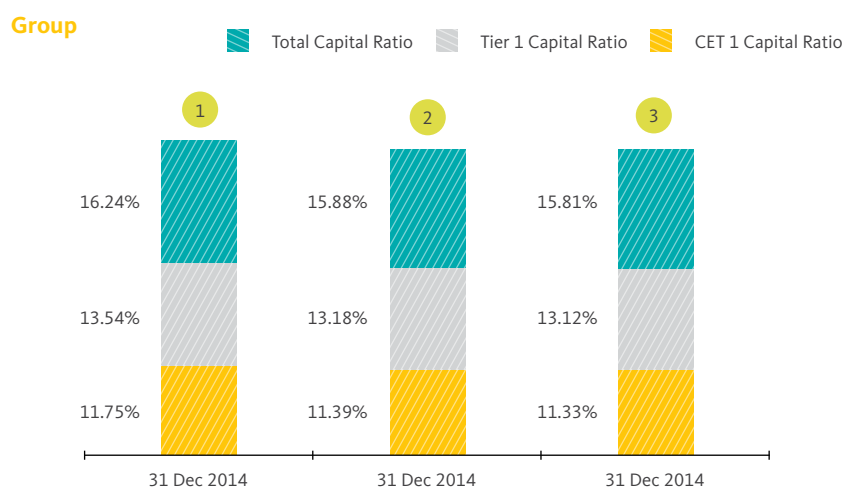
- The Group's gross impaired loans ratio of 1.52% end FY2014 was 4 bps higher than end FY2013 due to specific accounts in Malaysia and Indonesia. Loan loss coverage was 95.6% from 107.5% reported a year ago. However, loan loss coverage including Regulatory Reserve was 100.0% end FY2014.
- Singapore continued to maintain strong asset quality as its gross impaired loan ratio improved from 0.29% end FY2013 to 0.23% end FY2014.

Capital adequacy remained strong

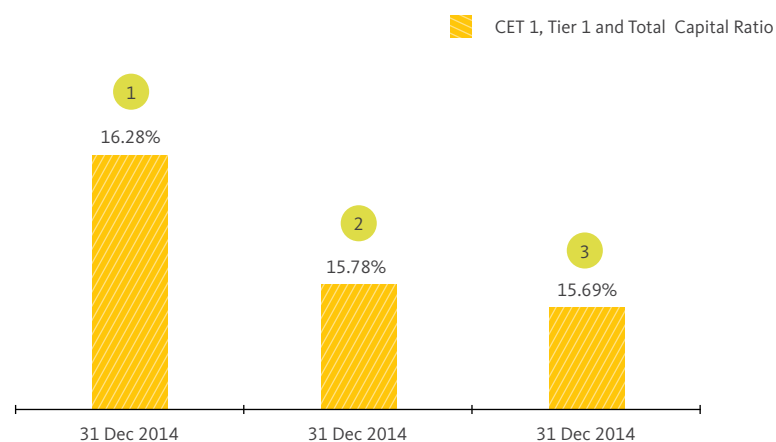
- The Group continued to be well capitalised with a Core Equity Tier 1 Capital Ratio, Tier 1 Capital Ratio and Total Capital Ratio of 11.75%, 13.54% and 16.24% respectively. Please refer to the Capital Management pages in this annual report for more information on our capital position.
- Moving forward, we will stay focused on maintaining sufficient levels of capital and an optimum mix of different capital components to ensure sufficient support for the underlying risks of the Group's business, to optimise growth and to withstand capital demands under various market conditions.

Capital Management, pg. 94

Capital Adequacy



Bank



- 1 Before proposed dividend
- 2 After proposed dividend, assuming 85% reinvestment rate
- 3 After proposed dividend, based on BNM's Implementation Guideline*

Note:

- CET1, Tier 1 and Total Capital Ratio are computed in accordance with Capital Adequacy Framework (Capital Components) issued by BNM in November 2012.
- Based on 85% reinvestment rate under the DRP, fully loaded, the CET1 Ratio would be at 10.58% (Group) and 9.23% (Bank) respectively.
- * Capital ratios are computed based on BNM's implementation Guidelines on Capital Adequacy Framework (Capital Components) issued on 8th May 2013.

Group Financial Review

Committed to rewarding shareholders

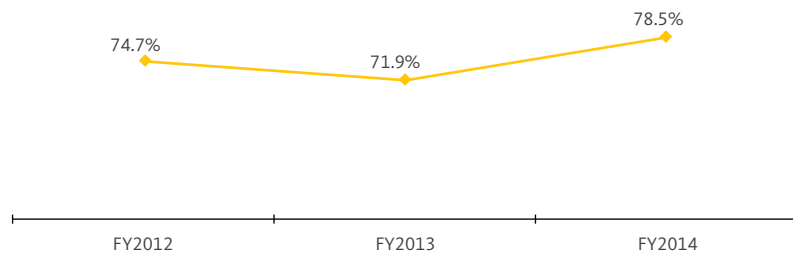
- A final dividend of 33 sen single-tier dividend on 9,319 million ordinary shares of RM1.00 each, amounting to a net dividend payable of RM3.1 billion has been proposed by the Board of Directors to be distributed to eligible shareholders. The proposed final dividend consists of cash portion of 10 sen single-tier dividend per ordinary share to be paid in cash amounting to RM932 million and an electable portion of 23 sen per ordinary share amounting to RM2.1 billion.
- If approved by the shareholders, the total single-tier dividend for FY2014 of 57.0 sen per share is equivalent to a payout ratio of 78.5%, which continues to be well above the Group's dividend payout policy of 40-60% and is higher than the payout ratio of 71.9% in the previous financial year.



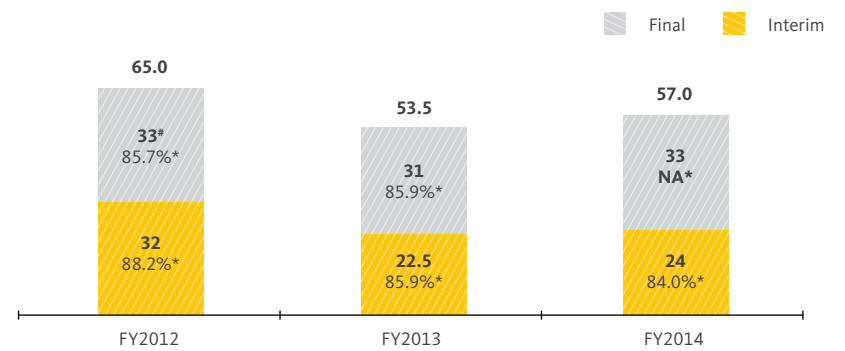
Maybank Share, pg. 112

Dividend Payout Ratio

Dividend Payout Ratio



Gross Dividends (sen)



* Reinvestment rate for the Dividend Reinvestment Plan

The net dividend is 28.5 sen of which 15 sen is single-tier dividend

WHAT TO EXPECT IN 2015

- The Group's strategy in FY2014 of staying focused on delivering on its regional strategy and business pillar growth has enabled us to deliver another record profit-making year in FY2014 despite a challenging operating environment.
- However, we maintain a conservative outlook for 2015 as we expect continued volatility of commodity prices which may ease loan demand from some sectors in the region, net interest margin compression amidst continued funding competition and tighter consumer spending. Therefore, in FY2015, the Group will remain focused on income generation through the business pillars that are now structured to operate seamlessly throughout the region as well as to continue to focus on productivity for the Group.
- We also plan to deploy our capital efficient strategy and continue to focus on our regional strategy and solidify our position in ASEAN to be able to capitalise on ASEAN Economic Community opportunities.

Capital Management

INTRODUCTION

The Group's approach to capital management is driven by its strategic objectives whilst ensuring that the regulatory requirements, capital targets and risk appetite are met at all times across the Group. Effective capital management is fundamental to the sustainability of the Group. As such, the Group proactively manages its capital position, capital mix and capital allocation to meet the expectations of key stakeholders such as regulators, shareholders, investors, rating agencies and analysts whilst ensuring that the return on capital commensurates with risks undertaken by respective business units, subsidiaries and overseas branches. The process involves an on-going review and approval by Maybank's senior management and Board of Directors (Board) in line with the Group's risk appetite and target capital adequacy ratios.

The role of capital management is to ensure capital levels are adequate and with efficient capital mix to:

- Maintain adequate capital ratios at levels sufficiently above the minimum regulatory requirements which will support business growth and material risks undertaken.
- Maintain the Group's strong credit ratings from local and international rating agencies.
- Allocate and deploy capital efficiently to business units, subsidiaries and overseas branches to optimise return on capital.
- Remain flexible to take advantage of future opportunities; and
- Build and invest in business, even in businesses reasonably stressed environment.

CAPITAL MANAGEMENT AT MAYBANK

The Group's capital management is guided by robust capital management policies and procedures across the group. The Group's approach to managing capital is set out in various frameworks which are approved by the Group Executive Committee (EXCO), Risk Management Committee (RMC), and the Board and includes amongst others:

a. Capital Management Framework

The Capital Management Framework comprises the governance, policies and procedures which set out the requirements for effective management of capital at Group level and its entities, including identification, assessment, monitoring, managing and reporting of any capital matters to relevant committees such as EXCO, RMC and the Board.

The Capital Management Framework contains the basis for setting of internal capital targets and also the principles for the development and usage of Risk Adjusted Performance Measurement (RAPM) to measure and manage the return on capital across the group.

b. Capital Contingency Plan

Safeguarding the capital levels of all entities across the group is of paramount importance. The Capital Contingency Plan is to ensure robust monitoring of capital position and provides a framework for effective governance and escalation process in the event of a capital crisis.

The Capital Contingency Plan also formalises the basis, strategies and action plans to restore capital back to healthy levels in the fastest possible time without affecting business plans, assets growth and strategic agenda.

c. Annual Capital Plan

The Annual Capital Plan involves detailed planning of the Group's strategic capital plan over at least a 3-year horizon period. The plan highlights the capital projections, capital requirements, levels of capital and capital mix to support the Group's business plan and strategic objectives.

In addition, the Annual Capital Plan also covers updates on the regulatory capital requirements in jurisdictions which the Group has presence, expectations of key stakeholders such as regulators, investors, analysts and rating agencies, performance of business sectors via the RAPM approach and stress test results, amongst others.

CAPITAL INITIATIVES DURING THE YEAR

The Group manages its capital position proactively in order to meet stringent Basel III capital requirements, expectations from stakeholders and support its strategic business objectives. Following are some major initiatives that have been undertaken by the Group during the year.

- Maybank completed the 8th and 9th Dividend Reinvestment Plan (DRP) on the final dividend of FY2013 and interim dividend of FY2014 with a reinvestment rate of 85.9% and 84.0% respectively. Besides giving opportunity to our shareholders to continue to invest in Maybank shares, the DRP has also ensured that the Group capital levels remain strong at all times.
- Maybank redeemed the Basel II Non-Innovative Tier 1 Capital Securities of RM3.4 billion and issued a Basel III compliant Additional Tier 1 Capital Securities of RM3.5 billion out of its newly set up Additional Tier 1 Capital Securities programme amounting to RM10 billion. This exercise has enabled Maybank to strengthen its Additional Tier 1 capital base and improve its capital mix from a Basel III compliant capital instrument.
- Maybank issued a Basel III compliant Tier 2 Subordinated Notes amounting to RM1.6 billion. Besides strengthening its total capital base, it has also improved its capital mix with a Basel III compliant subordinated capital instrument.

CAPITAL STRUCTURE

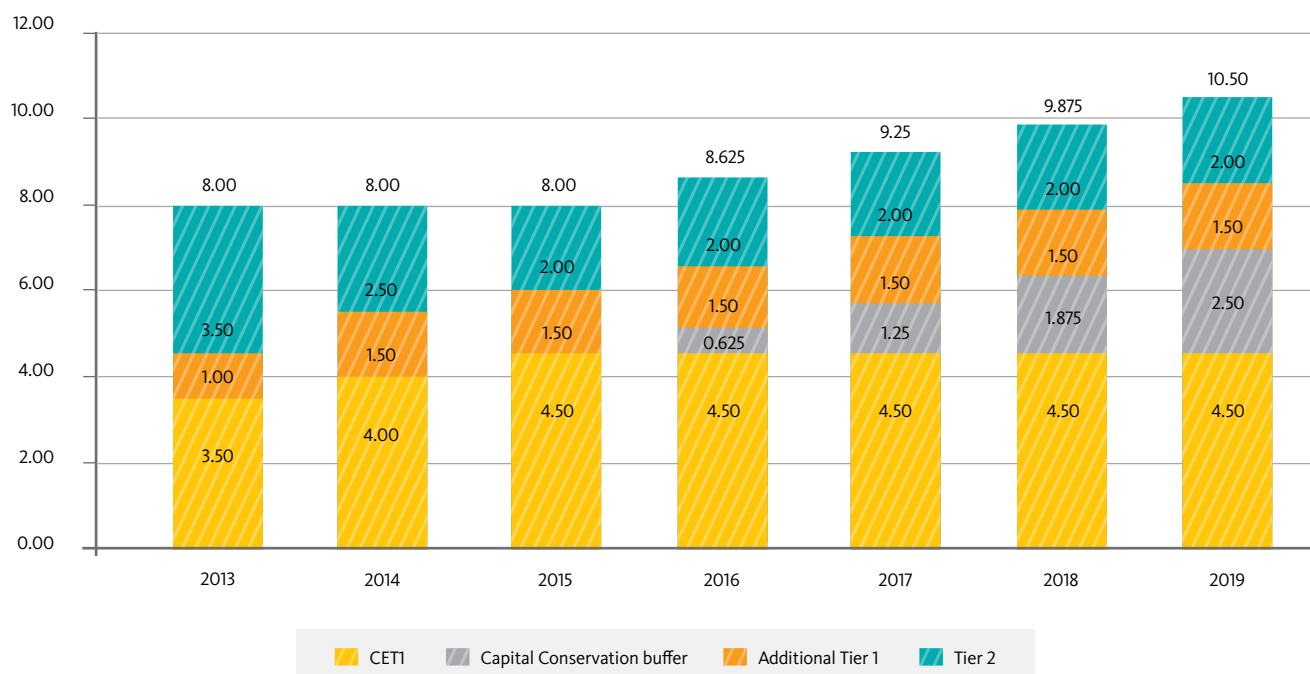
The Group places strong emphasis on the quality of its capital in order to continue meeting the minimum regulatory requirements and support business growth and risks undertaken. Thus, the Group holds a significant amount of its capital in the form of common equity which is permanent and has the highest loss absorption capability on a going concern basis.

In addition to common equity, the Group also maintains other types of capital instruments such as Additional Tier 1 Capital Securities and Subordinated Debts in order to optimise capital mix and reduce overall costs of capital.

CAPITAL ADEQUACY RATIO

The Group is required to comply with Bank Negara Malaysia's (BNM) Capital Adequacy Framework (Capital Components) for the determination of capital and computation of capital adequacy ratios (CAR) which are subject to a series of transitional arrangements, commencing 1 January 2013 and to be fully effective by 2019. Under BNM's capital adequacy framework, which came into effect on 1 January 2013, we are required to maintain the regulatory minimum Common Equity Tier 1 (CET1), Tier 1 Capital Ratio and Total Capital Ratio of 3.5%, 4.5% and 8.0% respectively at the Bank and at the Group levels. These will increase progressively over time to 4.5%, 6.0% and 8.0% respectively by 1 January 2015. The regulatory minimum capital requirements will also include the introduction of Capital Conservation Buffer of 2.5% which will be phase-in from 1 January 2016 to 1 January 2019.

Capital Management



In addition to the Capital Conservation Buffer, BNM may also introduce the Countercyclical Capital Buffer ranging between 0% and 2.5% of total risk weighted assets and additional loss-absorbency requirements for systemically important banking institutions. The Countercyclical Capital Buffer will be determined as the weighted-average of the prevailing Countercyclical Capital Buffer requirements applied in the jurisdictions in which the banking institution has credit exposures and other capital buffers as deemed appropriate having regard to the specific risk profile of the banking institution. The additional loss-absorbency requirements for systemically important banking institutions will be assessed at a later stage by BNM on the need for large banking institutions to operate at higher levels of capital.

The table below shows the relevant capital adequacy ratios of the Group and Bank for both the financial year 2013 and 2014.

Capital Adequacy Ratios	Group		Bank		BNM Regulatory Minimum	
	2014	2013	2014	2013	2014	2013
CET1 Capital Ratio (%)	11.747	11.253	16.275	15.925	4.0	3.5
Tier 1 Capital Ratio (%)	13.539	13.059	16.275	15.925	5.5	4.5
Total Capital Ratio (%)	16.235	15.664	16.275	15.925	8.0	8.0

DIVIDEND

The Group maintains a long term dividend policy of 40% to 60% to provide shareholders with a stable dividend income on a half yearly basis. For the financial year ended 31 December 2014 (FY2014), the Board has recommended to declare an interim dividend amounting to RM2.2 billion or 24 sen per share, which comprises a cash portion of 4 sen per share and an electable portion of 20 sen per share. The Board also proposed a final dividend amounting to RM3.1 billion or 33 sen per share, which comprises a cash portion of 10 sen per share and an electable portion of 23 sen per share, representing a final dividend of 33 sen per ordinary share of RM1 each. The total dividend payout for FY2014 is 57 sen per share.

The electable portion for the final dividend will represent Maybank's 10th DRP which again will provide the opportunity to our shareholders to continue reinvesting into Maybank shares.

GOING FORWARD

The Group will continue to be proactive in its efficient utilisation of capital management and will constantly monitor on-going developments affecting regulatory capital requirements as well as related capital market developments. The Group is also committed to ensure continuous healthy capital levels with optimal capital mix to provide support to the Group's strategic agenda and simultaneously maximises value to our shareholders.

Financial Performance

FIVE-YEAR GROUP FINANCIAL SUMMARY

	Group				
	FY2011	FP2011 ¹	FY2012	FY2013	FY2014
OPERATING RESULT (RM' million)²					
Operating revenue	21,040	12,892	31,227	33,251	35,712
Operating profit	6,135	3,497	7,744	8,730	8,948
Profit before taxation and zakat	6,270	3,571	7,896	8,870	9,112
Profit attributable to equity holders of the Bank	4,450	2,587	5,746	6,552	6,716
KEY STATEMENTS OF FINANCIAL POSITION DATA (RM' million)²					
Total assets	411,254	451,632	494,757	560,319	640,300
Financial investments portfolio ³	76,871	84,669	92,820	107,672	115,911
Loans, advances and financing	255,018	276,253	311,825	355,618	403,513
Total liabilities	377,522	415,747	450,942	512,576	585,559
Deposits from customers	282,797	314,692	347,156	395,611	439,569
Commitments and contingencies	292,109	369,792	379,695	433,829	551,960
Paid-up capital	7,478	7,639	8,440	8,862	9,319
Shareholders' equity	32,395	34,337	42,095	45,997	52,975
SHARE INFORMATION²					
Per share (sen)					
Basic earnings	61.4	34.5	72.7	75.8	74.2
Diluted earnings	61.4	34.5	72.7	75.7	74.1
Gross dividend	60.0	36.0	65.0	53.5	57.0
Net assets (sen)	433.2	449.5	498.8	519.0	568.5
Share price as at 31 Dec/30 June (RM)	8.94	8.58	9.20	9.94	9.17
Market capitalisation (RM' million)	66,855	65,546	77,648	88,088	85,455
FINANCIAL RATIOS (%)²					
Profitability Ratios/Market Share					
Net interest margin on average interest-earning assets	2.6	2.5 ⁶	2.6	2.5	2.3
Net interest on average risk-weighted assets	3.6	4.0 ⁶	4.2	4.2	3.9
Net return on average shareholders' funds	14.5	15.2 ⁶	16.0	15.1	13.8
Net return on average assets	1.2	1.2 ⁶	1.2	1.2	1.1
Net return on average risk-weighted assets	1.8	2.0 ⁶	2.1	2.2	2.0
Cost to income ratio ⁴	49.2	49.7	48.6	47.8	48.9
Domestic market share in:					
Loans, advances and financing	18.1	17.9	18.2	18.4	18.4
Deposits from customers - Savings Account	27.9	27.6	27.7	27.7	27.6
Deposits from customers - Current Account	20.7	19.5	20.2	20.4	21.1
CAPITAL ADEQUACY RATIOS (%)					
CET1 Capital Ratio	-	-	-	11.253	11.747
Tier 1 Capital Ratio	-	-	-	13.059	13.539
Total Capital Ratio	-	-	-	15.664	16.235
Core Capital Ratio ⁵ (after deducting proposed final dividend)	11.2 - 11.8	11.0 - 11.7	12.8 - 13.5	-	-
Risk-Weighted Capital Ratio ⁵ (after deducting proposed final dividend)	14.7 - 15.4	15.7 - 16.4	16.6 - 17.4	-	-
ASSET QUALITY RATIOS²					
Net impaired loans/non-performing loans ratio (%)	2.25	1.86	1.09	0.95	1.04
Loan loss coverage (%) ⁷	82.3	86.9	105.6	107.5	100.0
Net loans to deposit ratio (%)	90.2	87.8	89.8	89.9	91.8
Deposits to shareholders' fund (times)	8.7	9.2	8.2	8.6	8.3
VALUATIONS ON SHARE²					
Gross dividend yield (%)	6.7	4.2	7.1	5.4	6.2
Dividend payout ratio (%)	74.9	79.9	74.7	71.9	78.5
Price to earnings multiple (times)	14.6	24.9	12.7	13.1	12.4
Price to book multiple (times)	2.1	1.9	1.8	1.9	1.6

¹ The results consist of six months financial period ended 31 December 2011 due to the change of financial year end from 30 June to 31 December.

² Comparative figures were restated due to the changes in accounting policies.

³ Financial investments portfolio consists of financial assets at fair value through profit or loss, financial investments available-for-sale and financial investments held-to-maturity.

⁴ Cost to income ratio is computed using total cost over the net operating income. The total cost of the Group is the total overhead expenses, excluding amortisation of intangible assets for PT Bank Internasional Indonesia Tbk and Maybank Kim Eng Holdings Limited.

⁵ The capital adequacy ratios for December 2012, December 2011 and June 2011 present the two range of extreme possibilities, i.e.

(i) where the full electable portion is not reinvested; and

(ii) where the full electable portion is reinvested in new ordinary shares in accordance with the Dividend Reinvestment Plan.

⁶ Annualised.

⁷ Loan loss coverage for December 2014 is including Regulatory Reserve.

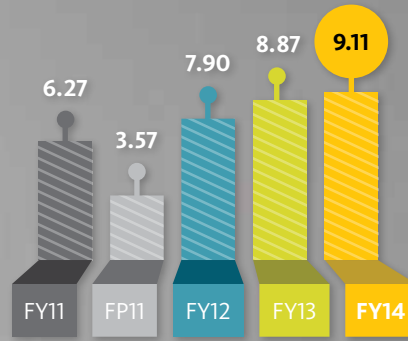


Financial Performance

Bank	
FY2013	FY2014
18,723	20,507
6,127	7,344
6,127	7,344
4,886	5,903
397,605	452,559
75,433	92,156
237,971	264,524
357,106	406,387
273,670	306,939
399,786	519,486
8,862	9,319
40,500	46,173
56.5	65.2
56.5	65.2
53.5	57.0
457.0	495.5
-	-
-	-
2.0	1.8
3.1	2.9
12.9	13.9
1.3	1.4
2.3	2.5
40.5	40.6
18.4	18.4
27.7	27.6
20.4	21.1
15,925	16,275
15,925	16,275
15,925	16,275
-	-
-	-
0.94	1.05
116.2	103.0
87.0	86.2
6.8	6.6
-	-
-	-
-	-
-	-

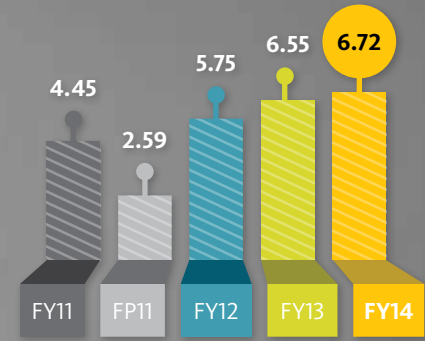
Profit Before Taxation and Zakat

RM9.11 billion



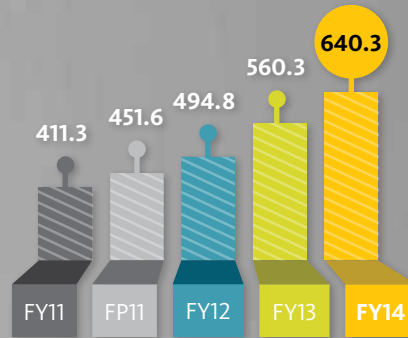
Profit Attributable to Equity Holders of the Bank

RM6.72 billion



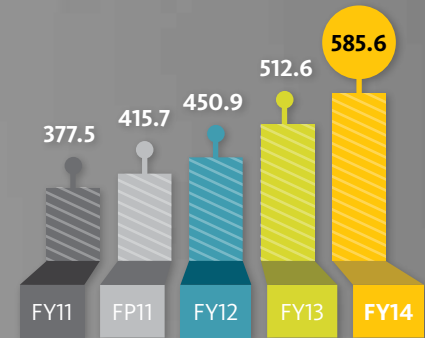
Total Assets

RM640.3 billion



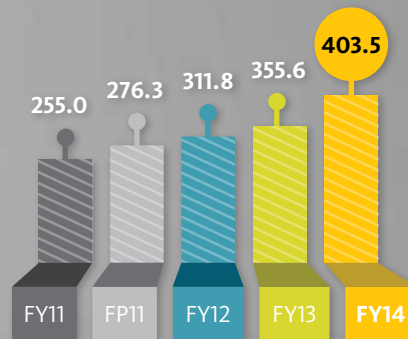
Total Liabilities

RM585.6 billion



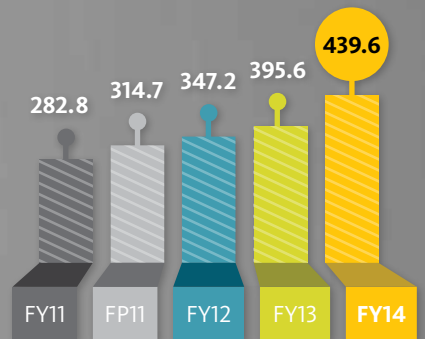
Loans, Advances and Financing

RM403.5 billion



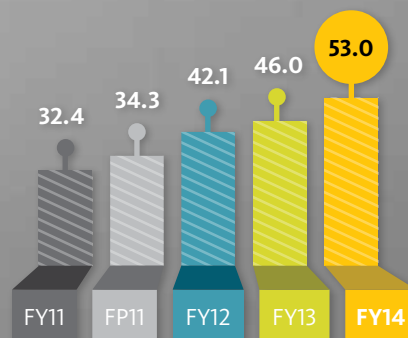
Deposits from Customers

RM439.6 billion



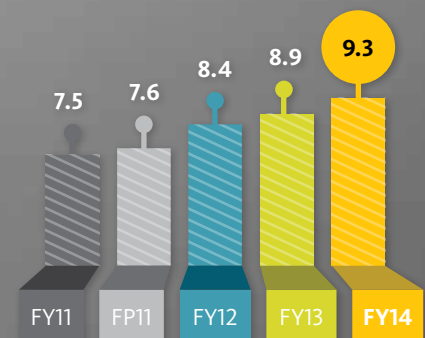
Shareholders' Equity

RM53.0 billion



Paid-up Capital

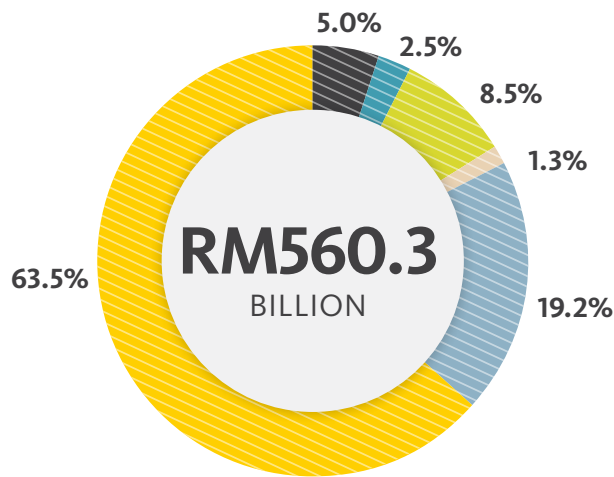
RM9.3 billion



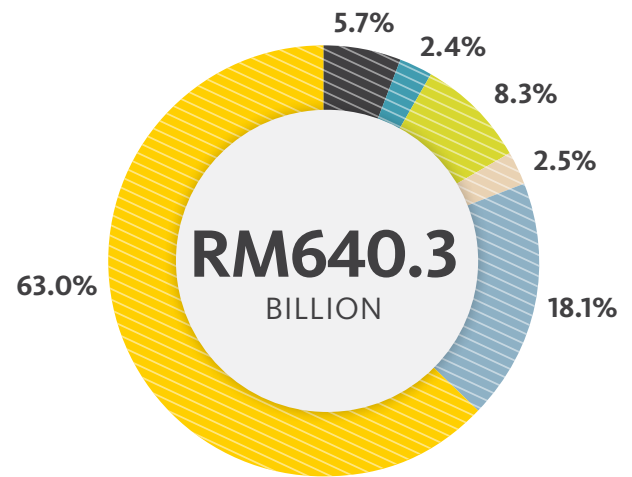
Financial Performance

SIMPLIFIED GROUP STATEMENTS OF FINANCIAL POSITION

TOTAL ASSETS

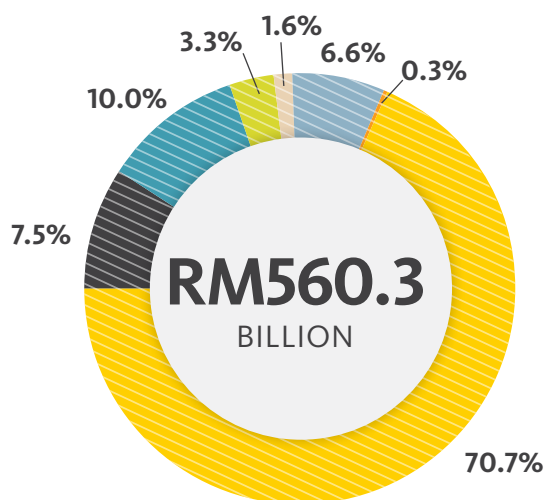


As at 31 December 2013

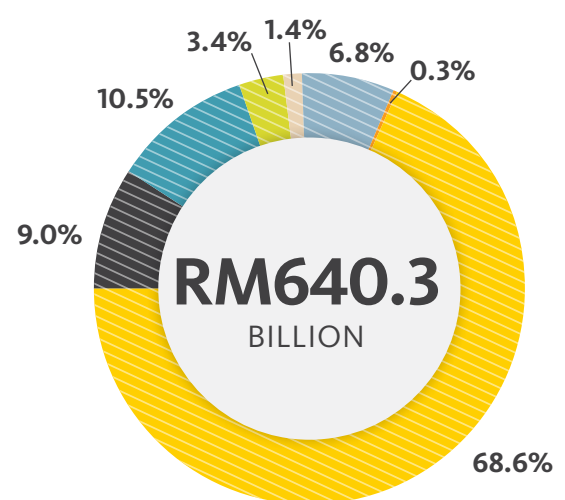


As at 31 December 2014

TOTAL LIABILITIES & SHAREHOLDERS' EQUITY



As at 31 December 2013



As at 31 December 2014

Financial Performance

GROUP QUARTERLY FINANCIAL PERFORMANCE

RM' million	FY2014				
	Q1	Q2	Q3	Q4	YEAR
Operating revenue	8,357	8,759	8,934	9,662	35,712
Net interest income (including income from Islamic Banking Scheme operations)	3,201	3,217	3,310	3,247	12,975
Net earned insurance premiums	922	1,029	968	1,027	3,946
Other operating income	1,232	1,365	1,396	1,547	5,540
Total operating income	5,356	5,611	5,673	5,821	22,461
Operating profit	2,171	2,210	2,181	2,386	8,948
Profit before taxation and zakat	2,208	2,247	2,226	2,431	9,112
Profit attributable to equity holders of the Bank	1,602	1,575	1,608	1,931	6,716
Earnings per share (sen)	18.09	17.47	17.62	20.75	74.15
Dividend per share (sen)	-	24.00	-	33.00	57.00

RM' million	FY2013				
	Q1	Q2	Q3	Q4	YEAR
Operating revenue	8,117	8,589	8,276	8,269	33,251
Net interest income (including income from Islamic Banking Scheme operations)	3,047	3,048	3,127	3,173	12,395
Net earned insurance premiums	1,126	1,136	813	866	3,941
Other operating income	1,364	1,703	1,488	1,327	5,882
Total operating income	5,538	5,886	5,428	5,367	22,219
Operating profit	2,091	2,047	2,308	2,284	8,730
Profit before taxation and zakat	2,127	2,089	2,352	2,302	8,870
Profit attributable to equity holders of the Bank	1,506	1,568	1,746	1,732	6,552
Earnings per share (sen)	17.89	18.25	20.07	19.58	75.79
Dividend per share (sen)	-	22.50	-	31.00	53.50

KEY INTEREST BEARING ASSETS AND LIABILITIES

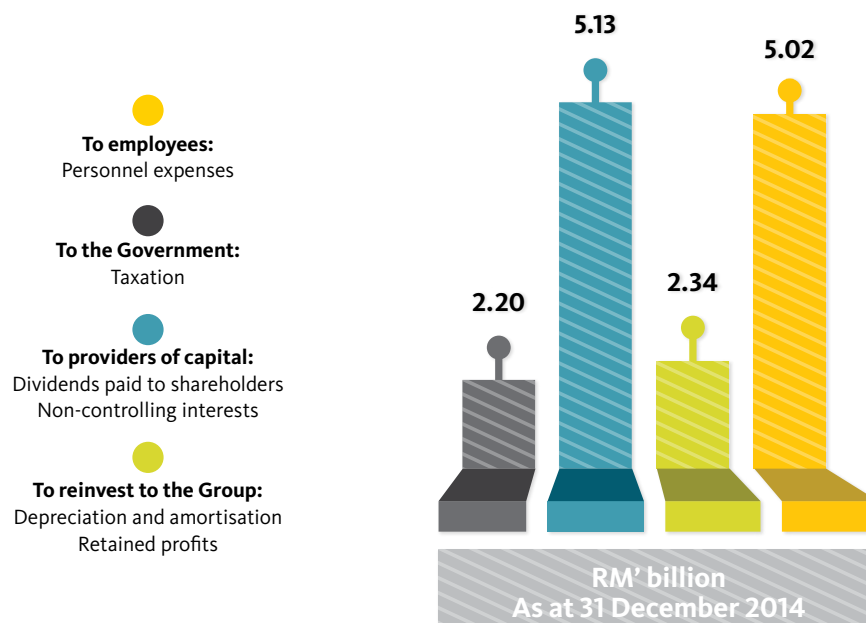
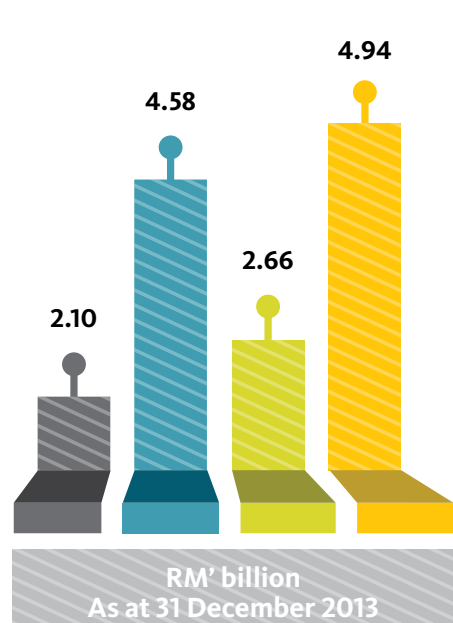
	FY2013			FY2014		
	As at 31.12.2013 RM' million	Effective Interest Rate %	Interest Income/ Expense RM' million	As at 31.12.2014 RM' million	Effective Interest Rate %	Interest Income/ Expense RM' million
Interest earning assets						
Loans, advances and financing	355,618	5.09	16,556	403,513	5.30	18,446
Cash and short-term funds & deposits and placements with financial institutions	55,224	2.18	953	68,959	2.13	960
Financial assets at fair value through profit or loss	19,167	3.95	711	23,705	4.30	801
Financial investments available-for-sale	82,837	3.76	2,311	82,631	4.14	2,698
Financial investments held-to-maturity	5,668	5.23	113	9,575	4.97	285
Interest bearing liabilities						
Deposits from customers	395,611	1.96	6,909	439,569	2.08	8,496
Deposits and placements from financial institutions	42,139	1.60	900	57,387	1.96	1,165
Borrowings	13,322	3.24	432	18,522	3.25	461
Subordinated obligations	12,645	5.36	561	15,640	4.16	701
Capital securities	5,921	6.54	385	5,902	5.73	384

Financial Performance

STATEMENT OF VALUE ADDED

VALUE ADDED	FY2013 RM'000	FY2014 RM'000
Net interest income	9,585,280	9,703,703
Income from Islamic Banking Scheme operations	2,810,182	3,271,211
Net earned insurance premiums	3,941,346	3,946,068
Other operating income	5,882,062	5,540,439
Net insurance benefits and claims incurred, net fee and commission expenses, change in expense liabilities and taxation of life and takaful fund	(3,680,510)	(3,930,819)
Overhead expenses excluding personnel expenses, depreciation and amortisation	(3,508,866)	(3,529,338)
Allowances for impairment losses on loans, advances, financing and other debts, net	(729,586)	(400,392)
Allowances for impairment losses on financial investments, net	(150,522)	(70,440)
Share of profits in associates and joint ventures	139,267	163,125
Value added available for distribution	14,288,653	14,693,557

DISTRIBUTION OF VALUE ADDED	FY2013 RM'000	FY2014 RM'000
To employees:		
Personnel expenses	4,943,884	5,019,296
To the Government:		
Taxation	2,098,261	2,200,540
To providers of capital:		
Dividends paid to shareholders	4,365,481	4,939,066
Non-controlling interests	218,942	194,588
To reinvest to the Group:		
Depreciation and amortisation	475,175	562,678
Retained profits	2,186,910	1,777,389
Value added available for distribution	14,288,653	14,693,557



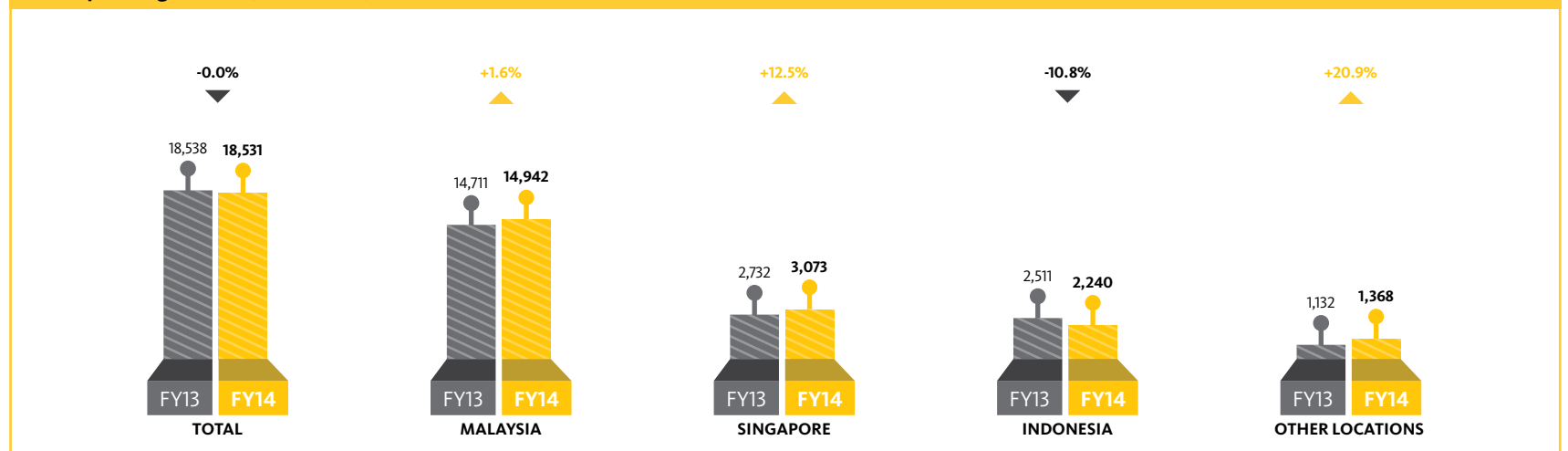
Financial Performance

SEGMENTAL INFORMATION

ANALYSIS BY GEOGRAPHICAL LOCATION

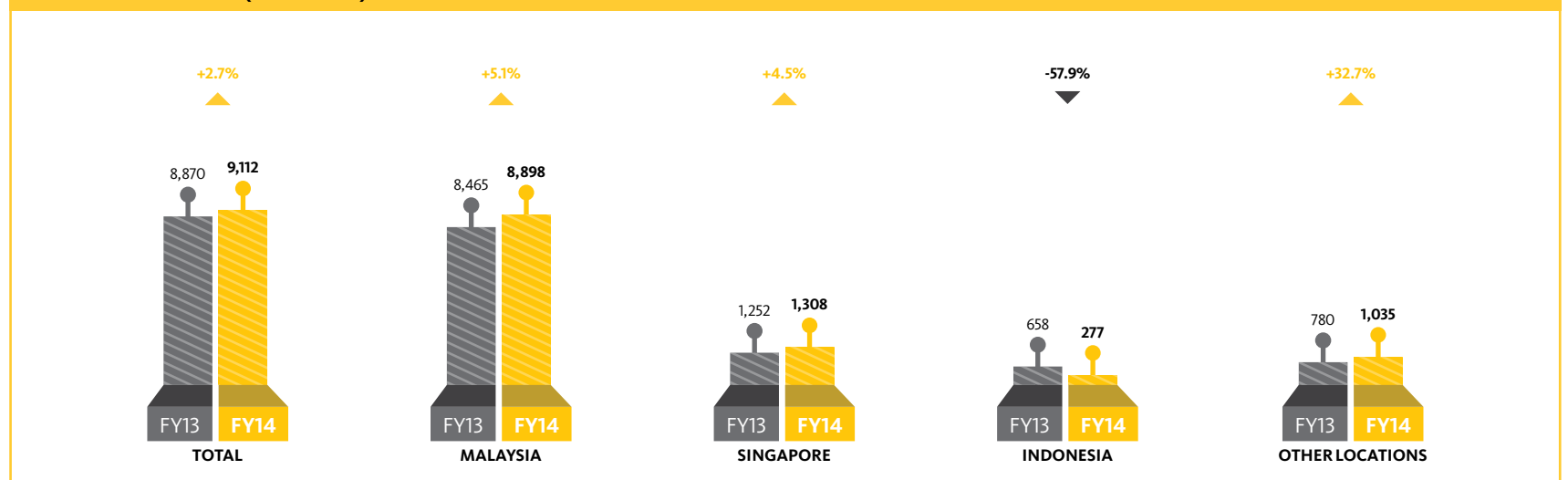
	Net operating income		Profit before taxation	
	FY2013 RM'000	FY2014 RM'000	FY2013 RM'000	FY2014 RM'000
Malaysia	14,711,450	14,941,392	8,464,785	8,898,151
Singapore	2,732,243	3,073,428	1,251,904	1,307,960
Indonesia	2,511,268	2,239,999	658,575	276,612
Other Locations	1,132,028	1,368,317	779,569	1,035,481
Elimination	(2,548,629)	(3,092,534)	(2,285,239)	(2,406,621)
	18,538,360	18,530,602	8,869,594	9,111,583

Net Operating Income (RM' million)



Note: Total net operating income includes inter-segment which are eliminated on consolidation of RM3,092 million for FY 31 December 2014 and RM2,548 million for FY 31 December 2013.

Profit Before Taxation (RM' million)

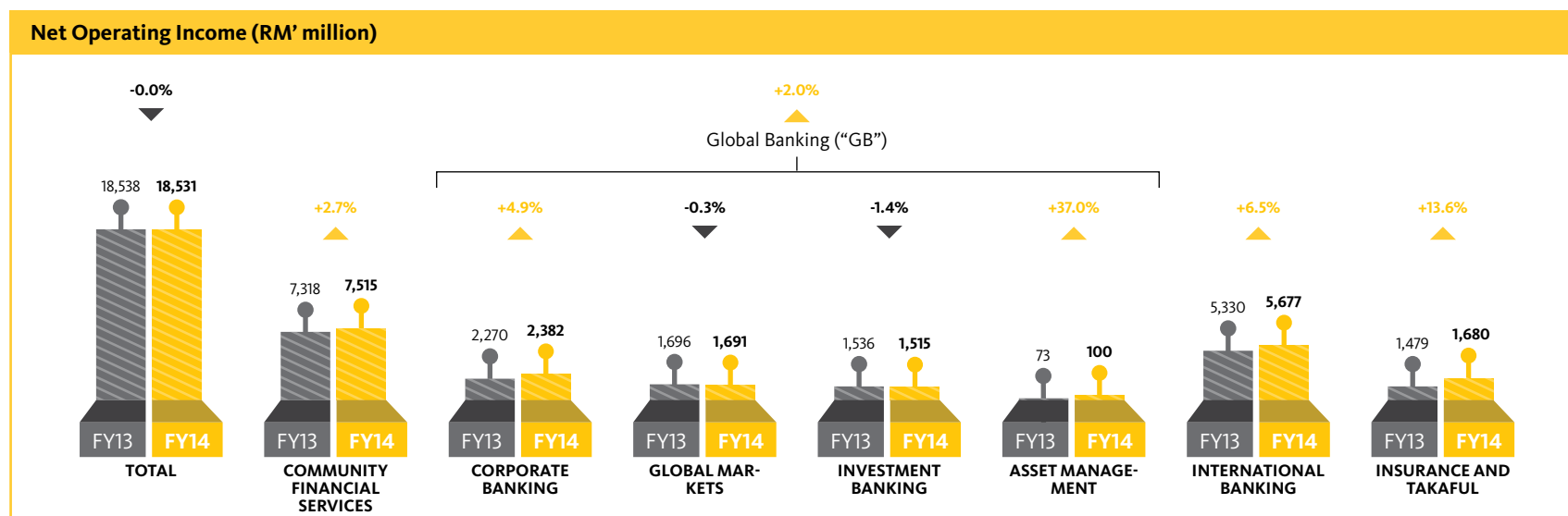


Note: Total profit before taxation includes inter-segment which are eliminated on consolidation of RM2,406 million for FY 31 December 2014 and RM2,285 million for FY 31 December 2013.

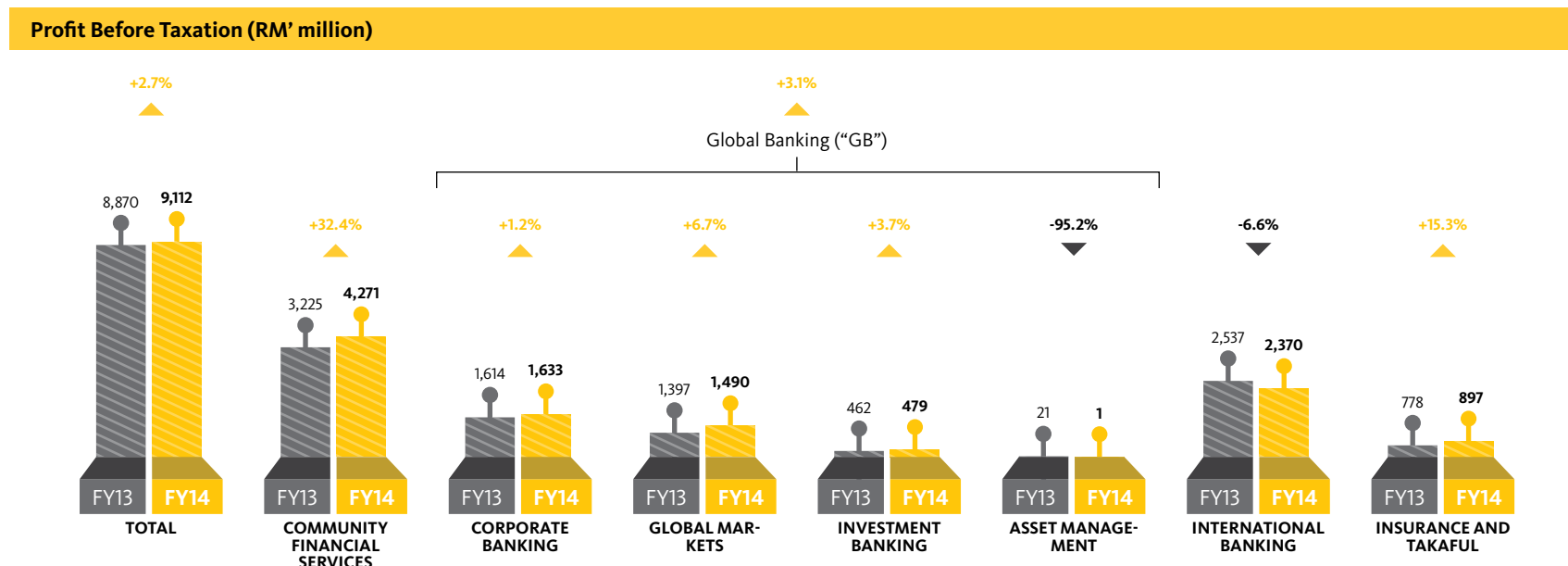
Financial Performance

ANALYSIS BY ACTIVITY

	Net operating income		Profit before taxation	
	FY2013 RM'000	FY2014 RM'000	FY2013 RM'000	FY2014 RM'000
Community Financial Services	7,318,023	7,515,148	3,224,468	4,271,546
Corporate Banking	2,270,424	2,382,067	1,614,106	1,633,098
Global Markets	1,695,516	1,690,732	1,396,614	1,489,607
Investment Banking	1,536,275	1,515,299	461,807	478,811
Asset Management	72,551	100,240	21,492	760
International Banking	5,330,225	5,676,692	2,536,707	2,370,135
Insurance and Takaful	1,479,208	1,679,475	778,262	896,677
Head Office and Others	(1,163,862)	(2,029,051)	(1,163,862)	(2,029,051)
	18,538,360	18,530,602	8,869,594	9,111,583



Note: Total net operating income includes expenditures of Head Office & Others of RM2,029 million for FY 31 December 2014 and RM1,164 million for FY 31 December 2013.



Note: Total profit before taxation includes expenditures of Head Office & Others of RM2,029 million for FY 31 December 2014 and RM1,164 million for FY 31 December 2013.

Investor Information

INVESTOR RELATIONS

We recognise the importance of engaging our investors and believe that good, clear and credible communication will foster confidence and build understanding and will lead to maximum shareholder value.

In 2014, we continued to stay on course in providing our investing community with information on an equal basis, promptly and in a clear and consistent manner. This was made possible through effective teamwork between the Investor Relations team and various information providers and leaders within the Maybank Group.

A strategic objective for Maybank Investor Relations in 2014 was to strengthen coverage with investors in the region and promote a deeper understanding of our strategic vision and mission within the investing community in light of the changing economic and competitive landscape. This included:

- Participation in roadshows across a range of markets, including markets such as Japan and the United States.
- Increased engagement with fixed income investors, including the undertaking of fixed income non-deal roadshows and conferences during the year.
- Representation at ASEAN-themed conferences, which is in line with the Group's aspiration to be a regional financial services leader.

During the year, in addition to the results announcements and in-house meetings, we participated in 5 conferences and 5 roadshows in selected geographies. The selection of the investor conferences are based on a number of factors including: client representation and alignment with our shareholder base and conference focus. In addition to participating in investor conferences, the Group undertook meetings with foreign shareholders via conference call and video conferencing to ensure continued engagement with shareholders.

During investor meetings and financial result briefings, management shared the Group's strategy and financial performance and financial position. We met with a total of 378 analysts and fund managers from 242 companies, lower than a year ago due to the weaker market sentiment. Nevertheless, we continued to actively seek feedback to ensure we remained current with our shareholders expectations.

Highlights

- Participated in ten roadshows and conferences to enhance investor engagement.
- Continued to be recognised in corporate reporting and investor relation awards (Malaysian National Annual Corporate Report Awards and Alpha Southeast Asia).
- Maintained share register analysis to better understand our shareholders.

ANALYST BRIEFINGS FOR QUARTERLY RESULTS ANNOUNCEMENT

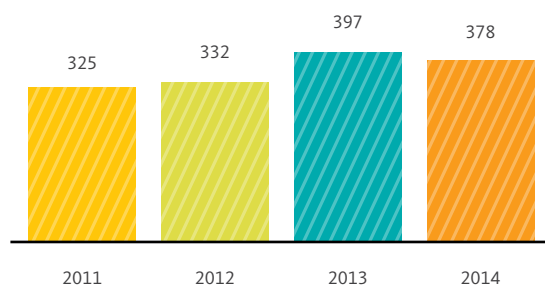
In 2014, Maybank's Senior Management organised two media and analyst briefings in Kuala Lumpur, Malaysia to share the Group's half year and full year results, and were accessible to foreign participants via conference call. In line with previous practice, the first and third quarter results briefing were held by conference call. All relevant materials relating to Maybank's results announcements were made available on the corporate website. This included a results announcement briefing pack which:

- Summarised the Group's quarterly financial performance and financial position.
- Featured highlights of Maybank's achievements against its 5-year strategic objectives.
- Provided economic outlook and guidance for FY2014.
- Presented other information deemed useful to the investing community.

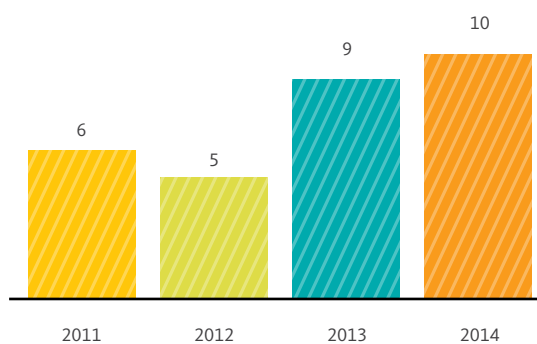
Key Events	Date
Results Announcement	
Fourth Quarter FY2013	27 February 2014
First Quarter FY2014	29 May 2014
Second Quarter FY2014	28 August 2014
Third Quarter FY2014	26 November 2014
Other Events	
54 th Annual General Meeting for FY2013	7 April 2014

Investor Information

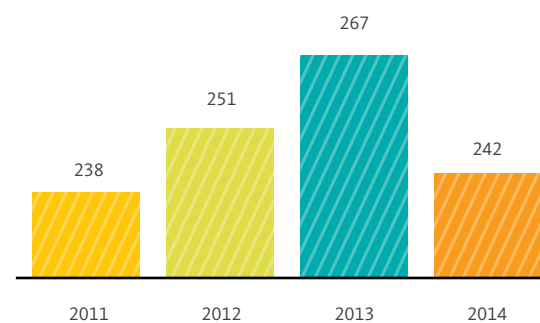
Number of Analyst and Fund Managers Met (In-House Meetings and Roadshows)



Investor Conferences & Non-Deal Roadshows



Number of Companies Met (In-House Meetings and Roadshows)



CONFERENCES AND ROADSHOWS

During the year, Maybank participated in ten conferences and roadshows where Senior Management met with existing and potential investors and provided an update on Maybank's strategic focus, recent performance and vision for the future.

Venue	Event	Date	Organiser
Singapore	Bank of America Merrill Lynch ASEAN Stars Conference 2014	5-6 March 2014	Bank of America Merrill Lynch
Singapore	Nomura Global FIG Conference 2014	12 March 2014	Nomura
Singapore	Maybank Kim Eng Invest ASEAN 2014 Conference	1-2 April 2014	Maybank Kim Eng
Hong Kong	Maybank Kim Eng NDR Hong Kong	10-11 April 2014	Maybank Kim Eng
Kuala Lumpur	Invest Malaysia 2014	9-10 June 2014	CIMB & Bursa Malaysia
Japan	Invest Malaysia Tokyo	7-8 July 2014	Nomura
UK	Invest Malaysia UK	1-2 September 2014	Maybank Kim Eng
Hong Kong	CLSA Investors' Forum 2014	15-16 September 2014	CLSA
Singapore	UBS Malaysia Corporate Day 2014	2 October 2014	UBS
USA	Invest Asia 2014	4-7 November 2014	Maybank Kim Eng

AGM/EGM

Our 54th Annual General Meeting was held on 7 April 2014 in Kuala Lumpur, Malaysia. Shareholders were able to provide feedback and raise questions to the Board and senior management. All the proposed resolutions were duly passed by the shareholders.

WEBSITE

The Maybank corporate website at www.maybank.com continued to garner attention with queries received both locally and overseas. The Investor Relations team continued to ensure that the Investor Relations section of the corporate website remained up-to-date with the latest Group disclosures.

SHARE REGISTER ANALYSIS

During the year, two share register analysis were conducted to enable a better understanding of the Group's shareholding structure as well as to facilitate the planning of investor programmes. The share register analysis included a breakdown of shareholders by type, investment styles and geographical location.

CREDIT RATING

To provide stakeholders and the public with an independent view of the Group in line with our policy, we continued to maintain credit ratings with six rating agencies: RAM Ratings, Malaysian Rating Corporation (MARC), Standard and Poor's (S&P), Moody's Investors Service, Fitch Ratings and Capital Intelligence.

ANALYST COVERAGE

As at December 2014, Maybank was covered by 25 research houses, reflecting strong interest by local and foreign sell-side equity research houses.

No.	Research House	No.	Research House
1	Affin Hwang Investment Bank Berhad	13	JP Morgan
2	AllianceDBS Research Sdn Bhd	14	KAF Seagroatt & Campbell
3	AmResearch Sdn Bhd	15	Kenanga Investment Bank
4	Bank of America Merrill Lynch	16	Macquarie
5	CIMB	17	MIDF Research
6	Citigroup	18	Morgan Stanley
7	CLSA Asia Pacific	19	Nomura Securities
8	Credit Suisse	20	RHB Research Institute
9	Deutsche Bank AG	21	S&P Capital IQ
10	Goldman Sachs	22	Standard Chartered
11	Hong Leong Investment Bank	23	TA Securities
12	HSBC	24	UBS Securities
		25	UOB Kay Hian

Investor Information

The key areas of discussions in the investor engagements for 2014 were mainly on macroeconomic conditions in the Group's key markets, outlook for the Group's financial performance drivers, loan and deposit growth, capital management and regional strategy. Specific areas of interest during the investor sessions were:

Focus Areas

- | | |
|---|--|
| <ul style="list-style-type: none"> GDP growth in home markets of Malaysia, Singapore and Indonesia | <ul style="list-style-type: none"> Investors were slightly more cautious on the economic outlook for the region during the year. Although, some of our home markets such as Singapore and Malaysia was seen as potentially benefiting from export-led activities on the back of the continued economic momentum in the US, there remained some caution on rising inflation in Malaysia and slower growth seen in Indonesia and China. Towards year end, with the volatility on oil prices there was interest on the potential impact for oil exporting markets including Malaysia. In response to this, Maybank provided additional disclosure on the Group's commodities exposure in the home markets during the FY2014 result announcement briefing. |
| <ul style="list-style-type: none"> Loan growth | <ul style="list-style-type: none"> Maybank's loan growth guidance for 2014 was 13% at the Group level, with this being supported by Malaysia at 9%-10% and Singapore at 13% and Indonesia at 16%-17%. Investors were generally interested to establish growth by key segments, and discuss household leverage conditions in selected markets. Maybank guided investors in respect of its strategy for each key market with a concurrent view of how asset quality would be managed. |
| <ul style="list-style-type: none"> Deposit growth | <ul style="list-style-type: none"> Maybank had set its deposit growth target at 10%-12%. In the first quarter of the year, the Group did not record deposit growth and investors raised concerned of tightening liquidity in the market. However, as demonstrated in subsequent quarters, the Group was able to post double-digit deposit growth and meet its target, coming in at 11.1%. |
| <ul style="list-style-type: none"> Net Interest Margin Performance | <ul style="list-style-type: none"> Investors remained concerned that higher cost of funding and asset price competition would contribute to continued net interest margin (NIM) compression. Maybank had guided its target NIM level with investors, and demonstrated to investors that its full year normalised performance was in line with the guidance set and its pricing discipline. |
| <ul style="list-style-type: none"> Fee-based income | <ul style="list-style-type: none"> Investors continued to assess the quality of fee-based income in banks overall. To this end, Maybank has shared in its numerous presentations, the historical fee-based income performance by components and discussed the outlook for capital market activities during the year. As demonstrated in the full-year results, although capital market activity was more moderate in 2014, the fee-driven segments of the Maybank Group such as Global Market and Investment Banking recorded stable performance despite market conditions. |
| <ul style="list-style-type: none"> Overheads | <ul style="list-style-type: none"> Investors continued to take interest in the Group's Strategic Cost Management Programme (SCMP). As part of the discussion, Management engaged with investors on the strategies to improve productivity and efficiency throughout the Group, and expectations around the cost-to-income ratio target over the medium term. |
| <ul style="list-style-type: none"> Asset quality | <ul style="list-style-type: none"> Investors remained interested in understanding what would be an average net credit charge off rate in a more challenging market environment, and often sought feedback on whether there was any systemic risk experienced by the Group. The Group has maintained its disclosure of asset quality indicators at the Group level, by market and for key business segments during each result briefing. In the full year result briefing, the Group also shared its portfolio exposure for selected commodities. During the result announcement briefing, the Group has also shared information on any specific asset quality issues to the extent possible. |
| <ul style="list-style-type: none"> Capital management & dividend policy | <ul style="list-style-type: none"> Investors sought information on Maybank Group's capital ratios, capital management strategy, dividend policy and historical payout ratios. Management has not only provided disclosure of its capital ratios on a number of scenarios, but also discloses the fully loaded Basel III capital ratios each quarter. Management also provided a view to investors on any potential requirements that may have an impact on the Group/Bank-level capital position. |
| <ul style="list-style-type: none"> Strategy | <ul style="list-style-type: none"> Investors remained interested in understanding the Group's regional strategy and competitive positioning in Malaysia, its key markets and the region. To this end, Maybank provides disclosure of its performance in its key markets, and also a full appendix on the performance by key business pillars in its investor materials. The Investor Relations team also facilitates the engagement with specific business heads in the Group. Another area of interest amongst investors, is Maybank's merger and acquisition (M&A) strategy and to this end, Management has shared its outlook on M&A in key markets and broad parameters that would be considered when assessing potential inorganic growth opportunities. |

Moving into 2015, the Maybank Investor Relations team will continue to pursue its engagement with the investing community and provide a high standard of disclosure for the investing community.

Investor Information

CREDIT RATING

Maybank is rated by six rating agencies, of which the four foreign rating agencies (S&P, Moody's, Fitch and Capital Intelligence) have an A- or equivalent credit rating which is on par with Malaysia's sovereign rating. The two domestic rating agencies, RAM Ratings and MARC, have a AAA rating on Maybank.

The credit ratings and outlook by all the rating agencies remained unchanged throughout 2014 with all rating agencies placing a Stable outlook except Fitch Ratings which has a Negative outlook. Fitch changed its outlook to Negative from Stable in July 2013 when it downgraded Malaysia's sovereign rating outlook.

Maybank is regularly in contact with its credit rating agencies as well as regulators to ensure continued adoption of prudent capital management practises, and remains committed to maintaining its investment grade credit ratings.

Maybank's Credit Rating

Rating Agency	Issued Date	Rating Classification	Ratings	Outlook
Standard & Poor's	15 Dec 2014	Counterparty Credit Rating	A/ A-2	Stable
		ASEAN Regional Scale	axAA/--/axA-1	
		Preferred Stock	BB+	
		Senior Unsecured (Greater China Regional Scale)	cnAA	
		Senior Unsecured Subordinated	A- / A-2 BBB+	
Moody's Investors Service	16 May 2014	Foreign Currency Bank Deposit	A3/P-2	Stable
		Local Currency Bank Deposit	A1/P-1	
		Bank Financial Strength Ratings	C	
		Baseline Credit Assessment	a3	
		Adjusted Baseline Credit Assessment Jr Subordinate	a3 Baa2 (hyb)	
Fitch Ratings	6 Oct 2014	Foreign Currency - Long-Term Issuer Default Rating	A-	Negative
		Local Currency - Long-Term Issuer Default Rating	A-	
		Viability Rating	a-	
		Support Rating	2	
		Support Rating Floor	BBB	
		Senior unsecured notes	A-	
		Subordinated Tier 2 notes (USD and SGD)	BBB+	
Hybrid Tier 1 notes (SGD Tier 1 Capital Securities)	BB+			
RAM Ratings	Dec 2014	National Scale Financial Institution Ratings	AAA / P1	Stable
		ASEAN Scale Financial Institution Ratings	AAA / P1	
		Up to RM4.0 billion Innovative Tier-1 Capital Securities Programme (2008/2073)	AA2	
		Up to RM3.5 billion Non-Innovative Tier-1 Capital Securities (2008/2108)	AA2	
		RM3 billion Tier-2 Capital Subordinated Note Programme (2011/2031)	AA1	
		RM7 billion Subordinated Note Programme (2012/2032)	AA1	
Additional Tier-1 Capital Securities Programme of up to RM10.0 billion	AA3			
Malaysian Rating Corporation Berhad	19 May 2014	Long Term Financial Institution Ratings	AAA	Stable
		Short Term Financial Institution Ratings	MARC-1	
Capital Intelligence	17 Feb 2015	Foreign Currency - Long Term	A-	Stable
		Foreign Currency - Short Term	A2	
		Financial Strength	A-	
		Support	1	

OTHER INFORMATION

Financial Year End

31 December

Foreign Shareholding

31 December 2014 22.54%
31 December 2013 21.70%

Ticker Code

Bursa Malaysia MYX:1155
Bloomberg MAY MK EQUITY
Reuters MBBM.KL

American Depository Receipts (ADR)

Bloomberg MLYBY US
Reuters MLYBY.PK

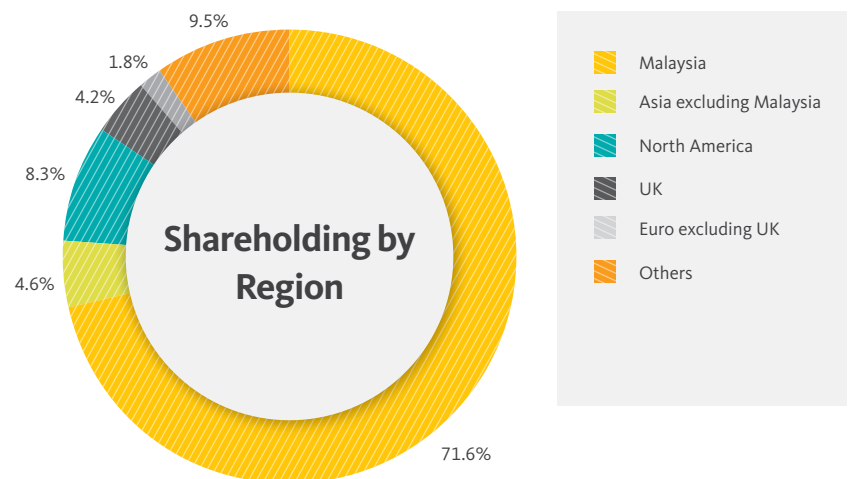
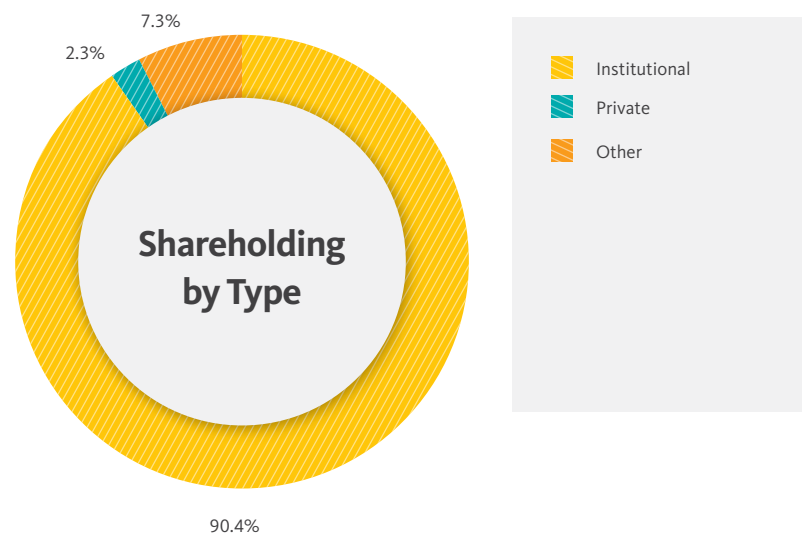
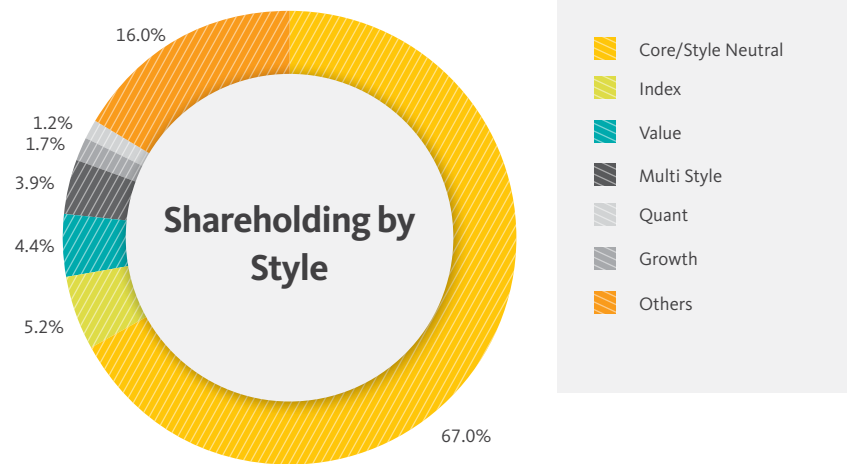
Share Registrar

Tricor Investor Services Sdn Bhd
(formerly known as Tenaga Koperat Sdn Bhd)
Level 17, The Gardens North Tower
Mid Valley City, Lingkaran Syed Putra
59200 Kuala Lumpur
Malaysia

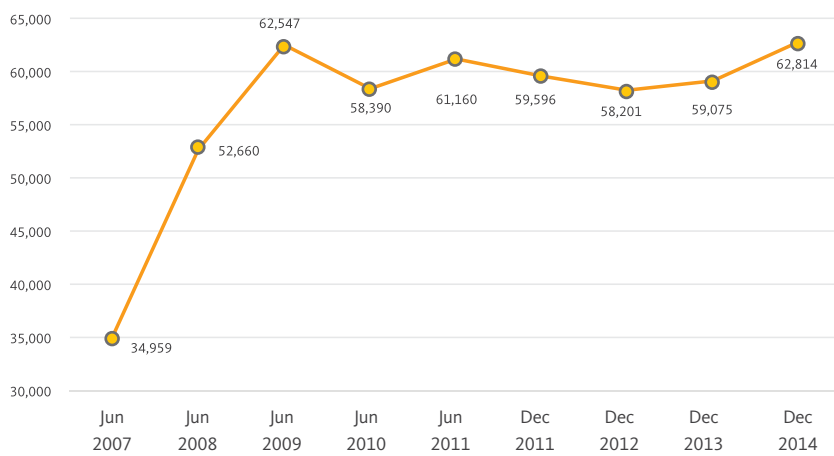
Investor Information

SHAREHOLDER ANALYSIS

- Maybank has a diversified shareholder base with 62,814 shareholders across the globe as at 31 December 2014, which is 6.3% higher than a year ago.
- Analysis of the shareholding by region (excluding substantial shareholders) shows that 15.5% comes from Asia, followed by 8.3% from North America, 4.2% from UK, 1.8% from Europe (excluding UK) and 9.5% from other geographical locations.
- Most of Maybank's shares are held by institutional investors (90.4%) followed by private investors (2.3%) while the remainder of 7.3% are held by others types of investors.
- Analysis of the shareholders by styles shows that 67.0% are core/style neutral funds, 5.2% are index funds, 4.4% are value funds, 3.9% are multi style funds, 1.7% are quant funds, 1.2% are growth funds while the remainder of 16.6% are held by other investment style funds.



Total Shareholders



Investor Information

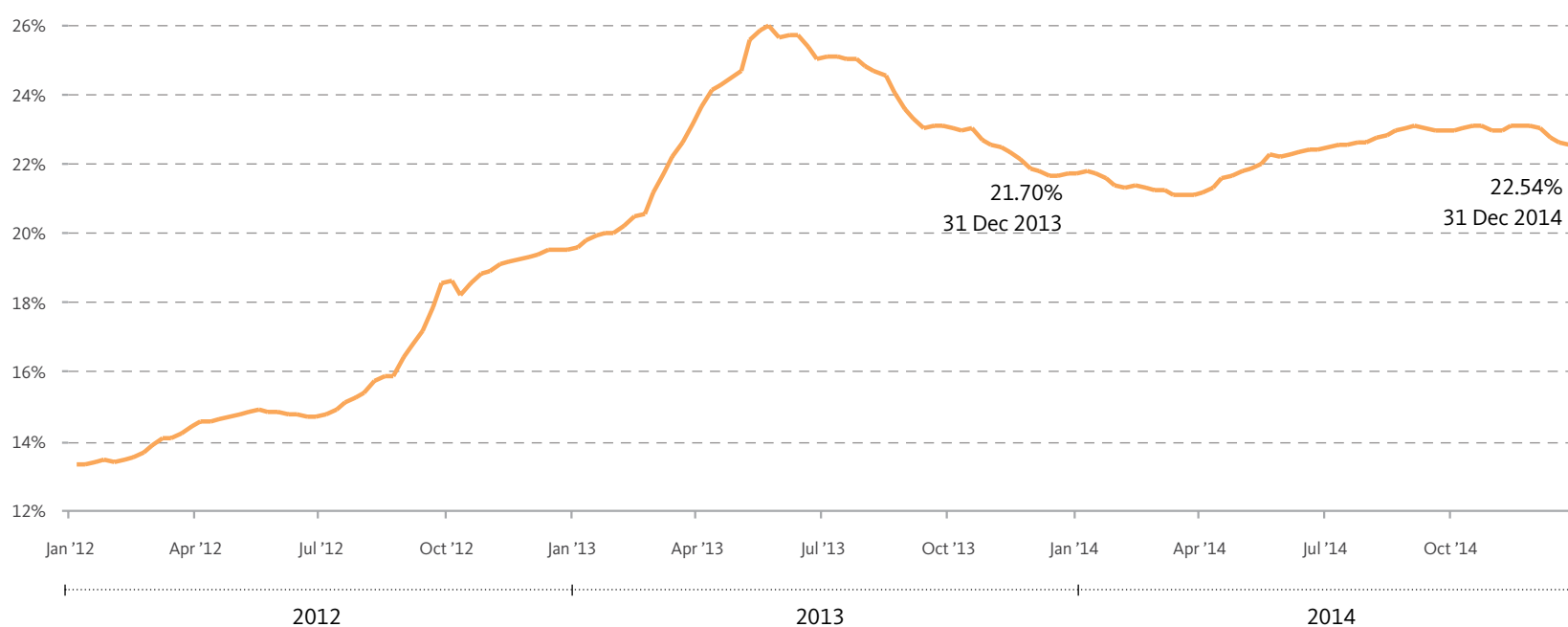
FOREIGN SHAREHOLDING

Maybank's foreign shareholding has recorded an increase for three consecutive years. In 2014, the foreign shareholding rose 0.84% pts, rising from a low of 21.1% on 14 March to a high of 23.14% on 17 October but declined by year end in line with the general weakness of the equity markets and outflow of foreign portfolio funds.

AMERICAN DEPOSITORY RECEIPTS (ADRS)

Maybank has been traded in the United States since 2005 through a NYSE-listed sponsored ADR facility with The Bank of New York Mellon as the depository, in an effort to diversify and increase US ownership as well as improve Maybank's profile in the US market. The ADRs are traded on the New York Stock Exchange under the ticker MLYBY US on Bloomberg and MLYBY.PK on Reuters.

Maybank's Foreign Shareholding: 2012-2014



	2012		2013		2014	
High	13.33%	6 Jan	19.58%	4 Jan	21.11%	14 Mar
Low	19.58%	21 Dec	25.99%	24 May	23.14%	17 Oct
Close	19.54%	31 Dec	21.70%	31 Dec	22.54%	31 Dec
YoY Change	6.26%		2.16%		0.84%	

MAYBANK SHARE

Despite the weaker equity market in 2014, Maybank's total shareholder return outperformed the benchmark indices by delivering a higher dividend payout.

SUMMARY

- Total Shareholder Return of -2.49% was ahead of FBM KLCI and KL Finance Index of -2.62% and -3.82% respectively.
- Dividend of 57 sen per share for 2014 is 6.5% higher than the previous year.
- Dividend payout ratio improved to 78.5% from 71.9% in 2013.

SHARE PRICE PERFORMANCE

Maybank's share price movement for the first two quarters of 2014 was in line with the FTSE Bursa Malaysia Kuala Lumpur Composite Index (FBM KLCI) and the Bursa Malaysia Finance Index (BM Finance Index), declining 2.62% in the first quarter followed a 1.55% gain in the second quarter.

However, after the FBM KLCI hit its all-time high of 1,892.6 on 8 July, it began to decline on the back of falling global oil prices. Maybank's share price held up for another two months to hit its peak of the year at RM10.16 on 4 September before it also succumbed to concerns over softer corporate earnings, lower ringgit, falling oil prices and weak economic outlook given Malaysia is an oil exporting country. This in

turn weakened external sentiment and raised on-going concerns of Malaysia's fiscal challenges and vulnerability to foreign fund outflows.

Although for the third quarter Maybank still managed to record a 1.32% gain, the downtrend that began in September accelerated in the fourth quarter of the year as oil prices continued to plunge to below USD60. On 16 December 2014, Maybank's share price, FBM KLCI Index and the KL Financial Index all hit their 52-week low of RM8.29, 1,673.94 points and 14,857.75 points before rebounding at the year end to close at RM9.17, 1,761.25 points and 15,704.35 points respectively.

At the close of 2014, Maybank's share price was 7.7% lower than at the end of last year while the FBM KLCI and BM Financial Index also recorded a losses of 5.7% and 7.4% respectively.

Maybank Share Price and Volume Performance in 2014

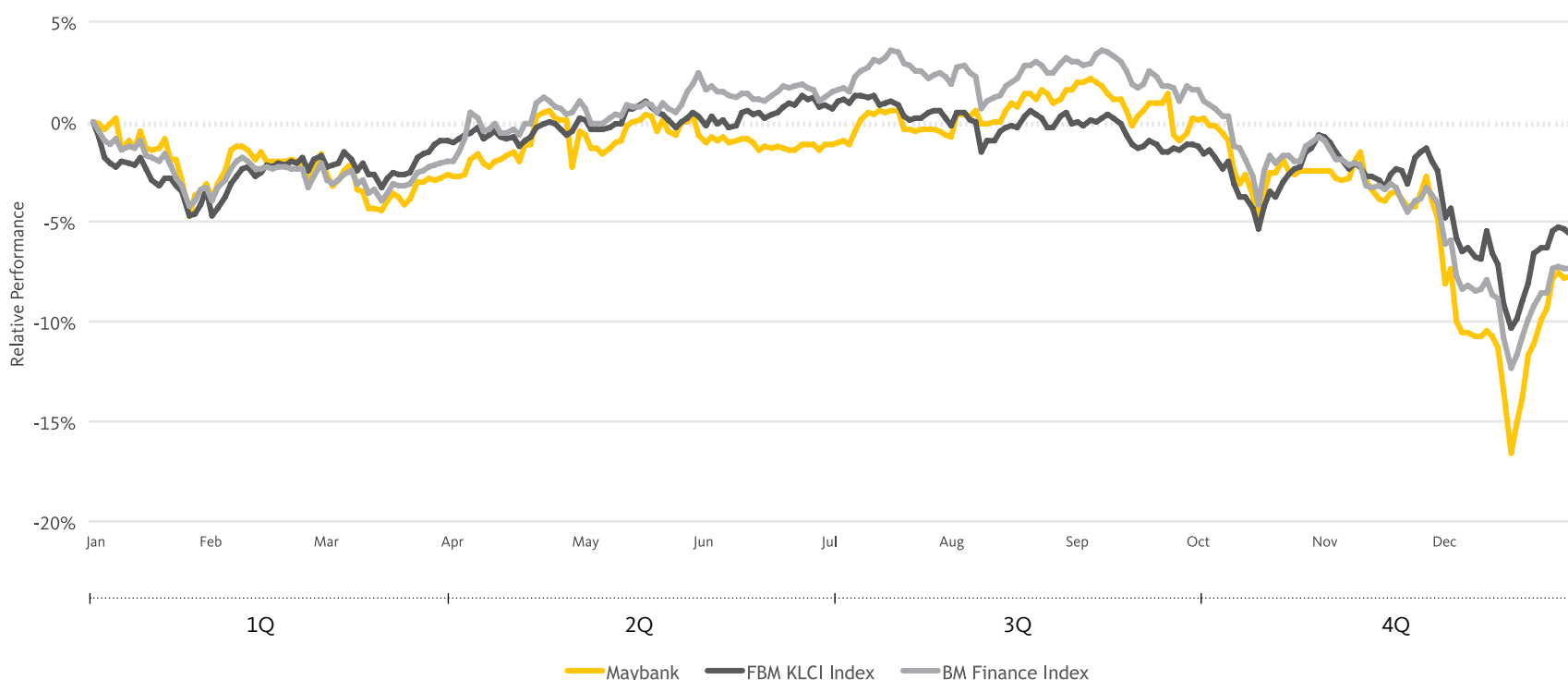


Share Price (RM)	1Q		2Q		3Q		4Q		FY2014	
High	9.96	7 Jan	10.00	23 Apr	10.16	4 Sep	9.96	2 Oct	10.16	4 Sep
Low	9.47	27 Jan	9.67	1 Apr	9.83	1 Jul	8.29	16 Dec	8.29	16 Dec
Close	9.68	31 Jan	9.83	30 Jun	9.96	30 Sep	9.17	31 Dec	9.17	31 Dec
Trading Range	0.49		0.33		0.33		1.67		1.87	

Average	1Q	2Q	3Q	4Q	FY2014
Price (RM)	9.71	9.85	9.99	9.40	9.73
Daily Volume (million)	6.832	7.404	7.318	8.781	7.599

Investor Information

Relative Performance of Maybank Share Price vs Benchmark Indices



	31 Dec 2013	Share Price and Index Performance					FY2014	Total Shareholder Return FY2014
		1Q	2Q	3Q	4Q			
Maybank (RM)	9.94	9.68	9.83	9.96	9.17	9.17		
Change (sen)		(0.26)	0.15	0.13	(0.79)	-0.77		
% Change		-2.62%	1.55%	1.32%	-7.93%	-7.75%	-2.49%	
FBM KLCI	1,866.96	1,849.21	1,882.71	1,846.31	1,761.25	1,761.25		
Change (pts)		(17.75)	33.50	(36.40)	(85.06)	-105.71		
% Change		-0.95%	1.81%	-1.93%	-4.61%	-5.66%	-2.62%	
KL Finance Index	16,955.60	16,630.83	17,172.35	17,229.35	15,704.35	15,704.35		
Change (pts)		(324.77)	541.52	57.00	(1,525.00)	-1,251.25		
% Change		-1.92%	3.26%	0.33%	-8.85%	-7.38%	-3.82%	

SHARE RELATED KEY FIGURES

	FY2007	FY2008	FY2009	FY2010	FY2011	FP2011	FY2012	FY2013	FY2014
Market Capitalisation (RM billion)	46.7	34.4	41.8	53.5	66.9	65.5	77.6	88.1	85.5
Total Shareholder Return, TSR (%)	19.3	-21.4	-3.9	31.7	28.1	-0.16	13.3	14.3	-2.49
Dividend per share (sen)	57.5	44.0	8.0	55.0	60.0	36.0	65.0	53.5	57.0
Dividend yield (%)	6.7	7.4	1.4	7.3	6.7	4.2	7.1	5.4	6.2
Closing Price, 31 Dec (RM)	8.62	6.33	5.90	7.56	8.94	8.58	9.20	9.94	9.17
Average share price (RM)	8.46	8.00	5.25	6.94	8.60	8.45	8.81	9.80	9.74
Highest closing share price (RM)	9.84	9.20	7.14	7.72	9.29	8.99	9.46	10.74	10.16
Lowest closing share price (RM)	7.47	6.33	3.57	5.60	7.53	7.51	8.19	8.84	8.29
Basic EPS (sen)	58.5	53.3	12.0	53.9	61.4	34.5	72.7	75.8	74.2

TOTAL SHAREHOLDER RETURN

Total Shareholder Return (TSR) is the measure of our enhancement of shareholder value that measures total return arising from capital gains (share price increase) and dividends.

Despite the weaker equity market for 2014, which saw Maybank shares registering a greater decline than the benchmark indices, Maybank outperformed both indices with a TSR of -2.49% which was 0.13% better than the FBMKLCI and 1.33% higher than the BM Finance Index.

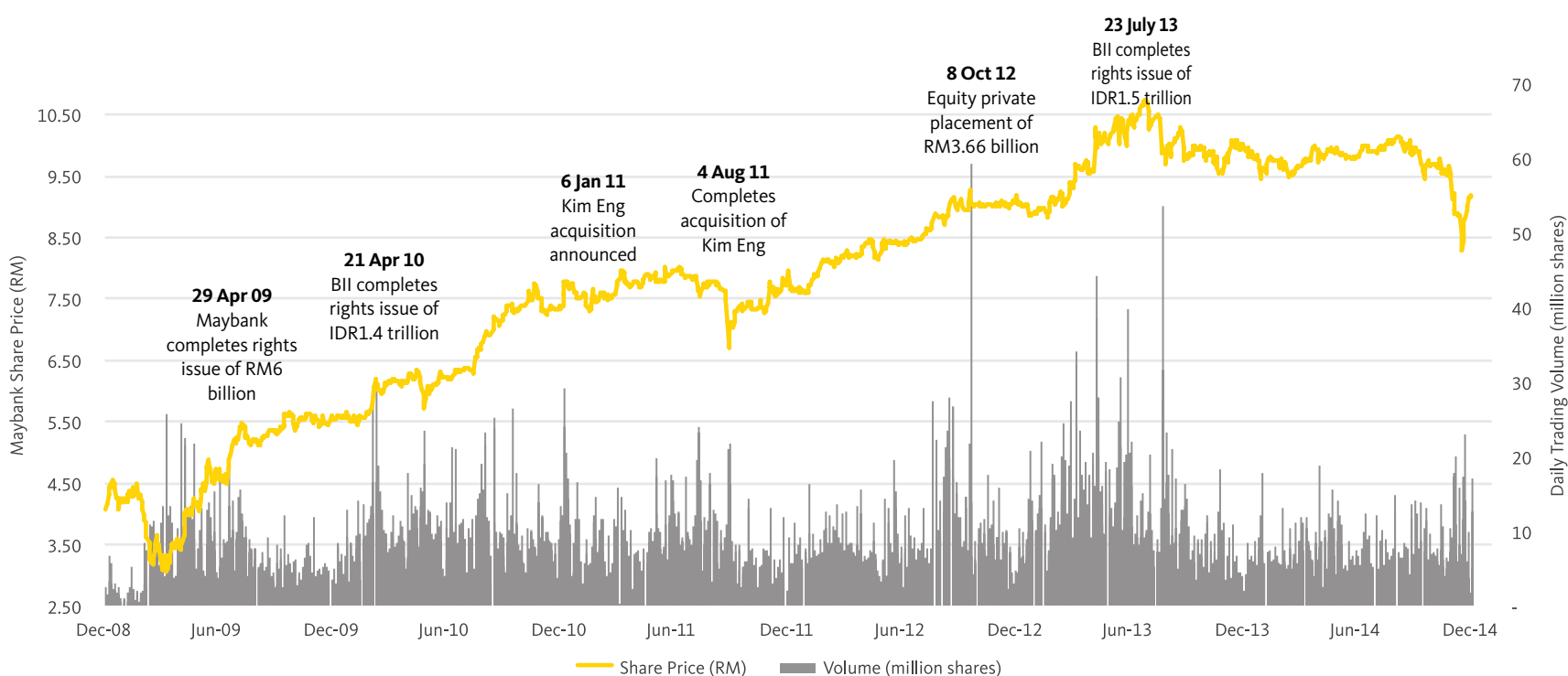
Total Shareholder Return	FY07	FY08	FY09	FY10	FY11	FP11	CY11	FY12	FY13	FY14
Maybank	19.30%	-21.43%	-3.88%	31.69%	28.13%	-0.16%	8.37%	15.60%	14.30%	-2.49%
FBM KLCI Index	54.30%	-8.20%	-5.26%	26.09%	24.83%	-1.11%	4.45%	14.27%	14.11%	-2.62%
Bursa Malaysia Finance Index	53.23%	-19.79%	1.70%	43.81%	32.86%	-5.69%	4.58%	16.99%	15.09%	-3.82%

Maybank's Relative Performance	FY07	FY08	FY09	FY10	FY11	FP11	CY11	FY12	FY13	FY14
FBM KLCI Index	-35.00%	-13.23%	1.38%	5.60%	3.30%	0.95%	3.92%	1.33%	0.19%	0.13%
Bursa Malaysia Finance Index	-33.93%	-1.64%	-5.58%	-12.12%	-4.73%	5.53%	3.79%	-1.39%	-0.79%	1.33%

Note

FP11 refers to the 6-month financial year which was for Maybank to change its financial year end to 31 December from 30 June. FY07 to FY11 are 12 months ended 30 June. CY11 refer to the 12-month calendar year which is unaudited and shown for illustrative purposes only.

Maybank Long Term Share Price and Volume Performance

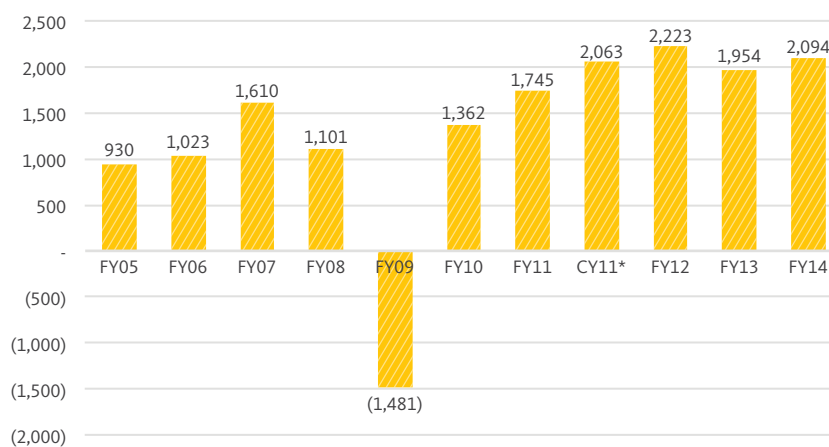


Investor Information

ECONOMIC PROFIT

- Economic profit is a key measurement of shareholder value creation. Maybank has tracked its Economic Profit performance since 2005, and uses a range of related measures as part of its internal performance management process.
- Economic profit was proposed by the Putrajaya Committee on GLC High Performance (PCG) Secretariat to measure a company's return over and above its cost of capital. The PCG spearheads the GLC (Government-linked Companies) Transformation Programme to develop high-performing entities to support Malaysia's economic development.
- In 2014, Maybank's Economic Profit increased 7.2% to RM2.09 billion from RM1.95 billion in the previous financial year due to a higher net profit and lower cost of equity.

Maybank's Economic Profit: FY2006 to FY2014 (RM million)



* Unaudited

DIVIDEND POLICY

The Group adopts a dividend policy with a full year dividend payout ratio of 40% to 60% of the financial year earnings attributable to shareholders. However, with the Dividend Reinvestment Plan which was introduced in FY2010, the Group has been able to deliver a higher payout ratio of between 71.9% (FY2013) and 79.9% (FY2011).

DIVIDEND AND DIVIDEND REINVESTMENT PLAN

On 7 April 2015 at the Annual General Meeting, the Board of Directors will propose a final single-tier dividend of 33 sen. Together with the interim dividend of 24 sen, the total dividend for FY2014 amounts to 57 sen, which is 6.5% higher than the 53.5 sen paid in the previous year.

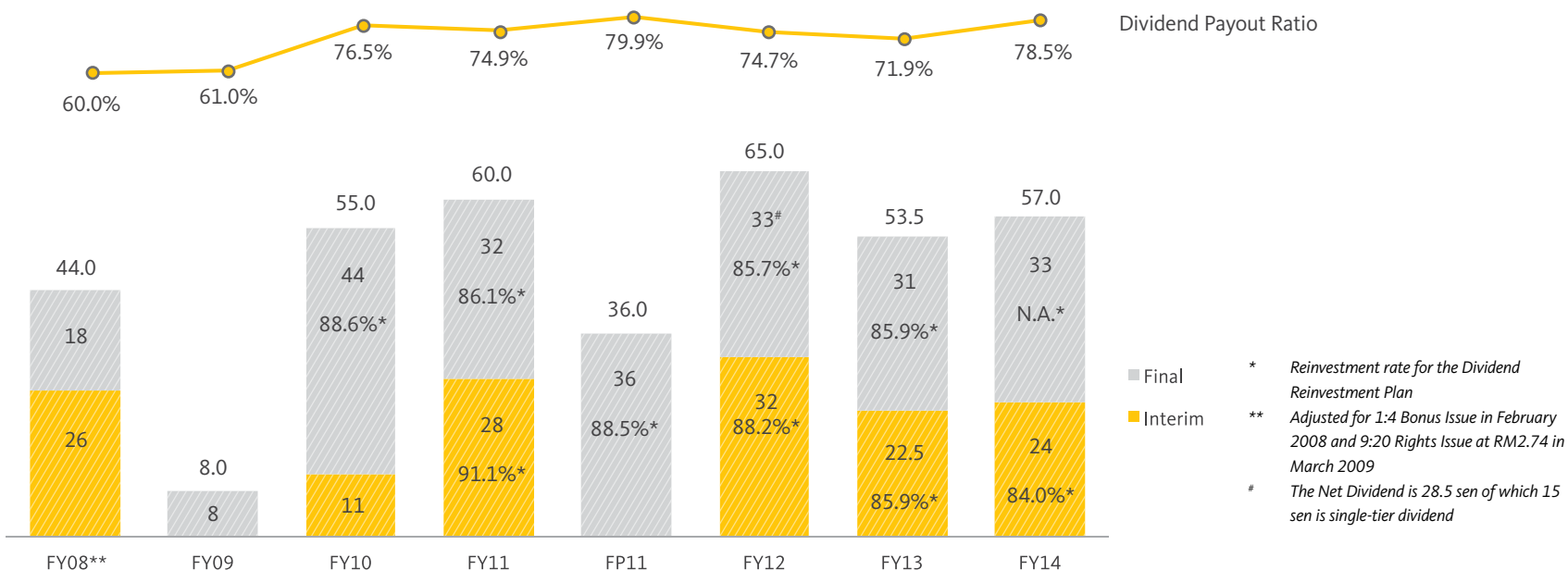
The full year dividend of 57 sen translates to a dividend payout ratio of 78.5%, which is higher than the 71.9% for the previous year and above the dividend policy rate of between 40% and 60%.

The final dividend will be issued pursuant to the 10th Dividend Reinvestment Plan (DRP) in which the single-tier cash dividend of 33 sen will consist of an electable portion of 23 sen, which can be elected to be reinvested in new ordinary shares, and a cash portion of 10 sen.

Maybank will continue to use the DRP as an integral part of its strategy to preserve equity capital whilst providing healthy dividend income to shareholders.

The past DRPs have been well-received by shareholders with an average reinvestment rate of 87.1%, ranging from 84.0% to 91.1% for the past nine DRPs, reflecting shareholders' confidence in Maybank.

Gross Dividend (sen) and Payout Ratio (%)



* Reinvestment rate for the Dividend Reinvestment Plan
 ** Adjusted for 1:4 Bonus Issue in February 2008 and 9:20 Rights Issue at RM2.74 in March 2009
 # The Net Dividend is 28.5 sen of which 15 sen is single-tier dividend

Investor Information

DIVIDEND HISTORY

		Dividend per share (sen)		Dividend Reinvestment Plan						Declaration	Price Fixing Date for DRP	Ex-Date	Record Date	Payment Date
		Actual	Adjusted *	DRP No.	Dividend per share (sen)		Reinvestment Rate	Issue Price RM	Discount					
					Cash	Electable portion								
FY2007	Interim	40	28.7							21 Feb 07		10 Apr 07	12 Apr 07	26 Apr 07
	Final	40	28.7							29 Aug 07		30 Oct 07	1 Nov 07	15 Nov 07
	Total	80	57.5											
FY2008	1st Interim	17.5	12.6							15 Nov 08		31 Dec 07	3 Jan 08	16 Jan 08
	1:4 Bonus									24 Jan 08		18 Feb 08	20 Feb 08	20 Feb 08
	2nd Interim	15	13.5							20 Feb 08		24 Mar 08	26 Mar 08	7 Apr 08
	Final	20	18							27 Aug 08		7 Oct 08	9 Oct 08	21 Oct 08
	Total	52.5	44											
FY2009	9:20 Rights									1 Mar 09		31 Mar 09	2 Apr 09	-
	Final	8	-							25 Aug 09		13 Oct 09	15 Oct 09	27 Oct 09
	Total	8												
FY2010	Interim	11	-							9 Feb 10		2 Mar 10	4 Mar 10	16 Mar 10
	Final	44	-	1	4	40	88.6%	7.70	9.90%	20 Aug 10	4 Nov 10	18 Nov 10	22 Nov 10	20 Dec 10
	Total	55												
FY2011	Interim	28	-	2	4	24	91.1%	7.70	9.60%	21 Feb 11	31 Mar 11	12 Apr 11	14 Apr 11	12 May 11
	Final	32	-	3	4	28	86.1%	7.70	7.83%	22 Aug 11	15 Nov 11	25 Nov 11	30 Nov 11	28 Dec 11
	Total	60												
FY2011	Final	36	-	4	4	32	88.5%	8.00	5.77%	23 Feb 12	17 Apr 12	27 Apr 12	2 May 12	4 Jun 12
	Total	36												
FY2012	Interim	32	-	5	4	28	88.2%	8.40	4.65%	16 Aug 12	7 Sep 12	20 Sep 12	24 Sep 12	25 Oct 12
	Final	33	-	6	4	29	85.7%	8.80	5.17%	21 Feb 13	12 Apr 13	25 Apr 13	29 Apr 13	29 May 13
	Total	65												
FY2013	Interim	22.5	-	7	6.5	16	85.9%	9.20	5.40%	21 Aug 13	10 Sep 13	24 Sep 13	26 Sep 13	25 Oct 13
	Final	31	-	8	4	27	85.9%	8.95	5.09%	27 Feb 14	16 Apr 14	29 Apr 14	2 May 14	30 May 14
	Total	53.5												
FY2014	Interim	24	-	9	4	20	84.0%	9.30	5.49%	28 Aug 14	12 Sep 14	25 Sep 14	29 Sep 13	28 Oct 14
	Final	33	-	10	10	23	-	-	-	26 Feb 15	-	-	-	-
	Total	57												

* Adjusted for 1:4 Bonus Issue in February 2008 and 9:20 Rights Issue at RM2.74 in March 2009

Investor Information

LONG TERM SHAREHOLDER VALUE CREATION

Maybank strives to create long term value for shareholders. We believe that by striving to balance the needs of our various stakeholders, we can create value for shareholders in the long term. We do so by pursuing business opportunities, optimising capital and managing risk, reducing cost so that our people can effectively deliver innovative products and services in a customer-focused manner while making a positive impact in the communities and the environment where we operate.

SHARE PRICE APPRECIATION

Shareholders usually track the share price performance of their shares in the short term such as on a daily, weekly or monthly basis as a simple means to determine how well their investment is doing. However, in the longer term, such as on an annual or multi year basis, the additional return from dividends, especially for a high dividend paying share like Maybank, has a more significant impact on the total return to the shareholder as illustrated below.

The chart and table below shows that the current price of Maybank as at end of 2014 was RM9.17 and the trend it has followed since it began with an adjusted share price of RM1.15 25 years ago (actual RM13.00, adjusted for share splits, bonus and rights issues). However, the Dividend Adjusted Value including dividend which are reinvested into Maybank shares would have provided a value of RM23.18 from the initial investment of RM1.15. In short, the total return is 1,914% over the 25 years or about 19 times the initial investment made i.e. an investment of RM1,000 would now be worth RM19,143.

For a standardised method of measuring gains as shown above i.e. the return from both capital appreciation and dividend income, we measure and track using Total Shareholder Return.

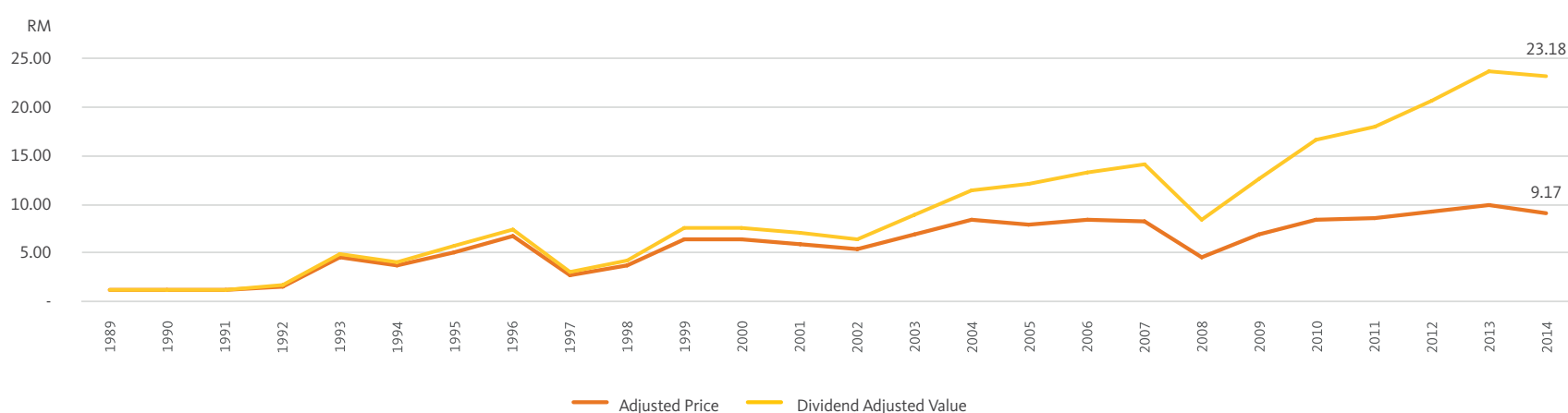
TOTAL SHAREHOLDER RETURN (TSR)

We use Total Shareholder Return to measure the value we provide to shareholders in both the share price appreciation and the dividends they receive. We also track our performance against two domestic benchmark indices, primarily, the market index, the FTSE Bursa Malaysia Kuala Lumpur Composite Index (FBM KLCI) and the finance sector index, Bursa Malaysia Finance Index (BM Finance Index).

The table and chart below shows the cumulative Total Shareholder Return for various holding periods up to 25 years.

Again we can see that the 25 year holding period provides a Cumulative TSR of 1,914%. This is superior to the benchmark FBM KLCI index's TSR of 213%. Maybank shares have been shown to deliver positive return over the long term which is competitive or superior in TSR compared to the two benchmark indices.

Maybank Price: Adjusted Share Price and Dividend Adjusted Value since 1989 (25 years)



RM	1989	1994	1999	2004	2009	2011	2013	2014
Adjusted Price	1.15	3.69	6.47	8.48	6.86	8.58	9.94	9.17
Dividend Adjusted Value	1.15	4.05	7.55	11.40	12.67	18.05	23.70	23.18

Cumulative Total Return (%)	1989	1994	1999	2004	2009	2011	2013	2014
Maybank	0	252	556	890	1,001	1,468	1,960	1,914
FBM KLCI	0	73	44	61	126	172	232	213
Value of Investment of RM1,000 (RM)	1,000	2,522	5,560	8,903	10,006	14,681	19,599	19,143

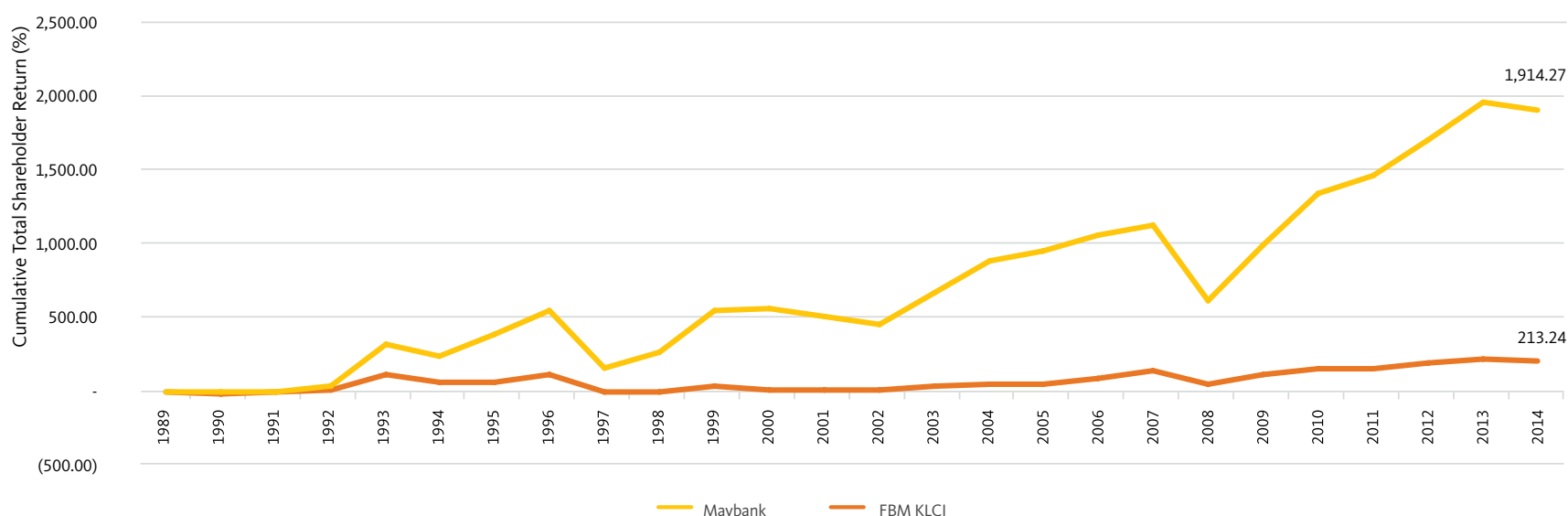
Source: Bloomberg

Investor Information

LONG TERM TOTAL SHAREHOLDER RETURN

Holding Period (years)	25	20	15	10	5	3	1
Investment Date (31 Dec)	1989	1994	1998	2004	2009	2011	2013
Total Shareholder Return							
Maybank	1914.27%	471.94%	207.06%	103.39%	83.02%	28.45%	-2.49%
FBM KLCI	213.24%	239.62%	262.67%	179.91%	62.17%	26.43%	-2.62%
BM Finance Index	N.A.	130.75%	143.60%	204.23%	75.36%	28.99%	-3.82%
Effective Annual Rate of Return							
Maybank	12.75%	9.10%	7.76%	7.35%	12.84%	8.69%	-2.49%
FBM KLCI	4.67%	6.30%	8.96%	10.83%	10.15%	8.13%	-2.62%
BM Finance Index	N.A.	4.27%	6.11%	11.76%	11.88%	8.84%	-3.82%

25-year Relative Performance: Maybank vs FBM KLCI



VALUE CREATION FROM ASSOCIATES AND SUBSIDIARIES

Maybank has a 20% stake in MCB Bank Ltd in Pakistan and An Binh Bank in Vietnam which were acquired in 2008 for RM2.9 billion and RM0.4 billion respectively.

The value of these associates can be tracked by the share of profits they contribute to the Group. In FY2014, profit before tax for MCB Bank and An Binh Bank rose to RM158 million, 17.6% higher than in 2013, due to strong income growth and contained overheads.

PT Bank Internasional Indonesia Tbk (BII) and Maybank Kim Eng (MKE) were acquired as subsidiaries in 2008 and 2011 for RM8 billion and RM4 billion respectively. In the case of BII and MKE, their operations have largely been integrated into the Group and therefore provide value to the Group as a whole.

Maybank's acquisition of BII has provided the Group with significant business presence in Indonesia - ASEAN's largest economy. As of 31st December 2014, BII is the ninth largest bank by assets in Indonesia, with 428 branches.

The acquisition of Kim Eng has catapulted Maybank Kim Eng to be amongst the regional leaders in investment banking and advisory. With Maybank's strong balance sheet and Global Banking's regional client coverage team coupled with Maybank Kim Eng's wide distribution network across the globe, the Group has a strong platform that is equipped to provide investment banking services to our clients across the region.

Both BII and Kim Eng (now Maybank Kim Eng) are integral parts of the Group's vision to be a regional financial services leader. The strong performance of the Group in profitability and Total Shareholder Return is partly attributed to the contribution of these acquisitions which have been integrated into the Group's business.

Community Financial Services

DATUK LIM HONG TAT

Group Head,
Community Financial Services (CFS)



2015 OUTLOOK

We are optimistic about our capabilities and positioning to capitalise on opportunities arising from anticipated sustained domestic economic growth ranging between 4.5%-5.5%. Despite an increasingly challenging market inundated with regulatory pressures and a fee compression environment, we remain confident of growing our top line, targeting new opportunities and leveraging new channels. Our top priority in 2015 remains unchanged. We aim to continue to outpace industry to further strengthen our loans and deposits portfolio and to turbo charge our revenue growth engine. With an enhanced sales force and digital banking capabilities, the primary focus will be on improving profitability, productivity, cost and risk management. We remain confident of unleashing the full potential of our business model both domestically and regionally to achieve business uplift and unlock synergies.

2015

Our Priorities

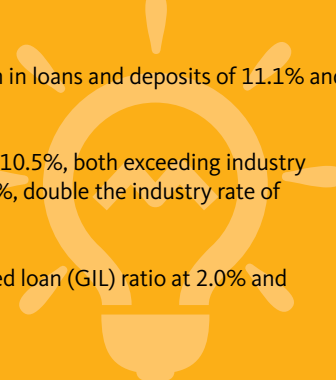
- Turbo charge revenue growth engine.
- Deepen segmentation play.
- Execute digital strategy to further cement market leadership.
- Unlock value from Operational Excellence initiatives.
- Realise full potential of local and regional business models.



2014

Performance Highlights

- Profit Before Tax (PBT) of RM4.3 billion and revenue of RM7.5 billion for FY2014.
- Outpaced industry with robust growth in loans and deposits of 11.1% and 7.9% respectively.
- Mortgage grew 13.3% and Auto grew 10.5%, both exceeding industry growth. SME loan portfolio grew 24.4%, double the industry rate of 12.0%.
- Asset quality stable with gross impaired loan (GIL) ratio at 2.0% and consumer GIL ratio a healthy 0.5%.



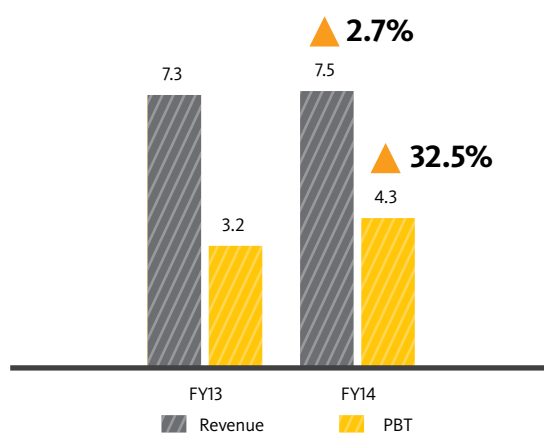
OVERVIEW

Community Financial Services is a sector of the Bank serving the Consumer, SME and Business Banking customer segments. We lead the Malaysian financial services industry bringing to market differentiated value propositions through our extensive distribution footprint and an unrivalled digital banking presence. In line with our 2015 aspiration our efforts have in recent years been focused on laying the groundwork to chart our path towards being the Undisputed No.1 Retail Financial Services Provider in Malaysia. In pursuit of this aim, we have positioned ourselves to unleash untapped potential within our business segments and seize opportunities presented within the wider landscape of the markets we operate in.

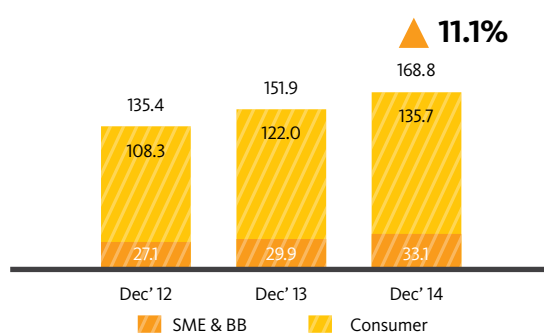
Community Financial Services

FY2014 has seen us begin to reap the rewards of our relentless efforts of the past few years. We advanced with clear strides towards our 2015 aspiration, outpacing industry and registering strong double-digit growth in key business portfolios. Even as we sharpened our focus in our home ground of Malaysia, we embarked on a new chapter with the pursuit of our regionalisation strategy. Guided by our theme of controlled aggression and fuelled by a passion to unleash our full potential locally and regionally, we remain steadfastly focused on our mission of Humanising Financial Services.

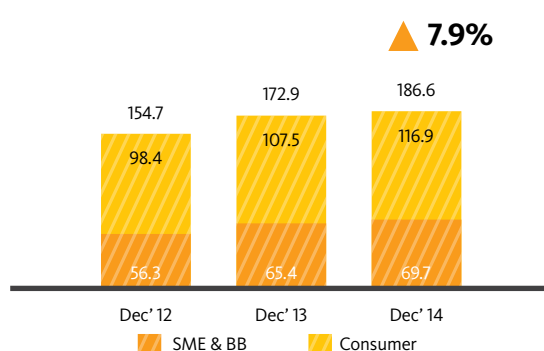
CFS Revenue & Profit Before Tax (RM' billion)



CFS Loans (RM' billion)



CFS Deposits (RM' billion)



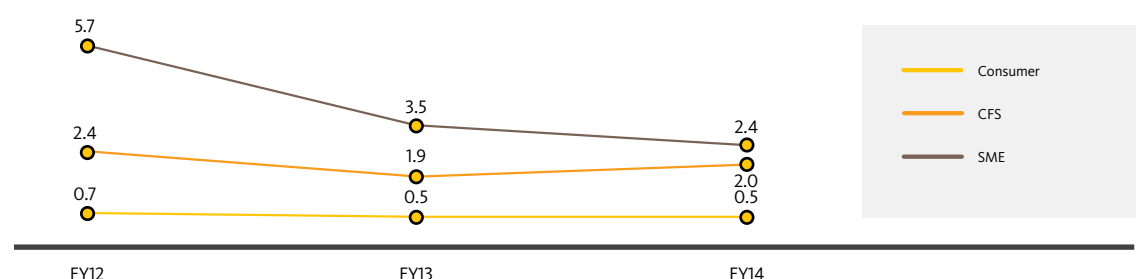
KEY MILESTONES IN 2014

We deepened our segmentation play by further embedding differentiation not just in product and service offering but also through channel reconfiguration. Our branch target operating model BTOM 2.0 is built on the concept of simplicity and accessibility. Redefining customer footprint within our branches involves leveraging a highly integrated internal and external network to promote channel optimised usage for the bank. An integral part of this is our people. 2014 saw the reinvigoration of our sales force in an effort to inculcate a high performance sales culture and further deepen customer engagement within specific segments to grow share of wallet in the provision of holistic financial, banking and wealth management solutions.

Broadening our horizons beyond Malaysia, we laid the groundwork and established operating rhythm in high value cross border businesses. Moving forward, we are poised to operate as an integrated regional business in the retail and commercial banking space.

RM' billion	FY2013	FY2014	YoY (%)
CFS Gross Loans	151.9	168.8	11.1%
- Mortgage	53.8	60.9	13.3%
- Auto	35.0	38.6	10.5%
- Retail Lending	27.6	30.4	9.9%
- Cards & Unsecured Lending	5.6	5.8	4.5%
- SME & Business Banking of which:	29.9	33.1	10.5%
SME	6.0	7.5	24.4%
BB	23.9	25.5	6.9%
CFS Deposits	172.9	186.6	7.9%
- Consumer	107.5	116.9	8.8%
- SME & Business Banking	65.4	69.7	6.5%
CFS Gross Impaired Loans Ratio	1.9%	2.0%	0.1%
- Consumer	0.5%	0.5%	0.0%
- SME & Business Banking	7.4%	8.5%	1.1%

CFS Gross Impaired Loan Ratio



Community Financial Services

2014 CFS MALAYSIA PERFORMANCE REVIEW

2014 was a year fraught with challenges. The anticipated mega merger between competitors, on-going economic uncertainties and rising interest rate sentiments all posed challenges on the local front. The effects of the anticipated GST implementation further dampened sentiments. We weathered these challenges and defended our top line, recording revenue of RM7.5 billion, a 2.7% growth over 2013. Despite this, PBT registered 32.5% growth, closing at RM4.3 billion, aided by better than expected recoveries in our business banking portfolio. We remain the largest revenue contributor to Maybank Group.

We continued to reap the benefits of better portfolio management focused on higher margin solutions and disciplined cost management. In addition to this, our relentless commitment towards greater efficiency in our businesses resulted in tangible outcomes. We continue to benefit from on-going operational excellence initiatives and also put in place new initiatives to further extract value from our systems, processes and people.

We once again led the financial services industry in the key areas of loans and deposits, recording growth of 11.1% and 7.9% respectively. In loans, Mortgage grew 13.3%, above the industry rate of 13.1%. Our SME portfolio meanwhile recorded a stellar growth of 24.4%, above the 12.0% recorded by industry. In deposits, we again outpaced industry, aided by the consumer and Business Banking segments which grew 8.8% and 13.7% respectively.

Asset quality remains intact in line with our deeply ingrained asset quality conscious culture. We maintained our GIL ratio at 2.0% in 2014. This is a clear indication of the success of our on-going efforts in reinforcing the credit asset quality framework, pursuing proactive prevention and recovery activities as well as ensuring loan origination quality.

Cost to income ratio trended favourably recording 49.4% against the 50.6% recorded in 2013. We expect this to trend further downwards over the coming years as we continue to adopt prudent cost management and fully embrace a disciplined Lean Sigma culture throughout the organisation.

HIGH NET WORTH (HNW) AND AFFLUENT BANKING

- We achieved customer growth of 10.4% and 6.2% for HNW and Affluent banking segments respectively.
- Total financial assets (TFA) grew 14.1% and 11.1% for the HNW and Affluent Banking segments respectively.
- Investment fee based income achieved 56.0% YoY growth from 2013, a substantial portion of which came from growth in the unit trust portfolio.

In 2014, we expanded the number of Premier Wealth Centres and Lounges from 73 to 92 to cater for the rapidly growing number of clients. Initiatives and product innovations were focused on new revenue streams. As part of our regionalisation drive, we embarked on cross-border initiatives and regional product and service offerings. Private Wealth and Premier Wealth clients can now enjoy regional service recognition across Malaysia, Singapore, Indonesia, Cambodia and Philippines.

As part of our Customer Experience Transformation Programme, we continue to roll out initiatives to improve customer service at all touchpoints. Our relentless efforts to grow the business and enhance customer service quality won us an array of awards during the year. We continue to invest in building capabilities such as enhancing our digital platform experience to improve banking relationships and be the preferred banking partner for the HNW and Affluent segments.

Moving forward, we will tap deeper into the continuing economic expansion and increasing affluence of customers to grow our fee-based income and further strengthen our wealth management platform.

MORTGAGE & HOME FINANCING

- Residential home financing grew 14.6% to a balance outstanding of RM45.8 billion.
- Shop-house financing grew 15.8% to a balance outstanding of RM10.2 billion, outpacing industry growth and achieving a market share of 14.6%.
- Continued downtrend in GIL ratio to 0.6%.
- Achieved average approval turnaround time (TAT) of 2.01 days versus target of 3.0 days.

Mortgage and home financing registered strong double-digit growth for the fifth consecutive year in 2014. This is a testament to our continued focus on the secondary market through various campaigns and our strategic partnership with Malaysia Institute of Estate Agents (MIEA). We associated with FIABCI-Malaysia and The EDGE to sustain our presence and position ourselves as the leading bank in primary market business. In addition, we introduced the Bank's Flexi home loan to target the affluent customer segment as they have a penchant for flexible repayment terms and the financial capability to self-manage their home loans repayments. We have also strengthened our anti-attrition programmes to prevent good loan leakages.

Mortgage GIL ratio trended downward to 0.6% as compared to 0.7% in the previous year as we turned our focus on specific price range properties with good asset quality and selective customer segment.

In 2014, operational efficiency initiatives worked on further improving the end-to-end mortgage loan processes with the aim to enhance customer experience. Improvements were significant with 86.9% of mortgage approvals meeting TAT of three days, versus 84.6% in 2013.

We were awarded the prestigious Euromoney Real Estate Award for being the "Best Bank Overall in Malaysia" during the year.

AUTOMOBILE FINANCING

- Loans grew 10.5% to RM38.6 billion, higher than the industry growth of 4.4%.
- GIL rate remains the lowest in the industry at 0.5%, compared to industry rate of 1.3%.
- Retained our No.1 position in Islamic auto finance. We grew 22.9% compared with 10.5% for the industry, with a loan base of RM27.9 billion.

We added an Accelerated Repayment Package (ARP) for our top-tier customer segments. We aim to meet the exacting needs of this sophisticated segment through this differentiated package, which entails up-scaling of our services to include concierge services and special invitations to exclusive events.

We won The Asian Banker - Excellence in Retail Financial Services International Awards for Best in Automobile Lending Awards for 2 consecutive years. This is a testament to our position as the undisputed innovation leader in the Malaysian automobile financing landscape.

Community Financial Services

The Malaysian automotive industry remains highly competitive and is subject to intense price competition. Our plans and strategies for the future will focus on delivering growth in our earnings, including expansion of higher yield portfolios, i.e. fleet financing and block discounting facility.

RETAIL FINANCING

- No.1 in Unit Trust Financing in Malaysia with a 52.7% market share.
- Unit trust loan financing grew by 7.4% with an outstanding balance of RM28.3billion.
- Micro finance successfully rolled out to 22 branches in 2014 against 9 branches the previous year and recorded loan growth of 157.2%.

In 2014, we continued our product diversification and accelerated growth of high-yielding portfolios in a responsible and prudent manner. We also continued to customise our financing products to cater for HNW clients.

As part of our quest to provide financing for nation building, we collaborated with Yayasan Peneraju Pendidikan Bumiputra (YPPB) for an education financing scheme – Skim Prihatin Pendidikan 1Malaysia (SPP1M).

Three Micro Credit Hubs were established during the year with another five hubs targeted for 2015. This is aimed at providing greater access to financing for the “underbanked” and “unbanked” segments.

CREDIT CARDS

- No.1 in customer card base with 1.6 million cardholders and 18.9% market share.
- No.1 in billings, up 13.3% to RM34.8 billion with 29.0% market share.
- No.1 in merchant sales, up 12.6% to RM41.3 billion with 36.3% market share.
- Loans grew 4.5%, multiple times the industry rate of 0.9% to reach RM5.8 billion, with 16.2% market share.

We rose on strong momentum and continued to gain market share in key areas. Not only are we still recognized as the market leader in the credit card industry, we have made great strides in the charge card (up 12.2%) and debit card (up 21.0%) sector. We also made significant strides in turning around new card acquisition. Cards base grew 4.0% compared to a contraction of 1.7% for the industry. Despite a strong growth momentum, our impaired loan ratio is at historical low of below 0.7% versus the 1.2% recorded by industry.

We strengthened our positioning in the super premium segment by enhancing our key products penetration, repositioning our value propositions and carrying out year-long tactical campaigns for targeted customer segments.

New card launches during the year include MasterCard Ikhwan Card, M2C Premier (Maybank 2 Cards Reserve American Express Card), Visa Signature and Visa Debit Platinum Card. With a focus on innovation, we launched Maybank Visa payWave and Micro Tag. We also rolled out Regional Cards initiatives in 2014 including the Regional Cross Border Campaign, the Regional Golf Program and the Acquiring Regional Program.

The numerous prestigious awards garnered during the year reflect our growing strength and influence on the financial landscape not only in Malaysia but throughout ASEAN.

DEPOSITS AND PAYMENTS

- CFS deposits grew 7.9% YoY with all 3 segments outpacing industry growth.
- Consumer, SME and BB segments recorded strong growth of 8.8%, 4.1% and 13.7% respectively, with Consumer segment increasing market share from 19.0% in December 2013 to 19.4% in December 2014.
- Loan to Deposit Ratio (LDR) registered 90.5% in 2014, compared to 87.8% in 2013.
- Payments was the major contributor of fee based income at RM337 million.

We continued to register healthy growth in 2013, despite a challenging year due to growing concerns regarding the uncertainty of local and regional economic conditions and an intense price war on deposits ahead of the introduction of the Liquidity Coverage Ratio (LCR) framework in mid-2015.

Within the deposit portfolio, Fixed Deposits recorded significant growth of RM10.8 billion or 12.8% whilst CASA grew RM3.6 billion, driven by both Demand Deposits and Savings Deposits.

Our portfolio growth was driven by enhanced relationship programmes in High Net Worth and Affluent customer segments as well as initiatives to attract new funds through money market deposits, foreign currency accounts, dual currency investments and payroll campaigns. We further launched our CASA balance transfer programme to boost our deposit portfolio.

In payments, we maintained the momentum of fee-based income contribution despite significant challenges from the compression of fee margins. We did this via the integration of new income streams and the innovation of products and services through new channels and segments.

We launched Visa Direct in 2014 which enables customers to send monies via Maybank2u to Visa cards overseas with the click of a button through the Visa platform. We also introduced a seamless straight through processing solution for salary payment through our Maybank Autocredit System (MAS) for the convenience of our customers. Our Maybank Gold Investment Account was also extended to the business community.



Diversified savings products to cater to your every need

Community Financial Services

BANCASSURANCE

- Market share of Ordinary Life Insurance new business retained at 26%.
- Increased penetration of Affluent Customer base driven by launch of new Conventional and Takaful products.

The launch of Smart Cash Xtra, an endowment plan and Takaful Smart Link, a regular contribution investment-linked family takaful plan has improved the insurance penetration rates of Affluent and High Net Worth customers.



Increasing penetration of Affluent segment with best of both sales advisory and after sales services

The Bank's ambition to better serve its Affluent customers was further supported by the launch of a new sales role, the Personal Financial Advisor (PFA). PFAs will offer the Affluent segment the best of both sales advisory and after sales services. As a result of its transformation strategy the bank has seen sustained improvement in the quality of sales and an accelerated growth of fee-based income. With the launch of products catered to the specific needs of these segments and the Personal Advisor Model, we expect to continue to lead the market in the Ordinary Life Insurance industry.

SME BANKING

- Loans outstanding grew 24.4%, to RM7.5 billion.
- GIL reduced to 2.4% from 3.5% in 2013.
- Deposits grew 4.1% to an outstanding balance of RM51.3 billion.

Introduction of new products such as SME Clean Loan and the RM 1 billion Portfolio Guarantee (PG) for working capital have been well received by the market. The introduction of PG for Bumiputeras has strengthened our market capitalisation in RSME segments.

The centralisation of collection at the Early Care Centre in 2014 has strengthened our core Retail SME scalability and growth. This move provides us with a collective overview of each SME customer and enriches asset quality controls, enabling a more structured loans collection strategy. SME Banking in collaboration with Credit Guarantee Corporation (CGC) has extended over RM1.2 billion worth of loans to smaller retail SME to support the SME growth agenda.

As part of the transformation of our SME business portfolio, we have integrated the approval process into the RSME Credit Centre (RSCC). We also rolled out dedicated SME teams at strategic branches as well as streamlined policies and processes to improve TAT and business coverage. The establishment of RSCC coupled with a clearly delineated RSME scorecard has created subject matter experts in underwriting and significantly improved the delivery system with simplified processes and credit underwriting. We also adopted a hybrid model by introducing Customer Sales Executive SMEs (CSE SME) to support SME Business growth for communities in rural areas.

For 2015, we will ride on our strong growth momentum and move forward with a focus on asset acquisition, balancing our portfolio to optimise returns.

BUSINESS BANKING

- Loans outstanding stood at RM25.5 billion, with a growth of 6.9% in 2014 despite a challenging year.
- Continued to lead the commercial loan market with market share of 18.3%.
- Deposits stood at RM18.4 billion, with a 13.7% growth in 2014.

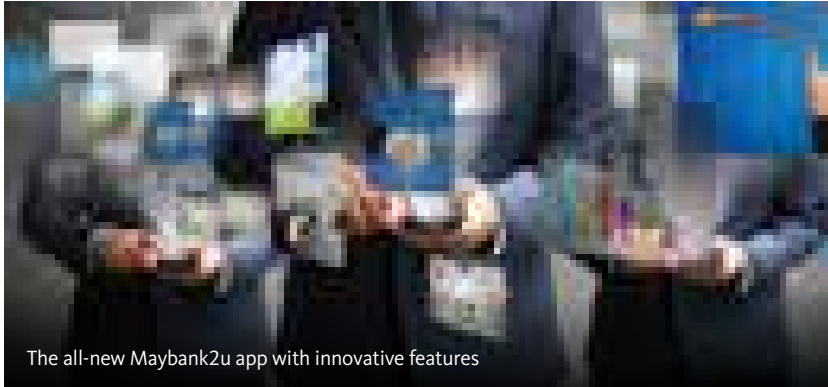
Strong competition in 2014 resulted in margin compression by about 10 bps compared to the previous year. Notwithstanding the challenging environment, we focused efforts on expanding our portfolio through new customer acquisition programmes, organic growth and segment collaboration especially with Corporate and HNW segments. Initiatives to ride on the country's engines of growth i.e. ETP projects also contributed to our assets growth in 2014. These, in combination with continuous process improvement initiatives yielded higher productivity in terms of returns to overall equity.

In terms of asset quality, we continue to drive strategic loan sourcing by targeting customers with good rating, focusing on right segmentation and applying a sound 'Know-Your-Customer' approach. These efforts have resulted in better quality loan sourcing in 2014. 96% of our new loans were sourced from the "Focus and Grow" segments.

DIGITAL CHANNELS

- Maybank2u remained in first place with over 2.8 million monthly unique visitors on the "Top 30 Local Websites from Desktop Computers in Malaysia".
- We continue to lead the internet banking market with 43.5% market share and close to 7.8 million registered users.
- Maybank2u processed a total of 1.6 billion transactions worth RM141.7 billion during the year. This represents a 26.0% increase in number of transactions and 38.5% increase in transaction value over 2013.

Community Financial Services



The all-new Maybank2u app with innovative features

As the largest online banking provider, we continue to move forward with a focus on innovation. Our M2U Pay 'Snap & Sell' mobile application was another first of its kind in Malaysia, combining the simplicity of smartphone photography with the convenience of personal online commerce.

During the year, we also introduced the all-new Maybank2u app with new features including card-less withdrawal, one-off bill payment, notifications on promotions, nearby attractions and others. Maybank2u Mobile has been voted the Product of The Year 2014 under the Financial Service Category by Consumer Survey of Product Innovation.

Maybank Group Call Centre (MGCC) recorded significant improvements in service levels and response rates driven by structured initiatives involving leadership planning and competency enhancements. These initiatives are aimed at raising the bar of our service standards. This culminated in MGCC receiving 11 prestigious awards from the Association of Customer Experience Industry Malaysia in Corporate and Individual Categories.

Digital banking will continue to be an area of emphasis. Various initiatives are in the pipeline with investments channelled in line with megatrends that will continue to drive change within the banking landscape.

PHYSICAL CHANNELS

- Our distribution footprint of 402 branches and 3,896 self service terminals (ATM, Cash Deposit Machines and Smart Recycler Machines) represent market shares of 20% and 23% respectively. Other touch points include 86 Maybank One Solution kiosks and 350 Pos Malaysia stores where we offer basic banking transactions to reach the under-served.
- Holistic suite of segment driven offerings with differentiated service for greater share of wallet. This was demonstrated with 600 Personal Financial Advisors at branches to build relationships with the Affluent segment.
- Climate of accessibility, simplicity and convenience through Operational Excellence initiatives in branch end to end processes for best in class turnaround time.

As we pursue the next level in customer service excellence, we continue to transform our branch network and streamline physical and digital networks in the move to become a real multichannel bank. This is partly generated through our segment driven business model, lower cost to serve with process simplification and resource maximisation.

We are committed to continuously improve through operational excellence. We aimed for improved service levels in 2014 and implemented an efficient, robust risk and compliance framework. The framework helped us reduce, automate and eliminate costly and complex branch operation tasks. This resulted in shorter TAT for loan processing and contributed to business savings and cost avoidance to the tune of RM36.4 million in 2014. We continue to encourage creative and radical solutions to optimise banking operation costs.

Our branch resources are focused on customer engagement and utilize CRM capabilities and sales advisory. We empower distinctive customer experiences by segments using digitisation with a personal touch to improve sales lead conversions.

Moving forward, we will build on our collective strengths to deliver convenience to customers even as we continue to pursue sustainable growth in share of wallet of our target segments. We remain committed to lead the market in line with our vision of being a humanising financial services provider.



An unrivalled distribution footprint with multiple touchpoints

GROUP COMMUNITY FINANCIAL SERVICES (GCFS)

In anticipation of the ASEAN Economic Community (AEC), Group Community Financial Services (GCFS) integrates the retail and commercial banking sectors of the key markets we operate in with the aim of cementing Maybank's position via consistent branding, value propositions, and operating model. Standardisation of key processes, systems and go-to-market strategy together with the mobilisation of talent for regional roles have resulted in the proliferation of high-impact cross-region initiatives to drive our regionalisation aspirations. 2014 saw the further strengthening of our value proposition locally and across the region to increase our competitiveness and prepare us for the upcoming challenges of broader competition.

In 2014, we set up Regional Centres of Excellence (COE) focused on specific scalability levers and economies of scale in our respective home markets. With COEs for Regional Cards, Regional Private Wealth, Regional Premier and Affluent Banking as well as Regional RSME we remain focused on our key strengths within each home market, capitalising on best practice sharing while driving a coherent cross-border value proposition to further our reach.

With the regional structure and management governance largely in place in 2014, we are set to operate as an integrated regional business to drive business uplift and regional synergy.

Global Banking

AMIRUL FEISAL WAN ZAHIR

Group Head,
Global Banking



OVERVIEW

Global Banking provides a wide range of financing, investment and capital market solutions to corporate and institutional clients in over 20 markets globally. Our client centric business model is anchored on a Client Coverage team supported by five key product groups: Investment Banking, Global Markets, Corporate Banking, Transaction Banking and Asset Management. Our commitment to building long term, trusted and sustainable relationships with our clients is an integral part of our relationship approach. We combine this with our local market insights and regional capabilities to support their business needs across our geographic footprint.

Global Banking posted a positive year-on-year (YoY) Profit Before Tax (PBT) growth of 3.1%, despite 2014 being a difficult year for the banking industry and the challenging macroeconomic climate and business environment. In the coming year we will focus on maintaining our momentum to better serve our clients and further strengthen our position as a leading regional bank in Asia.

2014

Strategic Achievements

- Improved our coverage model to drive consistent focus on deepening client relationships. Stepped up our client engagement through international thought leadership seminars and strategy dialogues.
- Ramped up our Equity Capital Markets (ECM) and Debt Capital Markets (DCM) capabilities. Registered favourable operating income and improved our ASEAN league table position, notwithstanding the difficult economic environment and slowdown in capital market activities.
- Continued to enhance our regional Transaction Banking platforms – established a strategic alliance with Dagang NeXchange Bhd (DNeX) to offer a comprehensive suite of online trade and supply chain products to Malaysian SMEs.
- Strengthened our Renminbi (RMB) market maker capabilities – maintained our position as the leading market maker of RMB against Malaysian Ringgit and obtained People's Bank of China's appointment as an official market maker of RMB against Singapore Dollar.
- Expanded our regional asset management business by launching new funds, with the more prominent ones being Maybank Constant Income Fund 1 and Maybank Global Sukuk fund. Established strategic partnerships with distribution partners (iFast, Philip Mutual and Standard Financial) and Hong Kong based Bosera Asset Management Int. Co. Ltd to jointly develop Shariah compliant funds.

2014

Performance Highlights

- Positive YoY PBT growth of 3.1% to RM3.6 billion.
- Loans grew by 4.4% to RM74.8 billion and deposits by 6.7% to RM90.3 billion.
- Retained our undisputed No.1 domestic ranking in corporate loans, non-retail deposits and trade finance.
- Improved our ASEAN league table position: No.1 in equity capital markets, No.4 in debt capital markets and No.3 in syndicated loan – bookrunner.
- Largest equities franchise by trade value in ASEAN for the second consecutive year.



Global Banking

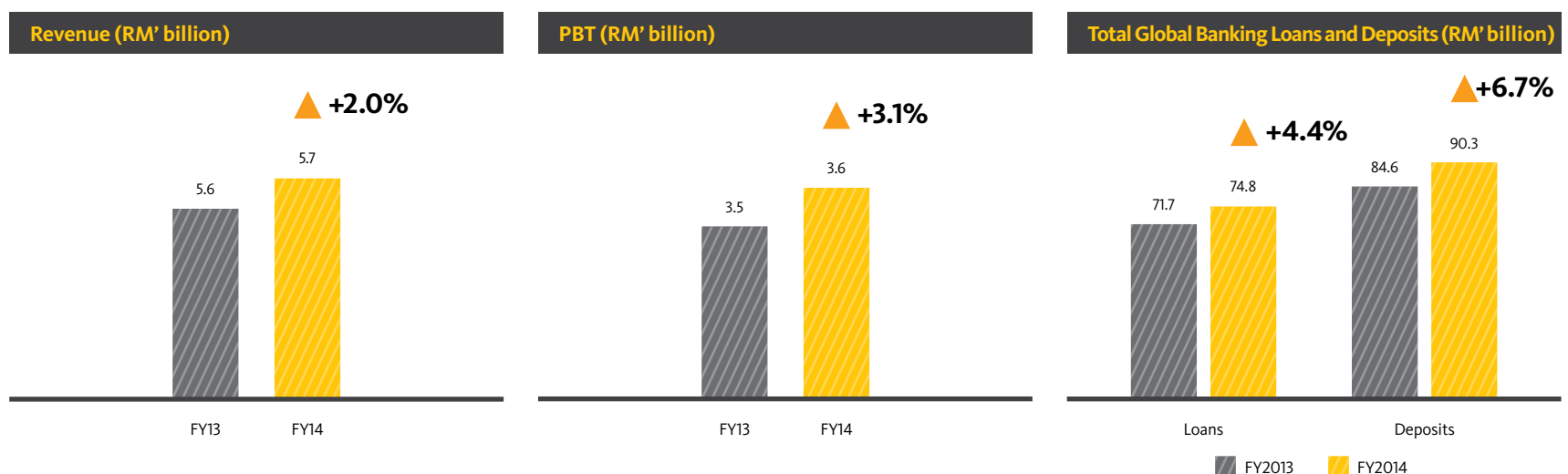
2014 marks the penultimate year of our five-year transformation journey. We believe we are on the right path as we continue to uphold our philosophy of placing our clients' needs at the forefront of what we do. We remain diligent in improving our business propositions through our investments in integrated regional platforms, process improvements and people development. 2015 will be a milestone year for us. Not only it is the year for us to realise our 2015 aspirations, but it will also be the year for us to build a stronger foundation to excel in the future as we move into a challenging era for the banking industry.

FINANCIAL PERFORMANCE

Global Banking remained resilient despite operating in challenging market conditions in 2014. Against a backdrop of market slowdown, geo-political instability and complex regulatory requirements, we continued to thrive and perform at par and in certain areas, above the market, demonstrating the strength, consistency and agility of our regional business model.

Notwithstanding continuous margin compression, we sustained our revenue at RM5.7 billion in 2014. Our PBT increased by 3.1% to reach RM3.6 billion, as we remained disciplined in optimising cost and maintained a proactive stance in managing risk.

As at December 2014, total Global Banking loans stood at RM74.8 billion (2013: RM71.7 billion), 4.4% higher than the previous financial year. We also grew our deposits by 6.7% to RM90.3 billion, with commendable growth of 20.6% in current accounts.



RECOGNITION & AWARDS

We have been blessed with continuous support from our clients and partners, which has helped us to continuously improve the breadth and depth of our product offerings. We're proud to report that our efforts received widespread recognition in the form of 121 awards and accolades from prominent regional publications such as Asiamoney, Alpha Southeast Asia, The Asian Banker, Global Custodian and The Asset Triple A.

Global Banking

PERFORMANCE REVIEW

CLIENT COVERAGE

Our Client Coverage team lies at the heart of Global Banking’s client centric business model. We believe in building long term, trusted partnerships with our clients. We do this by supporting them financially as they grow bigger, and standing by them as they expand beyond their country of origin, especially in the ASEAN and Asian region we proudly call home.

We have made significant progress in building our value proposition by combining local expertise and market insight with extensive regional coverage and infrastructure. Through constant engagement with our clients, we are well positioned to support them to capitalise on regional business opportunities and stay ahead of the game. This is evident in the notable key deals concluded in 2014:

MALAYSIA	USD2.5 billion Multi-Currency Medium Term Notes for Cagamas Global PLC
	USD1 billion Multi-Currency Sukuk Issuance for EXIM Bank
	RM1.15 billion IPO for Boustead Plantation Berhad
	Up to RM1.5 billion Islamic Commercial Papers & Islamic Medium Term Notes for Northport (M) Bhd
	RM1 billion Sukuk for Malaysia Airports Holdings Berhad
	RM16.5 billion Multi-Currency Syndicated Facilities for SapuraKencana TMC Sdn Bhd
	RM3 billion Sukuk Murabahah for IJM Corporation Berhad
SINGAPORE	RM1.979 billion Rights Share for Bumi Armada Berhad
	USD2.49 billion Syndicated Revolving Loan for Wilmar (Wii Pte Ltd)
	SGD1.8 billion Club Deal for Frasers Centrepoint Limited
	SGD750 million Multi-Currency Medium Term Note for Housing & Development Board
	Up to RM2 billion Sukuk for Bumitama Agri Limited
INDONESIA	SGD241 million Privatisation for Superbowl Holdings Ltd
	USD1 billion Syndicated Loan Facility for PT Adaro Indonesia
HONG KONG & GREATER CHINA	USD330 million Syndicated Term Loan for PT Astra Sedaya Finance
	USD1 billion Syndicated Term Loan for Xiaomi H.K. Limited
	USD200 million Syndicated Term Loan for GDH Limited
PHILIPPINES	USD150 million Syndicated Term Loan for Yue Xiu Enterprises Holdings Limited
	USD480 million & PHP5 billion Syndicated Term Loan for Petron Corporation
	USD315 million Syndicated Term Loan for EDC Burgos Wind Power Corporation
THAILAND	USD120.1 million Secondary Placement for Petron Corporation
	USD1.981 billion Rights Offering and Private Placement for TRUE
	USD488.2 million IPO for Impact REIT
	USD300 million IPO for Kaset Thai International Sugar
	USD266.2 million Rights Issue and Private Placement for CPN Retail Growth Leasehold Property Fund



Datuk Abdul Farid Alias (PCEO of Maybank) (sixth from left) at the closing ceremony of RM16.5 billion deal with SapuraKencana Petroleum Berhad

Global Banking

In 2014, we stepped up our client engagement in collaboration with High Net Worth of Community Financial Services. We also sponsored an international thought leadership seminar and strategy dialogues to facilitate the exchange of ideas and insight with our top clients.

In 2015 we will refine our Client Coverage model to focus our resources more effectively on our clients with the aim of deepening relationships, creating value added business propositions and better capture growth opportunities in the region.



Global Banking engaged corporate and institutional clients through thought leadership seminars, strategy dialogues and corporate dinners in 2014.

Global Banking

PERFORMANCE REVIEW

INVESTMENT BANKING

Maybank Kim Eng currently operates in 10 countries, with significant market share in Malaysia, Singapore, Thailand, Indonesia, Vietnam and the Philippines and growing businesses in Hong Kong and India. Our reach also extends globally, with dedicated sales offices in the United Kingdom and the United States of America. We also have presence in the Middle East via Anfaal Capital, our associate company in Saudi Arabia which specialises in Islamic investment banking and asset management services.

We offer our clients a comprehensive suite of investment banking and stockbroking products and services. Our products and services are based on our two business pillars - Investment Banking & Advisory and Equities, with services such as corporate finance, debt capital markets, equity capital markets, equity & commodity derivatives as well as retail and institutional securities broking. Our businesses across the region cooperate closely to provide complete and seamless financial solutions, innovative products and bespoke advisory services.

In 2014, Maybank Kim Eng Group registered a favourable operating income of RM1.5 billion and PBT of RM479 million, notwithstanding the difficult economic environment and slowdown in capital market activities. PBT increased by 3.7% YoY.

Investment Banking & Advisory

Our Advisory team was involved in a number of notable deals in 2014. We were involved in Felda Investment Corporation's (FIC) acquisition of Encorp Berhad, which marked FIC's maiden foray into property development. We advised Koperasi MCIS Berhad and Sanlam Emerging Markets Pty Ltd (SEM) on SEM's entry as a majority shareholder in MCIS Berhad. SEM is a unit of Sanlam, one of the largest insurance groups in South Africa. This deal marked SEM's continued expansion in Malaysia, having previously ventured into the general insurance business. In Singapore, we advised StarChase Motorsports (Singapore) Pte Ltd, a member of the StarChase group of companies, on its acquisition of WBL Corporation Limited's automotive division.

In August 2014, we acted as Mandated Lead Arranger and Bookrunner to the SGD1.8 billion syndicated financing granted to Frasers Amethyst Pte Ltd (a wholly owned subsidiary of Frasers Centrepoint Limited) for the acquisition of Australand Property Group. The acquisition which was valued at approximately A\$2.6 billion was the biggest bid for Frasers Centrepoint Limited since the Company was spun off from Fraser & Neave Ltd. Maybank also participated as a financier in the syndication.

Our DCM franchise reaffirmed its leadership position in both the Malaysian and regional debt capital market in 2014. It ranked first in the Malaysian Loans Bookrunner and Mandated Arranger league tables. It was ranked among the top 2 in the MYR Bond, MYR Islamic Bonds and ASEAN Domestic Bonds league tables and top 3 in the Global Islamic Bonds and ASEAN Loans Bookrunner league tables according to Bloomberg.

We were the Joint Lead Manager and Joint Bookrunner for the landmark multiple award-winning Cagamas Global CNH1.5 billion Tiger Emas Bond. We also explored brand new markets, assisting Maybank with its debut in the Japanese and Taiwanese capital markets through Maybank's JPY31.1 billion Pro-Bond issuance and Maybank's USD500.0 million issuance in the Gre-Tai Securities Market.

We also solidified our position in the respective SGD and IDR bond markets. We participated in FCL Treasury's SGD600.0 million Subordinated Perpetual Securities which represents one of the largest perpetual securities issuance in Singapore to-date and PT Wahana Ottomitra Multiartha's IDR800.0 billion Sustainable Bonds.

On the Islamic front, we remain one of the world's top sukuk underwriters. We are also at the forefront of innovation, pushing boundaries in sukuk and Islamic finance. By acting as a Joint Lead Arranger, Joint Lead Manager and Joint Bookrunner for Malaysia Airport's RM1.0 billion perpetual sukuk, Maybank IB was pivotal in the introduction of the world's first rated hybrid perpetual sukuk. We were also instrumental in EXIM Bank of Malaysia's USD300.0 million Sukuk Wakalah, the maiden issuance of USD-denominated sukuk by any EXIM Bank globally.

We were sole lead manager for an unprecedented RM6.6 billion worth of landmark Basel III bank capital bonds for the Maybank Group. Maybank IB was also Sole Principal Adviser, Sole Lead Arranger and Sole Lead Manager for Etiqa Takaful's RM300.0 million Sukuk Musharakah, the world's first ever Takaful sector subordinated sukuk.

We acted as Joint Coordinator, Mandated Lead Arranger and Bookrunner for Battersea's GBP1.35 billion Syndicated Facilities. This combined financing to fund Phase 2 and 3 of the Battersea Power Station project represents the largest ever loan raised in the London real estate market.

Our Equity Capital Markets (ECM) franchise had another landmark year; topping the Dealogic ASEAN Bookrunner Rankings league table and coming in a close second on Bloomberg's Malaysian league tables. In Malaysia, we successfully executed three of the largest Initial Public Offerings (IPO) in Malaysia: the USD368.6 million IPO of Boustead Plantations Berhad, the USD339.8 million IPO of ICON Offshore Berhad (ICON), and the USD259.8 million IPO of 7-Eleven Malaysia Holdings Berhad (7-Eleven). In the region, we were the lead manager in notable landmark equity transactions such as the USD490.9 million IPO of Impact Growth REIT (Impact), Thailand's first ever REIT listing and the USD297.4 million IPO of Kaset Thai International Sugar Corp PCL, the third largest Thailand IPO. Maybank Kim Eng also played a pivotal role in the USD1,137.3 million Rights Issue of True Corporation and the USD266.2 million Rights & Placement of CPN Retail Growth Leasehold Property Fund (CPN), the largest and second largest follow-on in Thailand.

ECM's strong execution capabilities were evident with the USD306.9 million secondary placement of SAKP by Seadrill Ltd, where we acted as the Sole Placement Agent for the transaction and successfully secured over 30 high quality domestic and international investors, resulting in a fully covered order book within hours of launch.

Our ECM franchise has been recognised by publications and awards committees for having brought to market some of the most outstanding deals of the year. The USD259.8 million IPO of 7-Eleven Malaysia Holdings Berhad was awarded Best Deal (Malaysia) by both Triple A and Asiamoney as well as Best IPO (Malaysia) by the Edge, making it one of the most decorated equity issuances of the year. We also won Alpha Southeast Asia's Best Equity House (ASEAN) for the year 2014, underscoring the industry's recognition of the stellar performance of our ECM franchise.

Equities

We are heartened to see that our efforts in 2014 was rewarded with a record number of awards and recognition. Our Equities and Research teams garnered 55 awards by numerous houses including notable ones such as Best Brokerage House by The Asset Triple A, Best Retail Broker by Finance Asia, Broker of the Year by The Asian Banker, and Best Broker in Southeast Asia by Alpha Southeast Asia.

We are also encouraged to have been awarded the Best Retail Broker by Alpha Southeast Asia in Malaysia, Thailand, Indonesia, Philippines and Vietnam.

To highlight the growth of our regional franchise, we hosted our flagship Invest ASEAN conference at the Fullerton Hotel in Singapore. The conference brought together participants from 17 countries including 70 corporates with a total USD134.8 billion in market capitalisation and participating funds totalling

Global Banking

USD14.2 trillion in Assets Under Management. We also hosted our second annual Invest Asia USA conferences in New York, Boston and San Francisco where 18 of the fastest growing companies from Asia's leading exchanges presented to more than 80 Tier-1 investors. In United Kingdom, we held Invest Malaysia in collaboration with Bursa Malaysia, bringing 13 top Malaysia corporates to meet with investors in the UK.

Our retail network now spans over 220 touchpoints with a 2,200 strong sales force and we continue to achieve success throughout the region. Notably, our Thailand team topped market share for the 13th consecutive year and we registered a 30% growth in Malaysian market share as we rolled out innovative products such as EzyInvest and the market-first Trade & Waqf initiative.

We also launched a market-first Trade [&Give] initiative in Malaysia in partnership with Amanah Ikhtiar Malaysia (AIM). Trade [&Give] is a micro-financing fund contributed from part of the brokerage fees that Maybank IB receives; we contribute more as our clients trade. As at December 2014, we have allocated RM1.1 million to the fund which will be used to assist underserved entrepreneurs with promising businesses. We also provide mentorship on different aspects of running a business. Never one to aim small, we plan to introduce this initiative throughout ASEAN.

As the landscape continues to evolve with increasing consolidation and the arrival of new non-traditional competitors, we will evolve with it. We are investing more than ever in technology and developing next-generation trading platforms with peripheral capabilities to add to our full-fledged brokerage services. We also launched a unique idea-generating tool, "Market Insight", as the latest feature of our trading applications. Market Insight assembles our best ideas and provides our clients with real-time market information and trading ideas of the day to enable them to make informed decisions quickly and easily. Going forward, we will focus on driving regional efficiencies and increasing collaborations with Maybank Group to continue to provide market-leading products and services for our clients.

Our Institutional franchise continues to plough ahead with its regionalisation agenda. We continue to add to our experienced regional sales teams and complement them with quality research hires to provide better sales, trading and research services. We achieved higher overall client recognition of our franchise with Research and Institutional equities mentions increasing by 99% and 30% respectively in the recent Asiamoney Brokers Poll. We received 26 Top 3 rankings for Research and 9 for Institutional Equities. We also achieved 82 Top 10 rankings for Research and 30 for Institutional Equities. On top of that we were awarded Best Institutional Broker in Malaysia, Singapore, Indonesia and Philippines by Alpha Southeast Asia .

In a first for Maybank Kim Eng, we expanded our brokerage footprint into North Asia after inking an MOU with Cathay Securities Corporation. This deal will enable us to leverage on a strong local partner while allowing Cathay Securities to tap our leading franchise across ASEAN. To keep pace with our clients' needs, we invested in a new trading platform with DMA and algo trading capabilities. We also strengthened our IT infrastructure to ensure our product and service offerings maintain high standards.

Our Equity and Commodity Derivatives Group (ECDG) provides clients with customised solutions via equity and commodity derivatives. These include giving clients innovative, tailor-made structures, ideas and seamless execution services to enable the implementation of investment, hedging and funding strategies. Our business comprises two major markets: exchange traded and over-the-counter equity and commodity products. In Malaysia, we were the top issuer in the structured warrant market based on the number of issuances in 2014. We launched a total of 154 structured warrants on call and put warrants. In Thailand, we are ranked top four among the 13 derivative warrant issuers based on outstanding issues end-2014, with 134 call and put warrants issued.

Aside from providing timely and proactive research materials and ideas to institutional and retail clients both locally and globally, our Research franchise organised thematic conferences, workshops and working visits in 2014. This was to enable institutional investors to gain a deeper understanding of the business profiles of publicly-listed companies. Our fundamental equity research is tailored for institutional clients, with bottom-up fundamental coverage of more than 600 public listed companies across eight countries - Malaysia, Singapore, Thailand, Indonesia, Philippines, Vietnam, Hong Kong/China, India. The coverage comprises a mix of large and medium-sized market capitalised stocks. We also cover small-sized market capitalised stocks, which are closely tracked by specialised funds and retail clients. Besides equities, our Research team is also on-the-ground in regional and country macro-economics as well as fixed income and foreign exchange research. We have a network of astute research analysts working alongside our experienced sales and trading professionals to identify opportunities and provide the perspective to turn insights into trading ideas covering key countries in the region and major economies such as the United States of America, Eurozone and China.

We believe that with our broad regional footprint, we are well-positioned to capture diverse growth opportunities around the world. In line with this, our key priorities in 2015 are to further build on our products and distribution capabilities globally, as well as our ability to provide direct access to multiple exchanges in the ASEAN region.

CORPORATE BANKING

Corporate Banking offers a wide range of funding solutions, from short-term working capital financing to complex lending solutions, such as cross-border project financing, syndicated loans and bridging loans. We work in collaboration with our product partners, including Transaction Banking, Global Markets, Investment Banking and Maybank Islamic Berhad, leveraging on our country, industry and credit expertise to structure high quality loans.

Corporate Banking's total revenue increased by 4.9% to RM2.4 billion (2013: RM2.3 billion) in 2014, despite slower loans growth in the market. PBT meanwhile increased by 1.2% to RM1.6 billion, similar to 2013.

To support sustainable growth, we continued to advocate for strong controls over asset quality and balance sheet management. This was reflected in Corporate Banking's YoY loans growth of 4.4% to RM74.8 billion in 2014 (2013: RM71.7 billion). We also recorded a YoY deposits growth of 6.7% to RM90.3 billion (2013: RM84.6 billion).



Maybank Kim Eng Group CEO John Chong and Chairman of Cathay Securities Corporation Stanley Chu

Global Banking

In addition to growing our balance sheet responsibly in the next financial year, we are also committed to delivering consistent and seamless service levels across the region. We aim to do this by simplifying our procedures, streamlining our credit lending processes and standardising our regional lending tools.

TRANSACTION BANKING

Transaction Banking consists of four main lines of business: Trade & Supply Chain Financing, Cash Management, Securities Services and Financial Institutions. Our regional capabilities, coupled with our presence across 14 markets globally, place us in a unique position to capitalise on cross border trade and payment flows between ASEAN and its key trading partners in Greater China, Europe and US.

To remain relevant in the market and compete with top transaction services providers, we have continued to enhance our regional electronic platforms, as well as strengthen the depth and breadth of our cross border product offerings. In a first of its kind collaboration in Malaysia and Southeast Asia, we formed a strategic alliance with Dagang NeXchange Bhd (DNeX) to offer a comprehensive suite of trade related products online to Malaysian SMEs. The products are available via Maybank's myTrade2Cash facility on DNeX's B2B platform.

In Malaysia, we successfully maintained our strong leadership position in Trade Finance with a market share of 25.9% and Cash Management with market share in transaction volume and transaction value of 41.3% and 30.7% respectively.

We take pride in the industry recognitions we received in 2014 from well known regional financial publications for our efforts to provide innovative and value added services to our clients. The awards included Best Regional Cash Management Solution (Keppel Logistics) by The Asset Triple A, Best Mobile Banking App [Maybank2e] in Asia-Pacific by Global Finance and Best Yuan Trade Settlement of the Year in Southeast Asia by Alpha Southeast Asia.



John Wong, Managing Director of Transaction Banking (far left) and Amirul Feisal, Group Head of Global Banking (third from left) with Datuk Seri Mustapa Mohamed, Minister of International Trade and Industry (centre) during the official launch of myTrade2Cash

In 2015, we will continue to sharpen our execution capabilities to support the growing cross border needs of our clients. We believe our presence in all 10 ASEAN markets will put us in the driver's seat to play a key role in supporting the regional economic integration arising from the implementation of ASEAN Economic Community (AEC) in 2015.

GLOBAL MARKETS

Global Markets provides a comprehensive range of treasury products and services, including foreign exchange, money market instruments, fixed income securities, currency/interest rate derivatives and other structured solutions.

Our agile business model enabled Global Markets to build a diversified revenue base that was strong enough to weather market uncertainties and the less than favourable trading environment in 2014. Despite significant tightening of spreads, Global Markets' revenue grew by 8.6% to RM2.6 billion (2013: RM2.4 billion) across the region. Correspondingly, our PBT grew by 9.0% to RM2.2 billion (2013: RM2.0 billion). We also recorded greater growth in the region, contributed primarily by our Singapore and Greater China treasury centres.

We continued to build on the strength of our product offerings, with the following notable milestones achieved in 2014:

- Appointed by People's Bank of China as an official market maker of RMB against SGD.
- Continued our position as the leading market maker of RMB against MYR.
- Completed the Group's first Award Winning Structured Note issuance, thereby expanding Maybank's investor base in Asia.
- Awarded the Best FX house as voted by Corporate by Asiamoney.

In 2015, we will continue to drive revenue growth through our regional network especially in North Asia and Indochina. Our prioritised initiatives include improving collaboration with Central Banks across the region and pursuing investment in capital markets where the Group has significant balance sheet presence.



L-R: Leslie Foo Chek Shen, Managing Director of Global Markets accepting plaque from Richard Morrow, Editor of Asiamoney for winning the Best Domestic Provider of FX Bank in Malaysia title as voted by corporates

Global Banking

ASSET MANAGEMENT

Maybank Asset Management is the fund management arm of Maybank Group. We provide a diverse range of multi-asset investment solutions, both conventional and Islamic, through our fund management and private equity division. Our core competencies lie in our Asian focused expertise and strong on-the-ground presence in key ASEAN markets – Malaysia, Singapore, Thailand and Indonesia - giving us first-hand advantage to local and regional market insights.

We are proud to have broadened our investment expertise in 2014, as well as strengthened our product manufacturing and distribution capabilities. 2014 highlights:

- Launched Maybank Constant Income Fund 1, a 3-year close-ended fixed maturity fund. The fund received an overwhelming response from investors, hitting RM203 million in fund size within 30 days of the fund's inception.
- Launched Maybank Global Sukuk fund at the World Islamic Economic Forum in Dubai, our maiden global sukuk product in USD targeted at high net worth individuals.
- Obtained Monetary Authority of Singapore's (MAS) approval to distribute two funds i.e. Maybank Asian Equity Fund and Maybank Asian Income Fund under the ASEAN Collective Investment Scheme (ASEAN CIS).
- Established strategic tie-ups with established distribution partners, namely iFast, Philip Mutual and Standard Financial.
- Established a strategic partnership with Hong Kong based Bosera Asset Management Int. Co. Ltd to jointly develop Shariah compliant funds focusing on ASEAN and the Greater China region.

As we continue to build our base in ASEAN, we are encouraged by the 21.3% growth in Asset Under Management (AUM) in 2014, growing from RM12.5 billion as at 31 December 2013 to RM15.2 billion as at 31 December 2014.

Going forward, we will pursue our aspiration of becoming a key player in ASEAN by 2017. To achieve this, we will continue to leverage on our regional capabilities and experience to provide investors with a comprehensive range of investment solutions across diverse channels, delivering superior client service and maximising asset performance.









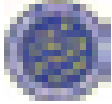


L-R: Datuk Mohaiyani Shamsudin, Chairman of Maybank Asset Management Group Berhad, Nor' Azamin Salleh, Chief Executive Officer of Maybank Asset Management Group Berhad, Dato' Sri Mohd Najib Tun Abdul Razak, Prime Minister of Malaysia, Dr Wu YaoDong, Chief Executive Officer of Bosera Asset Management (International) Co Ltd, Tun Musa Hitam, Chairman of World Islamic Economic Forum (WIEF).

Global Banking

Hong Kong	Hong Kong	Hong Kong	Hong Kong	Hong Kong	Hong Kong	Hong Kong
Yue Xiu Enterprises Holdings Ltd	Poly Property Group Co. Ltd	GDH Limited	China Modern Dairy Holdings Limited	First Pacific Company Limited	AMVIG Holding Limited	Xiaomi H.K. Limited
USD150 million Syndicated Term Loan Sole Mandated Lead Arranger Bookrunner	USD500 million Club Deal Mandated Lead Arranger	USD200 million Syndicated Term Loan Sole Mandated Lead Arranger Bookrunner	USD200 million Syndicated Term Loan Mandated Lead Arranger	USD200 million Club Deal Mandated Lead Arranger	HKD2.6 billion Syndicated Term Loan Lead Arranger	USD1 billion Syndicated Term Loan Mandated Lead Arranger
Feb 2014	May 2014	Jul 2014	Jul 2014	Sept 2014	Sept 2014	Sept 2014
Singapore	Singapore	Singapore	Singapore	Singapore	Singapore	Singapore
Wii Pte Ltd	Bumitama Agri Ltd	Housing & Development Board	PT Astra Sedaya Finance	Superbowl Holdings Ltd	Suntec Real Estate Investment Trust	JK Tech Holdings Ltd
USD2.49 billion Syndicated Revolving Loan Mandated Lead Arranger Bookrunner	Up to RM2 billion Sukuk Joint Principal Adviser Joint Lead Arranger Joint Lead Manager Joint Bookrunner	SGD750 million Multi-Currency Medium Term Note Joint Lead Manager	USD330 million Syndicated Term Loan Mandated Lead Arranger Bookrunner	SGD241 million Privatisation Principal Adviser	SGD800 million Syndicated Loan Facility Mandated Lead Arranger	SGD60 million Share Placement Joint Placement Agent
Mar 2014	Mar 2014	Mar 2014	Apr 2014	Jun 2014	Jun 2014	Aug 2014
Singapore	Singapore	Singapore	Singapore	Singapore	Singapore	Indonesia
Fraser's Centrepoint Limited	Sabana Shari'ah Compliant REIT	Fraser's Centrepoint Limited	Petron Corporation	Cordlife Group Limited	First Resources Ltd	PT Prima Bangun Investama & City Charms Enterprise Ltd
SGD1.8 billion Club Term Loan Mandated Lead Arranger	SGD100 million Sukuk Joint Bookrunner	SGD600 million Perpetual Capital Securities Joint Global Coordinator and Lead Manager	USD475 million Syndicated Term Loan Mandated Lead Arranger Bookrunner	SGD120 million Bond Sole Lead Manager and Bookrunner	Up to RM2 billion Sukuk Joint Lead Manager	USD200 million Club Deal Mandated Lead Arranger The Onshore Security Agent
Sept 2014	Sept 2014	Sept 2014	Sept 2014	Oct 2014	Oct 2014	Mar 2014






Global Banking

Indonesia	Indonesia	Indonesia	Indonesia	Philippines	Philippines	Philippines
						
Government of Indonesia	PT Adaro Indonesia	PT Bajradaya Sentranusa	PT Perusahaan Listrik Negara	National Grid Corporation of the Philippines	COSCO Capital, Inc.	International Container Terminal Services, Inc.
RP19.3 trillion Retail Sukuk SR-006 Selling Agent	USD1 billion Syndicated Term Loan Mandated Lead Arranger	USD267 million Syndicated Term Loan Joint Mandated Lead Arranger	IDR1 trillion Syndicated Term Loan Lender Joint Arranger	PhP21.0 billion Syndicated Term Loan Lender	PhP5.0 billion Syndicated Term Loan Lender	USD350.0 million Syndicated Term Loan Lender
Mar 2014	Aug 2014	Oct 2014	Dec 2014	Apr 2014	May 2014	Jul 2014
Philippines	Philippines	Philippines	Philippines	India	Saudi Arabia	Malaysia
						
P.A. Alvarez Properties & Development Corp	Petron Corporation	EDC Burgos Wind Power Corporation	DoubleDragon Properties Corporation	United Seamless Tubular Pvt Ltd	The Islamic Development Bank	Maybank Shared Services Sdn Bhd
PhP2.0 billion Corporate Notes Lender Collateral Trustee Maybank ATR Kim Eng Financial Advisor and Joint Lead Arranger	USD480.0 million Syndicated Term Loan Joint Lead Arranger Maybank ATR Kim Eng Capital Partners Inc Mandated Lead Arranger & Bookrunner	USD315.0 million PhP 5.0 billion Syndicated Term Loan Lender	PhP7.4 billion Syndicated Term Loan Lender	Rs. 1,024 Crores (USD165 million) Non-Convertible Bonds Joint Lead Arranger	USD1.5 billion Trust Certificates ("Sukuk") Joint Lead Manager Joint Bookrunner	RM3.5 billion Medium Term Note Principal Adviser Lead Arranger
Aug 2014	Sept 2014	Oct 2014	Nov 2014	Sept 2014	Sept 2014	Jan 2014
Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia
						
Sapura Kencana Petroleum Berhad	Export-Import Bank of Malaysia Berhad	Media Chinese International Limited	Syarikat Prasarana Negara Berhad	SapuraKencana TMC Sdn Bhd	Armada Kraken Pte Ltd	Perbadanan Tabung Pendidikan Tinggi Nasional
RM700 million Sukuk Murabahah Transaction Agent for the Buyback Exercise	USD1 billion Multi Currency Sukuk Issuance Programme Joint Principal Adviser Joint Lead Arranger Joint Lead Manager Joint Bookrunner Listing Agent Shariah Adviser	RM500 million Medium Term Note Joint Principal Adviser Joint Lead Arranger Joint Lead Manager Joint Bookrunner	RM2 billion Sukuk Murabahah Joint Lead Arranger Joint Lead Manager Shariah Adviser	RM16.50 billion Multi-Currency Facilities Joint Coordinating Bank Mandated Lead Arranger Facility Agent Security Agent	USD750 million Syndicated Bridge Facility Mandated Lead Arranger	Up to RM5 billion Sukuk Murabahah Joint Lead Arranger Joint Lead Manager Facility Agent Joint Shariah Adviser
Feb 2014	Feb 2014	Feb 2014	Mar 2014	Mar 2014	Mar 2014	Mar 2014

Global Banking

Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia
MEASAT Global Network Systems Sdn Bhd	MEASAT International (South Asia) Ltd	IJM Corporation Berhad	Maybank Islamic Berhad	Seadrill Ltd	Midciti Sukuk Berhad (JV KLCC REIT)	Perisai Petroleum Teknologi Berhad
RM660.0 million Syndicated Term Loan Joint Mandated Lead Arranger Lender Facility Agent	USD225.2 million Multi-Facility Financing Joint Mandated Lead Arranger Uncovered Lender	RM3 billion Sukuk Murabahah Joint Lead Arranger Joint Lead Manager	RM10 billion Sukuk Murabahah Principal Advisor Lead Arranger Lead Manager Facility Agent	RM989 million Placement of Secondary Shares Sole Placement Agent	Up to RM3 billion Islamic Commercial Paper & Islamic Medium Term Notes Programme Joint Principal Adviser Joint Lead Arranger Joint Lead Manager Joint Bookrunner Facility Agent	RM165.88 million Private Placement Joint Placement Agent
Mar 2014	Apr 2014	Apr 2014	Apr 2014	Apr 2014	Apr 2014	Apr 2014
Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia
7-Eleven Malaysia Holdings Berhad	Pengurusan Aset Air Berhad	Icon Offshore Berhad	Boustead Plantation Berhad	Etiqa Insurance Berhad	ICBCIL Finance Co. Ltd	Felda Investment Corporation Sdn Bhd
RM834 Million Initial Public Offering ("IPO") Joint Principal Adviser Joint Global Coordinator Joint Bookrunner Joint Managing Underwriter Joint Underwriter	RM600 million Sukuk Murabahah Sole Lead Manager	RM945 million Initial Public Offering ("IPO") Joint Principal Adviser Joint Global Coordinator Joint Bookrunner Joint Managing Underwriter Joint Underwriter	RM1.15 billion Initial Public Offering ("IPO") Joint Global Coordinator Joint Bookrunner Joint Underwriter	RM300 million Sukuk Principal Adviser Lead Arranger	USD300 million Syndicated Term Loan Facility Joint Mandated Lead Arranger Joint Mandated Bookrunner	RM329 million Take-Over Offer for Encorp Berhad Adviser
May 2014	May 2014	May 2014	Jun 2014	Jul 2014	Jul 2014	Jul 2014
Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia
Khazanah Nasional Berhad	Trans Thai-Malaysia (Malaysia) Sdn Bhd	IOIP Capital Management Sdn Bhd	Cagamas Global P.L.C.	Sasteria (M) Pte Ltd	Bumi Armada Capital Management Sdn Bhd	Bumi Armada Berhad
RM1.5 billion Sukuk Murabahah Joint Lead Manager	USD188.2 million Syndicated Term Loan Joint Mandated Lead Arranger	Up to RM1.5 billion Unrated Islamic Medium Term Notes Principal Adviser Lead Arranger Lead Manager Facility Agent	USD2.5 billion Multi Currency Medium Term Notes Joint Lead Manager Joint Bookrunner	RM312 million Take-over Offer Principal Adviser Sole Financier	RM1.5 billion Unrated Sukuk Sole Principal Adviser Sole Lead Arranger Joint Lead Manager	RM636.4 million Secondary Placement Joint Placement Agent
Aug 2014	Sept 2014	Sept 2014	Sept 2014	Sept 2014	Sept 2014	Oct 2014

Global Banking

Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia	Malaysia
						
Kesas Sdn Bhd	Bumi Armada Berhad	Jambatan Kedua Sdn Bhd	Westport Holdings Berhad	CB Industrial Product Holding Berhad	Malaysia Airports Holdings Berhad	Northport (M) Bhd
Up to RM735 million	RM1.979 billion	RM1.5 billion	RM468.4 million	RM136.0 million	RM1 billion	Up to RM1.5 billion
Islamic Medium Term Notes Adviser Lead Arranger Lead Manager	Rights Share Joint Principal Adviser Joint Global Coordinator Joint Underwriter	Syndicated Short Term Revolving Credit-i Joint Mandated Lead Arranger Joint Bookrunner Facility Agent Financial Adviser	Sole Placement Agent Secondary Placement	Bonus Issues of Listed Shares and Warrants Principal Adviser	Sukuk Joint Principal Adviser Joint Lead Arranger Joint Lead Manager	Islamic Commercial Papers Islamic Medium Term Notes Joint Principal Adviser Joint Lead Arranger Joint Lead Manager
Oct 2014	Oct 2014	Oct 2014	Nov 2014	Nov 2014	Dec 2014	Dec 2014
Malaysia	Malaysia	Malaysia				
	Mono Growth Holdings Limited	The Intermark Sdn Bhd				
Axis Real Estate Investment Trust	Mono Growth Holdings Limited	The Intermark Sdn Bhd				
RM288 million	USD400 million	RM1.2 billion				
Private Placement Joint Placement Agent	Syndicated Term Loan Coordinating Bank Mandated Lead Arranger Bookrunner Lender Security and Facility Agent	Syndicated Term Loan Mandated Lead Arranger Bookrunner Lender Security and Facility Agent				
Dec 2014	Dec 2014	Dec 2014				

Overseas Operations

International

POLLIE SIM

Chief Executive Officer (CEO),
International



2015 OUTLOOK

We remain confident of the economic growth prospects in Asia, underpinned by strong fundamentals, attractive trade and investments flows, as well as deeper economic integration across the region. With our strong presence in all 10 ASEAN countries, we are well-poised to seize these exciting business opportunities by leveraging on our extensive market reach and regional capabilities.

2015

Our Priorities

- Raising productivity and profitability, while deepening our presence in the region.
- Riding on our extensive global network to capture cross-border flows.
- Focusing on fee income growth and higher returns on capital.

2014

Key Achievements

- Having established our new regional organisation structure and strategic focus to drive the regionalisation agenda, International recorded 28.3% YoY growth in income, underpinned by strong loans growth.
- Overall, International (including associates) delivered higher PBT contribution of RM 994 million to the Group in 2014.
- In October 2014, Maybank was one of the few selected banks, to be awarded by Central Bank of Myanmar, the foreign banking license to operate in Myanmar.

Overseas Operations International

“2014 had been an exciting year for International as we raised the tempo to drive the regionalisation agenda, and delivered higher contributions to overall Group’s PBT.

This year, we will intensify our efforts to pursue expansionary plans, elevate productivity and accelerate profitability across our International business franchise. Building upon our extensive market reach and regional capabilities, we aim to create greater synergistic value for our clients and stakeholders, and contribute to the communities we operate in.”

KEY ACHIEVEMENTS IN 2014

Driving the Regionalisation Agenda

Having introduced the new regional organisational structure to oversee International operations (including associates) across 14 countries, we established three key strategic thrusts:

- Aligning our Fundamentals - Prioritising business-led transformational initiatives, with emphasis on productivity and profitability across our markets.
- Building Regional Differentiators - Identifying key propositions in our markets and mobilizing strengths within the Maybank Group for greater synergies.
- Concentrating on Capital Effective Growth – Emphasising on returns on capital, whilst expanding our footprint in overseas operations.

We gained traction with the new structure and strategic focus to drive the regionalisation agenda.

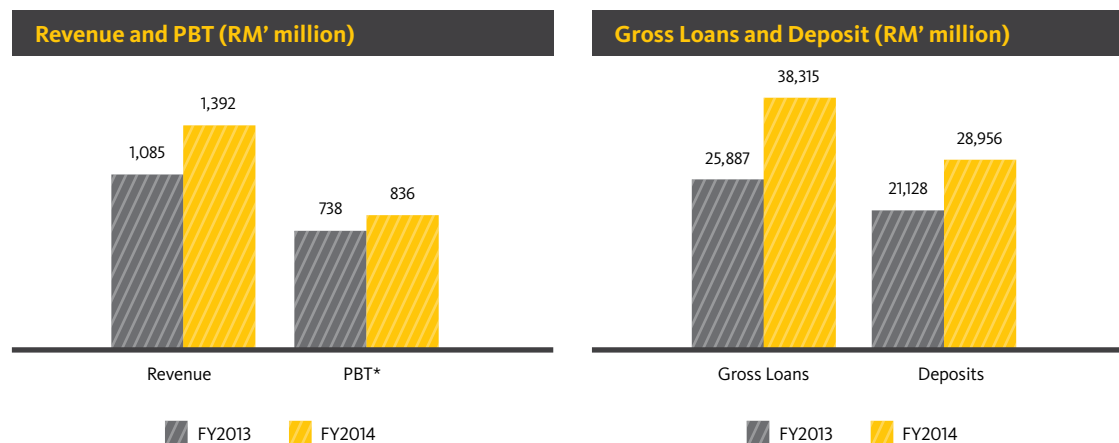
Building Greater Synergies through Regional Collaboration

Leveraging on the regional capabilities of the Group’s Centres of Excellence, we built greater synergies and strengthened business portfolios. We achieved enhanced execution strength, improved turnaround time and greater mobility of talent across the region. We continued to step up our market presence and transformation initiatives in the Greater China and Philippines markets.

International delivered stronger profitability growth, improved risk-return profile and higher productivity through regional collaboration. We also made significant milestone achievements which well-positioned Maybank to provide clients with market access to South China and Myanmar.

Accelerating Profitability

Revenue for International grew by a record of 28.3% YoY, underpinned by strong loans and deposit growth of 48.0% and 37.1% respectively. Fee income grew by 13.0% YoY, on the back of higher fees derived from syndication loans. Overheads also rose by 25.0% YoY, in tandem with the expansionary activities during the year. Overall, International PBT* rose by 13.3% YoY to RM 836 million in 2014.



* PBT excludes Share of Profits from Associates, amounting to RM158.3 million in 2014 (2013: RM134.6 million)

Overseas Operations

International

GREATER CHINA

OVERVIEW

Maybank Greater China provides wholesale banking and investment banking services to commercial and corporate clients in Hong Kong and China, specialising in cross-border solutions to facilitate flows between Greater China and ASEAN. Today, we have one branch in Hong Kong and three branches in China (namely in Shanghai, Beijing and Kunming).

2015 OUTLOOK

- Despite lower forecasted growth for China (7.1%) and Hong Kong (2.6%), we are optimistic that China's banking sector reforms and economic rebalancing plans will benefit Greater China's growth in the longer term.
- We remain confident of the China-ASEAN trade and investment growth landscape.

SPOTLIGHT ON 2014 ACHIEVEMENTS

Kunming branch, our 4th branch in China, was operationalised in 2014 to serve as the gateway between South-western China and the Indochina region to facilitate greater cross-border flows.

Maybank was the Mandated Lead Arranger (MLA) of several notable deals, such as Xiaomi H.K. Ltd, Poly Property Group Co Ltd and GDH Ltd.

We made milestone achievements in our Treasury and Transaction Banking business. Apart from being ranked the #1 CNY/RM Market Maker, we have been appointed as CNY/SGD Market Maker.

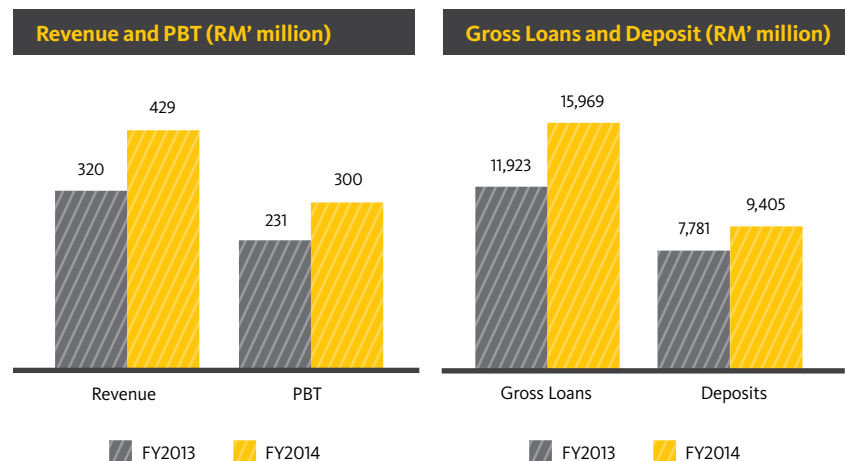
We launched the inaugural GreTai Securities Market (GTSM) listed transaction in Taiwan, raising USD500 million from professional institutional investors, and successfully closed notable Structured Trade Finance deals.

We also gained traction in the growth of Debt Capital Markets business, with 11 deals in 2014.

2015

Our Priorities

- Continue to strengthen Transaction Banking and Treasury capabilities to better facilitate China-ASEAN flows.
- Strengthen Hong Kong as offshore hub for Greater China business, whilst growing our China network to enable clients with greater access into China.
- Strengthen our RMB capabilities, by building upon our achievements as market makers for CNY/SGD and CNY/RM.



2014

Key highlights

Financial Performance

- Maybank Greater China achieved a record PBT growth of 29.9% YoY, backed by strong growth in revenue from China and Hong Kong.
- Overall, gross loans grew by 33.9% YoY, on the back of strong syndication strength. Deposits recorded a healthy growth of 20.9% YoY.

Overseas Operations International

PHILIPPINES

OVERVIEW

Maybank Philippines Incorporated (MPI) is a full-service commercial bank providing both retail and wholesale banking services. With 79 branches across Manila, Luzon, Visayas and Mindanao, MPI has the largest branch network amongst foreign banks in Philippines.

2015 OUTLOOK

- The Philippine economy is expected to grow at a faster clip of 6.7% in 2015 from 6.4% in 2014, largely driven by structural reforms, strong growth in domestic consumption and increasing investments in infrastructure, health and education sectors.

2015 Our Priorities

- Diversify our consumer banking services, whilst capitalising on our strengths in Auto Finance business and our branch network.
- Strengthen asset quality management.
- Expand our corporate client base whilst leveraging on our investment banking expertise in Maybank ATR Kim Eng (MATRKE), to offer holistic solutions through capital market access.

2014 Key highlights Financial Performance

- Revenue increased by 17.4% YoY, due to above-industry loans growth of 38.0% in 2014, driven primarily from Consumer banking business. Overall, MPI achieved PATAMI growth of 82.6% YoY, contributed by higher revenue and recognition of deferred tax income.

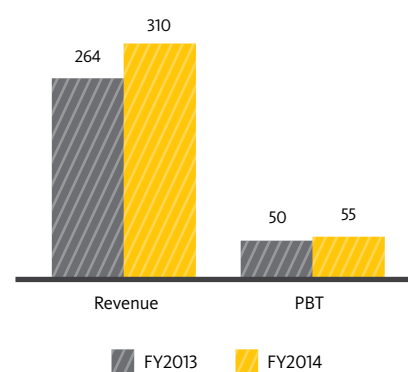
SPOTLIGHT ON 2014 ACHIEVEMENTS

Our market share in Auto Finance has improved to 6.9%, with increased dealer relationships and streamlined business processes to drive efficiency.

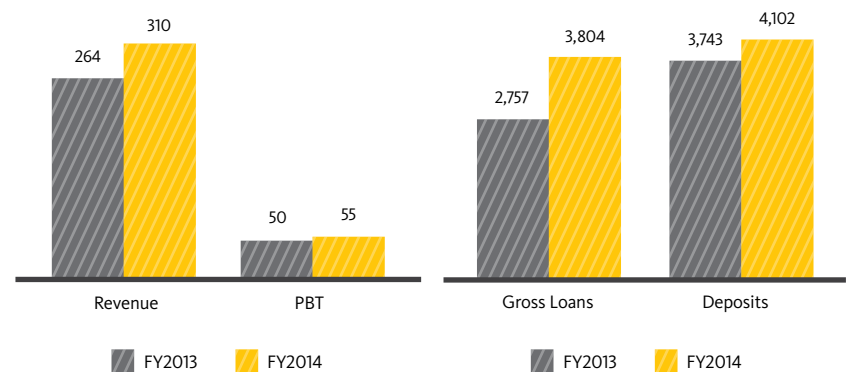
New product and service offerings were launched in FY2014 to drive consumer banking growth – Premier Wealth services to cater to our affluent segment; and the Manchester United Credit Card, an international sports franchise co-branded credit card in Philippines. The first 24/7 branch was opened in Resorts World, Philippines as a mark of our commitment to customer service.

On the global banking front, two key deals with big corporates namely P.A Alvarez Properties & Development Corp and Petron Corporation, were successfully completed, arising from synergistic collaboration with MATRKE.

Revenue and PBT (RM' million)



Gross Loans and Deposit (RM' million)



Overseas Operations

International

INDOCHINA

OVERVIEW

Within the Indochina region, Maybank has 21 branches under its subsidiary, Maybank Cambodia PLC (MCP), two branches in Vietnam, one branch in Laos and one representative office in Myanmar.

2015 OUTLOOK

- GDP for Indochina region is expected to grow in 2015 by 6.5% on average, with its emergence as a manufacturing base for firms shifting away from China.
- Growth in trade and investments can be expected to be fuelled by the ASEAN Economic Community (AEC) and other Free Trade Arrangements.
- We are positive of our key Indochina markets in Vietnam and Cambodia, which are forecasted to see GDP growth rates of 5.6% and 7.5% respectively.

SPOTLIGHT ON 2014 ACHIEVEMENTS

Maybank was one of the few selected banks to be awarded a foreign banking license by Central Bank of Myanmar in October 2014. Our upcoming presence in Myanmar will support both our clients and Myanmar's growth needs.

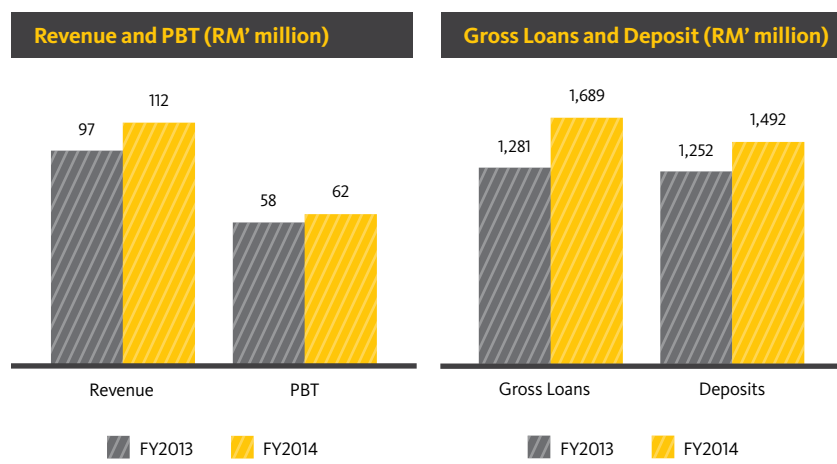
In Vietnam, we have been granted the bond trading license by the State Bank of Vietnam, which further extends our Treasury capabilities to deal with Vietnamese government bonds.

In Cambodia, we added five new branches to enhance our coverage in Phnom Penh and extended our reach in three new provinces. We also launched our Premier Wealth services to cater to Cambodia's growing affluent segment.

Our Laos operations became profitable in 2014, after commencing its operations for two years - showcasing our traction in the market. Laos achieved record revenue growth of 734.8% YoY in 2014.

2015 Our Priorities

- Strengthen Transaction Banking and Treasury capabilities for the region to facilitate our clients' cross border needs.
- Enhance Indochina-ASEAN and Indochina-China collaboration, whilst pursuing our expansionary agenda in the Indochina region.
- Raise the bar of our consumer banking business in Cambodia and Laos, to provide a wider suite of service offerings to our clients.



2014 Key highlights

Financial Performance

- Revenue for Indochina grew steadily by 15.4% YoY, driven by Cambodia and Laos.
- PBT grew by 7.5% YoY, due to higher overheads arising from expansionary activities during the year.
- Overall, Gross Loans grew by a record of 31.9% YoY, with customer deposits growing by 19.2% YoY.

Overseas Operations International

REST OF THE WORLD

OVERVIEW

Our global presence extends from key financial hubs to opportunistic markets, through eight other branches in New York, London, Bahrain, Brunei, Papua New Guinea, including our offshore branch in Labuan.

2015 OUTLOOK

- We believe that the United Kingdom's economy will continue to grow at a stable pace in 2015 at 2.7% (2014: 3.2%) with household spending remaining as the key driver.
- We remain positive on the outlook of United States which is projected to grow at 3.0% (2014: 1.9%), supported by lower oil prices.

2015 Our Priorities

- Strengthen our offshore operations in Labuan as the Group's Centre of Excellence for foreign currency credit.
- Strengthen Treasury capabilities in New York and London.
- Build greater synergies with Maybank Kim Eng in the US and UK markets to provide holistic financial solutions to our regional clients.

2014 Key highlights Financial Performance

- Through synergistic collaboration with the rest of Group, strong revenue growth of 33.8% YoY was recorded, with a remarkable fee income growth of 39.4% during the year.
- Gross loans and Deposits increased significantly, with growth of 69.8% YoY and 67.1% YoY respectively.
- Overall, PBT rose by 4.9% YoY, largely due to a refinement in the computation of collective allowance, resulting in higher credit cost.

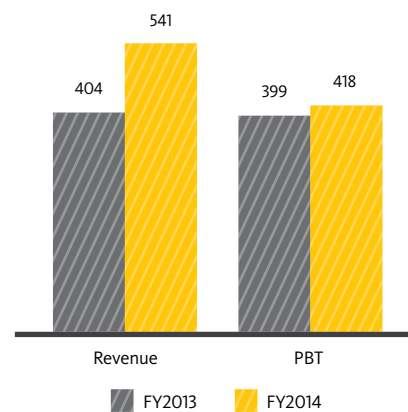
SPOTLIGHT ON 2014 ACHIEVEMENTS

Our matrix structure, coupled with our regionalisation agenda, resulted in greater collaboration between our markets and the Maybank Group.

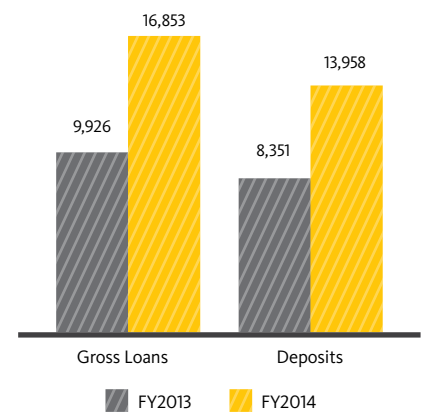
This has been demonstrated through the following achievements:

- We recorded revenue growth of 78.3% YoY in our offshore operations in Labuan.
- Maybank was the Mandated Lead Arranger for the USD860 million financing of the Museum of Modern Art Condominium Project in New York.
- Maybank was also the Mandated Lead Arranger for the GBP750 million financing of Battersea Phase 2 Project in the United Kingdom.

Revenue and PBT (RM' million)



Gross Loans and Deposit (RM' million)

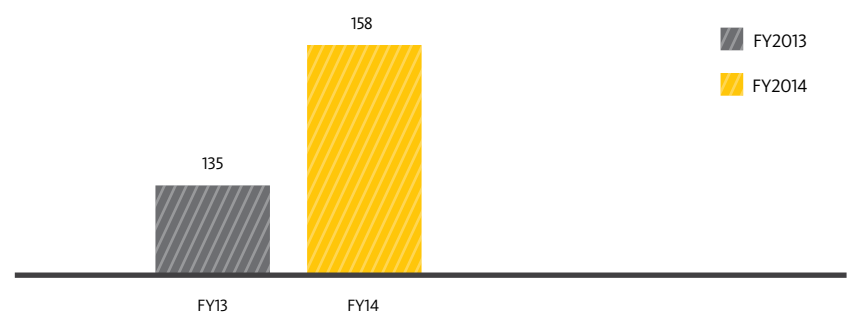


ASSOCIATES

2014 Key highlights Financial Performance

- Share of profits from Associates, namely MCB Bank and An Binh Bank, rose by 17.6% YoY, from RM135 million in 2013 to RM158 million in 2014, on the back of strong income growth and contained overheads.

Share of Associates' Profits (RM'million)



Overseas Operations

Singapore

DATUK LIM HONG TAT

Chief Executive Officer (CEO), Singapore



VISION

Maybank Singapore's vision is to become a major foreign financial services group in Singapore committed to exceeding customer expectations. To this end, Group Head CFS, Datuk Lim Hong Tat was appointed as CEO Singapore in 2014 to drive the country's aspirations.

Our vision will be delivered along two strategic thrusts, namely:

- 1) Strengthen the Singapore business
- 2) Expand our regional outreach

Central to our business strategy is the Single Captainship Model, which aims to synthesise the Group's combined product and distribution capabilities to deliver a competitive and holistic suite of financial solutions to our customers.

2015

Our Priorities

- Leverage on Single Captainship Model to derive greater synergies between Maybank Singapore, Maybank Kim Eng and Etiqa.
- Deepen Customer Engagement through product bundling and multi-channel strategy.
- Capture cross-border financing opportunities by strengthening our treasury and capital market capabilities.
- Strengthen asset quality through robust risk management strategies and operational controls.
- Develop Islamic Banking Capabilities to capture capital flows from the region.

2014 ROUND-UP

Improved Financial Performance

Singapore's PBT for the financial year 2014 was SGD433 million, up 4.4% from a year ago. Growth was driven by fund-based income, which jumped 20.7% on the back of an improvement in margins and loan growth.

Fee-based income grew by 3.3%, led by growth in areas of wealth management, cards and treasury.

Total loans increased by 13.4% to reach SGD35.0 billion as at December 2014. This was faster than the industry growth rate of 9.2%. Even so, our asset quality remained healthy, with the gross impaired loan ratio standing at 0.24% as at December 2014, an improvement from 0.30% in December 2013.

Meanwhile, our deposits expanded by 16.5% to reach SGD39.6 billion as at December 2014, outpacing system-wide deposits which grew by 7.1%.

Single Captainship – Unleashing Collaborative Synergies

The introduction of the Single Captainship Model has enabled us to derive greater synergies from across the Group's entities in Singapore. For example, both Maybank Singapore and Maybank Kim Eng have collectively worked on 15 capital market deals this year with a total value of SGD14 billion. Meanwhile, the launch of Etiqa's life insurance business in Singapore in August 2014 has enabled us to cross-sell a full range of insurance products (e.g. home, motor and life insurance) through the bancassurance channels.

Overseas Operations Singapore

“It has been a truly exciting year, following my appointment to the dual role of CEO, Maybank Singapore and Group Head, Community Financial Services (CFS), in January 2014. Our aim was to further strengthen the Singapore franchise by optimising synergies, leveraging on business opportunities and developing new market segments.”

OVERVIEW

As a Qualifying Full Bank (QFB), Maybank Singapore has established a significant presence in the retail and wholesale banking markets, with a net asset size of about SGD57 billion and over 1,800 staff.

Our network includes 27 service locations in Singapore, and we are also part of atm5-Singapore’s only shared ATM network among the seven participating QFBs, with a combined reach of more than 200 ATMs.

Our underlying strategic thrusts are to strengthen our domestic franchise and position ourselves strategically to leverage on Singapore’s position as a financial centre to spearhead the Group’s regional aspirations with several priorities in place.

At the bank level, the Single Captainship Model was rolled out across the 22 branches in March 2014, giving branch managers greater autonomy in driving business across all customer segments while maintaining a high standard of service quality. This initiative underscores our objective to be at the heart of the community by providing customers with convenient access to financial services based on their needs.

Customer Segmentation

Premier Wealth was launched in January 2014 to serve Singapore’s growing pool of affluent customers with AUM of at least SGD200,000. Since its inception, Premier Wealth AUM has increased by over fifteen fold.

We have also set up a new Retail SME unit to target small businesses (annual turnover of up to SGD20 million and loan exposure of SGD2 million or less) which account for around 90% of SMEs in Singapore. Underpinned by a new distribution model and competitive suite of products, our RSME portfolio has surged by 73% YoY as at end December 2014 and will serve as the new engine of growth for Maybank Singapore.

Expanding our Regional Outreach

Given its strong economic infrastructure and strong credit rating, Singapore serves as a key platform for the Group to capture cross-border financing opportunities in the region.

In January 2014, we operationalised the Malaysia Desk to facilitate investments by Singapore SMEs into Iskandar Malaysia and other regions in Malaysia. Through the establishment of the single credit approval platform, we were able to streamline the credit approval process for both SGD and RM denominated loans and reduce the turnaround time for the convenience of our SME customers. As at December 2014, total cross-border loans facilitated by the Malaysia Desk has grown by over SGD500 million from the same period last year.

We have also set up a Regional Business team to identify and on-board top tier corporations from across the Group’s network (e.g. Malaysia, Indonesia) looking to raise capital in either US or Singapore dollars. By using Singapore as a funding centre, we are able to help our corporate customers realise greater financing and tax efficiencies.

Strengthening our Islamic Banking Proposition

As the leading Islamic Bank in Singapore, we will continue to introduce new products to provide differentiated financing solutions for our customers. The “Islamic First” initiative was rolled out at our branches in 2014 to raise customers’ awareness of the Islamic variants of key retail products such as auto financing, mortgage, business term loans and foreign currency deposits. The initiative has garnered relatively strong interest from our customers, in particular Islamic Auto Finance which has increased by over eighteen fold over the twelve-month period to December 2014.

2015 OUTLOOK

Singapore’s economy is projected to expand by 2% to 4% in 2015. Uncertainties in the global economy are expected to weigh on the prospects of external-oriented sectors such as manufacturing. The outlook for domestic-oriented sectors such as retail trade and F&B is relatively firmer, with the strong employment market supporting household consumption. On the flipside, business will continue to face elevated wage costs due to a tight labour market. Turning to the property market, prices are likely to ease as the inventory of unsold units continues to grow. Rising domestic interest rates might also dampen buying sentiments. Even so, property prices are unlikely to crash as the government has the scope to fine-tune some of its cooling measures to stabilise the housing market.

Overseas Operations

Indonesia

TASWIN ZAKARIA

President Director, Bank Internasional Indonesia (BII)



2015 OUTLOOK

Indonesia's economy is expected to grow at 5.50% in 2015 against 5.02% in 2014, primarily contributed by the infrastructure, public welfare and mining sectors. Domestic economic activities are expected to see a pick-up as the Government channels its budget from fuel subsidy reforms to infrastructure and public welfare programmes.

The mining sector is expected to improve with the Government relaxing export regulations for companies with smelter development programmes.

Indonesia's inflation is expected to calm down from 8.36% in 2014 to 5.01% in 2015. The government's decision to remove the subsidy for gasoline in its national budget since 1 January 2015 and the cap of the amount of aid for diesel to IDR1,000 per litre is expected to be a key factor for more benign inflation this year. Accordingly, there could be further loosening of monetary policy by Bank Indonesia (BI, Indonesian central bank). Dovish monetary trends prevalent in almost all emerging countries will likely trigger the Indonesian central bank to slash its monetary rate by 50bps from 7.75% in 2014 to 7.25% in 2015. On the other hand, Rupiah may weaken against USD from 12,440 in 2014 to 12,800 in 2015 as BI rate is expected to loosen while the Fed will begin to normalise its monetary rate.

PT BANK INTERNASIONAL INDONESIA TBK

PT Bank Internasional Indonesia Tbk (BII) is one of the largest banks in Indonesia with 55 years of experience and well known as the top in banking service excellence. Our banking and financial service is aimed at serving both individual and corporate clients through the business segments of Retail Banking, Business Banking, and Global Banking as well as through our subsidiaries, PT Wahana Ottomitra Multiartha Tbk (WOM Finance) and PT BII Finance (BII Finance) which provides motorcycle and car financing respectively.

Our banking presence across all Indonesian provinces totals 428 branches, with regional network of 426 domestic branches including sharia plus two overseas branches in Mauritius and Mumbai, India. BII also provides e-banking services with its mobile banking, internet banking, mobile cash banking (MKK) and 1,530 ATMs including Cash Deposit Machines (CDMs) nationwide. We are also one of the few banks in Indonesia that connects to all Indonesian ATM networks, namely ATM PRIMA, ATM BERSAMA, ALTO, and CIRRUS as well as Malaysia's MEPS network and Maybank's ATMs in Malaysia and Singapore.

We aim to be the leading financial services provider in Indonesia, driven by passionately committed and innovative people, creating value and serving communities. Thus, we believe that we can achieve our goal by humanising financial services.

FINANCIAL PERFORMANCE

Our operating profit before provision reached IDR2.87 trillion for the full year ended 31 December 2014 compared with IDR 2.90 trillion for the full year ended 2013, while Net Profit after Tax and Minority Interest (PATAMI) stood at IDR699 billion in December 2014 compared with IDR1.5 trillion in the same period of the previous year. The results for the year were impacted by higher provisioning from a number of corporate customers in sectors heavily affected by adverse market and regulatory conditions and by rising cost of funds throughout the year which pressured the net interest margin in 2014.

The Bank saw loans growth of 4.2% to IDR106.3 trillion as of 31 December 2014 from IDR102.0 trillion as of 31 December 2013. BII continued to book strong loans growth in Business Banking and Retail Banking. Retail Banking loans recorded a 15.7% growth from IDR35.8 trillion to IDR41.5 trillion while Business Banking loans increased by 15.5% from IDR35.3 trillion to IDR40.8 trillion. However, the Bank's total loan growth was impacted by the decreasing portfolio of Global Banking which declined by 22.2% to IDR 24.0 trillion in December 2014 from IDR30.9 trillion in December 2013. This was primarily because, in 2014, the Bank decided to re-profile its Global Banking loan portfolio to ensure the distribution of risks is in line with its risk appetite. The client re-profiling includes greater focus on the top tier local corporations and state owned enterprises.

The Bank's strategy to implement strict pricing discipline for deposits throughout the year contributed to the reduction of the total customer deposits which experienced a 4.4% contraction to IDR 102.5 trillion by end of December 2014. The Loan-to-Deposit ratio (Bank only, excluding subsidiaries) remained at a healthy level, reaching 92.7% as of 31 December 2014, while the Bank's modified consolidated LDR (i.e. Loan to Funding Ratio) which includes borrowing, securities issued, sub debt and customer deposits stood at 85.2%.

The Bank's Net Interest Income increased 7.5% from IDR5.5 trillion in December 2013 to IDR5.9 trillion in December 2014. The tight liquidity experienced by the banking industry throughout the year which led to the increasing cost of funds had impacted the Bank's Net Interest Margin (NIM), which declined from 4.94% to 4.76%. To improve its NIM, the Bank will continue to prioritise portfolio growth with strict pricing discipline for both loan and liquidity.

Asset quality was maintained at the level of 3.34% (gross impaired loans) and 2.44% (net impaired loans) as of 31 December 2014 compared to 2.85% (gross impaired loans) and 2.24% (net impaired loans) as of 31 December 2013. The Bank has further tightened credit approval procedures and instituted new approval matrixes and limits to ensure tighter control over loan approvals and closer monitoring of its existing portfolio. Furthermore, the Bank continues to closely monitor market conditions that may adversely impact corporate borrowers while intensifying its portfolio early alert mechanism.

Overseas Operations Indonesia

“We embarked on our transformation journey in 2014, focusing on consolidation, client segmentation, and sharpening fundamentals to build sustainable portfolios and support future growth. Despite the challenging economic conditions, we had a 23% gross interest income growth and our Retail Banking as well as our Business Banking segments continued to gain positive traction.”

To strengthen our capital base, the Bank issued subordinated debt amounting to IDR 1.5 trillion in July 2014 and also carried out Rights Issue VII of IDR1.5 trillion which was completed by December 2014. This improved the Bank's Capital Adequacy Ratio to 15.72%.

ACHIEVEMENTS

The Business Banking segment launched a micro banking service called “BII PIJAR” (BII Pilihan Bijak Mitra Usaha). BII PIJAR supports the community empowerment banking concept which creates, fosters, and develops micro community for both direct establishment and third-party partnership through education of business and financial management. In addition, we maximise supply chain financing as Business Banking distinct advantage which continued show the improvement growth.

Retail Banking also recorded improved performance alongside subsidiaries BII Finance and WOM Finance providing a positive impact to the Bank's overall performance. Electronic Banking has also shown robust development as the Bank's Electronic transactions continued to grow.

Following the implementation of the Shariah First Strategy and revamped business model in 2014, the shariah business unit delivered positive results. The shariah business unit also achieved various awards, including top 3 Islamic Finance Award

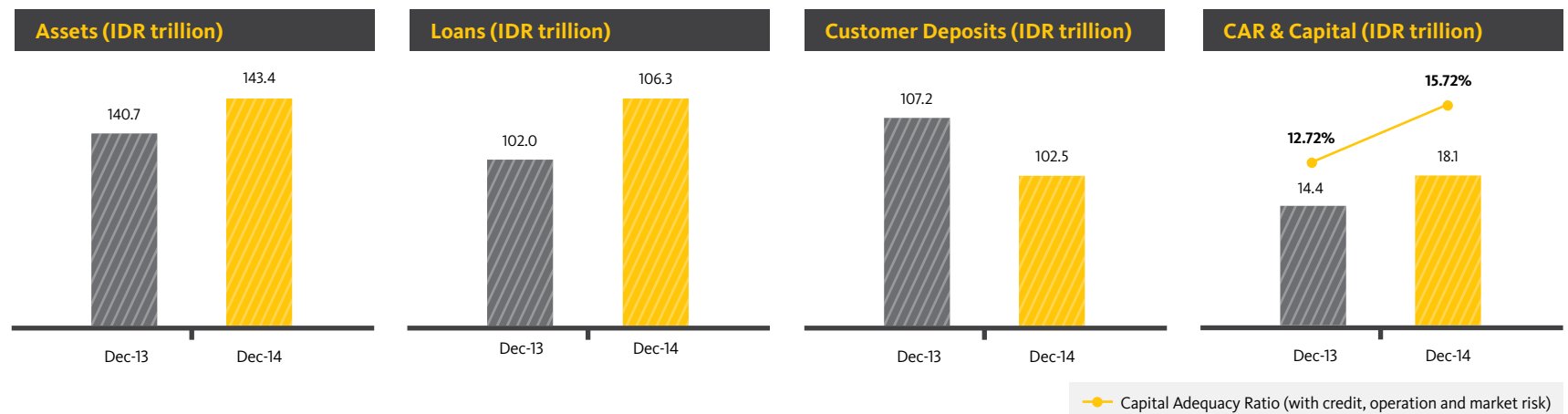
2014 from KARIM Consulting Indonesia, Top 3 Saving Account Islamic Banking for shariah business unit in Indonesian Banking Loyalty Award (IBLA) 2014 from Markplus Insight and Infobank magazine and “Very good” category for “shariah business unit with assets more than IDR 1 trillion” category in Infobank Shariah Finance Award 2014 from Infobank.

Our Mobile Banking received the Award for “The best mobile banking application” by Forsel tabloid and “The fastest growth of Mobile Banking users” in Rekor Bisnis (ReBi) recognition night by TeRa foundation and SINDO newspaper.

Meanwhile, our Human Capital achieved “Best People Development” and “Good Recruitment and Attraction” in HR Excellence Award 2014 by SWA magazine and Lembaga Manajemen Indonesia University. Besides that, we also got chosen as Indonesia TOP 100 Ideal Employers 2014 from Universum.

We also received two awards in our reporting practices. First as third winner of Annual Report Award 2013 in “financial private listed” category and second as “Commendation for 1st time G4 Report 2013” and “Commendation for 1st Year Sustainability Report 2013” in Sustainability Reporting Award (SRA) 2014. Furthermore, we received “Best Responsibility of the Board” in the 6th IICD Corporate Governance Conference & Award as appreciation of our Good Corporate Governance.

Our full list of awards and recognitions can be found on page 220.



Insurance & Takaful

KAMALUDIN AHMAD

Group Head, Insurance & Takaful
Chief Executive Officer, Maybank Ageas Holdings Berhad



Etiqa aspires to be the undisputed leader in Malaysia and an emerging regional insurance and takaful player. Etiqa is determined to grow and become a solid pillar for the Group through sizable revenue and higher profit contribution.

We work hand-in-hand with our partners and customers to humanise insurance and takaful. This is in line with the Group's aspiration of humanising financial services. Etiqa's passion is backed by the Group's strength, expertise and rock solid foundation and driven by the professionalism, empathy, courage and integrity of Etiqa staff.

We place great importance on being accessible to customers and boast a strong agency force comprising over 15,000 agents and 31 branches throughout Malaysia. We also have a wide Bancassurance and Bancatakaful distribution network with over 400 Maybank branches and other third party banks. MotorTakaful and Maybank2u offer direct sales through the internet for internet savvy consumers. Etiqa is also available through cooperatives, brokers and institutions which brings us closer to our customers and increases our reach in the Malaysian market.

The Etiqa brand offers unique and personalised services across all types and classes of life and general insurance as well as family and general takaful plans. It does this through a multi-channel distribution network, including Bancassurance, Brokers and Direct Distribution. Our wide range of life and family products include endowment, term, personal accident, education, investment-linked and medical insurance while the general conventional insurance and takaful range includes fire, motor, aviation, marine and engineering policies.

Etiqa Insurance Berhad (EIB), the conventional insurance arm of Etiqa, maintained its "A" rating by Fitch Ratings. The affirmation of EIB's Insurer Financial Strength (IFS) rating reflects its market coverage and status as one of the core operating subsidiaries under Maybank Ageas Holdings Berhad (MAHB). Its strong market presence is rooted in its ability to disseminate insurance products through multiple distribution channels, from agency to the internet.

Meanwhile, Etiqa Takaful Berhad's (ETB) rating of 'A' reflects its good operating profitability and liquidity, and dominant market position in Malaysia's general and family takaful sector. The rating is also a recognition of ETB's status as a core operating subsidiary within the Group.

2014 marked an important step for the Insurance and Takaful Group as we established a footprint in Singapore with the setting up of Etiqa Insurance Pte. Ltd. (EIPL), making Etiqa a licensed life and general insurance company in Singapore. This was a move aimed at strengthening our presence and winning market share in the Republic.

2015 OUTLOOK

The Malaysian insurance and takaful industry is expected to remain stable in 2015 with possibility of some challenges during the year. The industry's continued resilience in private consumption and rising consumer awareness for insurance are seen as a basis for growth, especially with rising medical and living expenses. Demand for medical insurance and investment-linked products will be the main growth drivers. The rising cost of healthcare will likely prompt customers to relook at their protection needs and reprioritise their healthcare needs. The demand for investment-linked products will continue to drive growth in the life sector as consumers' risk appetites increase amid low interest rates.

Higher private consumption will sustain growth in the general insurance sector's personal line products. The growth potential in the takaful segment is likely to remain high despite new regulations and supported by a growing range of products and wider distribution coverage. The Malaysian regulator will continue to implement tighter capital requirements and enhanced risk management practices in the insurance and takaful sectors. We foresee more M&A activities, especially in the takaful sector as smaller operators with limited operating scale and weak financial flexibility struggle with the new Risk-Based Capital (RBC) requirements. At the same time, some takaful operators could be spurred to seek alternative funding sources to meet their capital needs. The industry's solid capitalisation trend is expected to persist given the insurance and takaful industry's overall strong RBC ratio in 2014. This strength combined with regulatory reforms, could boost the competitiveness of Malaysian insurers as South-East Asian economies become more integrated.

A few challenges are in store for insurers in 2015 given the introduction of the Goods and Services Tax (GST) regime, regulatory changes and market liberalisation. Insurers with higher operating overheads may experience margin squeeze and could see their bottom lines impacted with the implementation of GST. Insurers may also need to restructure some of their products, particularly medical. The liberalisation of motor tariffs in 2016 may pose new challenges to general insurers, especially in attracting new customers and retaining their customer base. Motor insurance tariffs in early 2014 were increased as part of a move towards full deregulation of the segment in 2016 and we expect adverse losses in compulsory motor insurance for motor insurers to gradually improve, although unlikely to break even. Composite insurers and takaful operators also face an impending change under the Financial Services Act 2013 and Islamic Financial Services Act 2013, which is the legal separation of their Life and General businesses by 2018. This would entail acquiring additional capital and human resources.

Insurance & Takaful

“Over the last three years, we set demanding growth and regional expansion targets to be reached by the end of 2015. We took a very important step towards those goals when we strengthened our footprint in Singapore last year. Meeting these objectives is a significant milestone and a testament to our well-understood strategy and to the hard work of our management and staff across the board. Looking ahead, we remain focused on accelerating the execution of our growth strategy while continuing to build on the strength of our brand. We live “Humanising Insurance & Takaful”.”

2015

Our Priorities

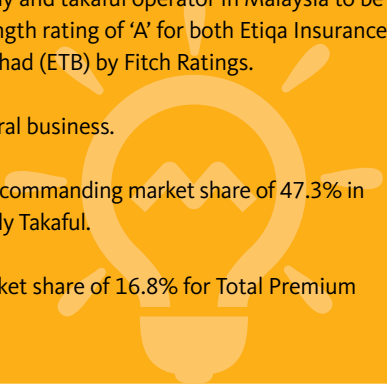
- Sustain business by strengthening Regular Premium New Business.
- Increase recruitment of Life Agents and increase productivity of Family Takaful Agents.
- Remain resilient and sustainable, and optimise cost and productivity.
- Embrace Digitalisation by providing a consistent customer experience across Channels where the choice of engagement lies with the customer.
- Launch new products focusing on investment-linked, retirement and endowment products.



2014

Performance Highlights

- For the financial year ended 31 December 2014 (FY2014), Etiqa's gross written premium (GWP) grew 5% to RM5.0 billion from RM4.8 billion in 2013.
- Etiqa's profit before tax (PBT) grew 5% to RM766.4 million.
- Total assets increased 12% to RM31.6 billion from RM28.3 billion in 2013.
- We are the only insurance company and takaful operator in Malaysia to be assigned an Insurer Financial Strength rating of 'A' for both Etiqa Insurance Berhad (EIB) and Etiqa Takaful Berhad (ETB) by Fitch Ratings.
- Etiqa is the market leader in General business.
- No.1 in the takaful business with a commanding market share of 47.3% in General Takaful and 20.5% in Family Takaful.
- No.1 in Bancassurance with a market share of 16.8% for Total Premium for New Business for Life.

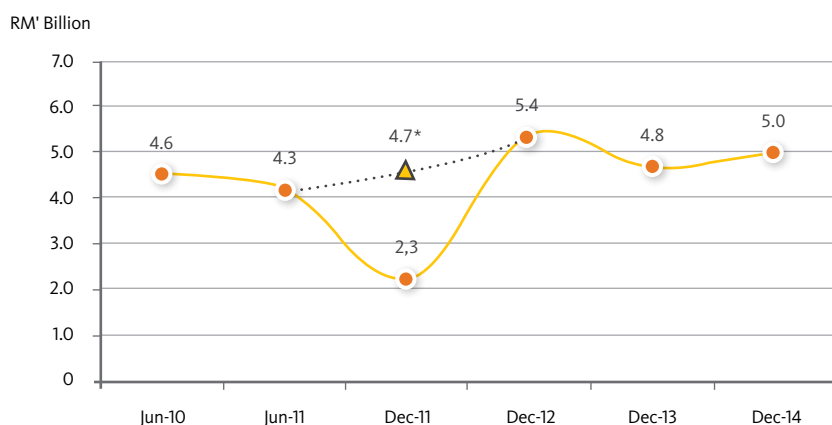


Insurance & Takaful

FINANCIAL PERFORMANCE

Combined gross premium and contribution recorded 5% growth year-on-year (YoY) to RM5.0 billion, due mainly to the strong growth of General Insurance and Takaful business.

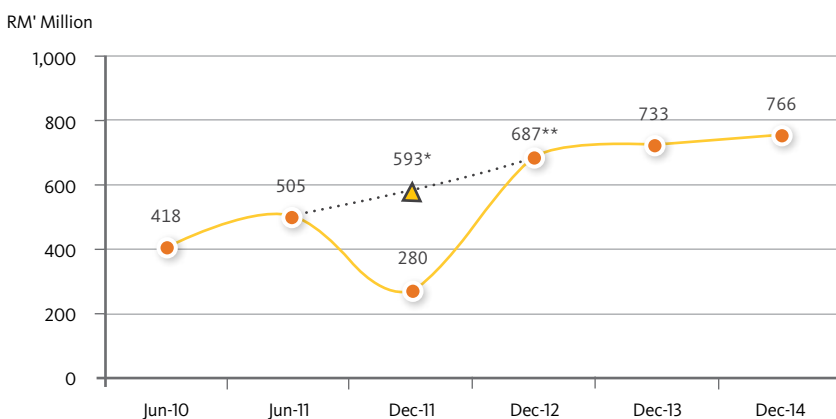
Gross Premium/ Contribution



* Dec 2011 restated 12-month figure (Dec 2011 figure of RM2.3 billion is based on 6 months performance due to change in Financial Year from June to December).

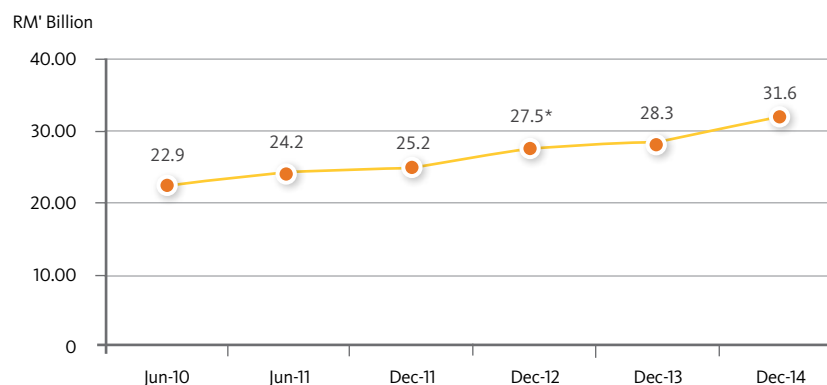
Etiqa also registered 5% growth YoY in Profit Before Tax (PBT) for 2014, surging to a record RM766.4 million as a result of improved surplus transfer from Life Insurance and Family Takaful funds. Total assets increased 12% to RM31.6 billion from RM28.3 billion the previous year.

Profit Before Tax



* Dec 2011 restated 12-month figure (Dec 2011 figure of RM280 million is based on 6 months performance due to change in Financial Year from June to December).
 ** Restated figure due to prior year audit adjustment

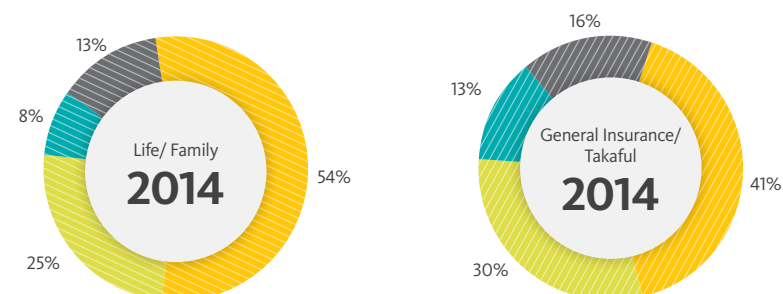
Total Assets



* Restated figure due to prior year audit adjustment

During the period, Life/Family business was affected by the low volume of credit-related business but maintained the same level as the previous year owing to the significant growth registered in other product segments. General Insurance/Takaful business grew 10% over the previous year due to the surge in all classes of business, particularly Marine, Aviation and Transit (MAT).

The contribution of business from the various segments is depicted below:



Overall, conventional insurance gross premium increased 15% YoY to RM2.8 billion, contributing 56% of Etiqa's total gross premium/contribution while takaful gross contribution shrank 6% YoY to RM2.2 billion. Despite the drop, the takaful business remains the top player in industry, commanding a market share of 47.3% in General Takaful and 20.5% in Family Takaful new business (ISM Statistics 12 months ended 30 September 2014).

PRODUCT INNOVATION

In 2014, we continued to deliver on our promise to humanise Insurance and Takaful for our customers. Our products provide customers with the means to protect the value of their individual or corporate assets. Individual customers or those associated with groups, such as employees of a company, are provided with products that provide payments on occurrence of death, disability, serious illness, or hospitalisation or in the event of damages arising from unexpected events such as fire, theft, accidents and flooding. Our products also provide customers with the means to save and invest for the future, for key life events such as the education of a child, retirement or simply funds for a rainy day event.

Insurance & Takaful

During the year, existing products were rolled out to different channels to broaden our appeal to customers. We also repriced or upgraded the benefits for a number of products to ensure that we continue to fulfil customer needs in the market.

The following major new products were launched in 2014:

Smart Cash and Smart Cash Xtra

The product provides customers with benefits on death, disability or survival, over 20 years with premiums paid by the customer for six years. In addition, there is the opportunity to share in enhanced returns from profits from the participating fund.

Takaful Elite and Takaful SmartLink

Two regular contribution Investment-linked plans which offer protection for death and total and permanent disability, with a minimum guaranteed benefit plus the proceeds from investment-linked funds. Customers have the option to select additional protection, for example to cover the costs of hospitalisation, specific critical disease, or waiver of premiums for specific unfortunate events.

Senior Life Secured

A whole of life protection plan, sold through direct mailing or via telemarketing. The product provides a streamlined application process, reducing the information typically requested from customers, such as that relating to their state of health.

World Traveller and Lifestyle Travel Care

This product provides protection against the costs of emergency medical treatment, and unexpected losses and liabilities arising while travelling domestically or internationally. There are four levels of plans with the option to extend the cover and benefits to a spouse and children, based on the customer's needs and budgets.

DISTRIBUTION AND SERVICE EXCELLENCE

Etiqa remains focused on its strategies as we aspire to be the undisputed leader in Malaysia and an emerging regional player in the Insurance and Takaful sector. Etiqa Insurance and Takaful has shown strong growth of 5.0% in PBT and GWP.

Our Bancassurance channel has seen good growth in its core Regular Premium business compared to the previous year. In 2014, Etiqa executed a strategy to shift business focus to penetrating High Net Worth and Affluent customer segments. This was done by introducing products such as Smart Cash/Smart Cash Xtra and Smart Retirement/Smart Retirement Xtra. For example, through the Smart Retirement Xtra product, we now have a 64% penetration of the High Net Worth and Affluent customer segments, as compared to an average of 11.5% previously. This effort resulted in a 47% YoY growth in Regular Premium New Business. As one of Etiqa's main business channels, Bancassurance dominates its industry with a market share of 24% in Regular Premium, almost twice as large as the closest competitor. Bancassurance accounts for 34% of the overall premium to Etiqa.

Etiqa's strength in Takaful was proven when it emerged as the No.1 Takaful operator. We also sustained our leadership as the No.1 player for combined General Insurance and Takaful business. For the General business – adopting a more granular approach by focusing on profitable classes has strengthened our position as we see overall 10% growth in General business. On top of this, Etiqa implemented tighter vendor and panel workshop management and cost management of repair/service while at the same time ensuring good quality service is rendered to customers. The Large and Specialised Risk portfolio was managed more tightly to ensure optimisation of the portfolio while managing potential risk exposure.

Etiqa continued the Digitalisation process to take advantage of the online and social media buzz and the Straight Through Processing for Life and Family Agency project was completed in 2014. On top of that, the New Motor Takaful Mobile Application was enhanced with features such as SOS Alert, Arrival Tracking of Auto Assist and renewal and purchase of Motor Takaful Policies. The Motor Takaful online business saw a tremendous performance in FY 2014 and recorded a growth of 41% from last year. In terms of policy count, Motor Takaful increased the number of users to 111,242 from 80,915 last year.

INTERNATIONAL PRESENCE

International expansion is an attractive opportunity for Etiqa to gain significant presence in high growth markets. Etiqa will do this by leveraging two main assets: Maybank's overseas operations and Etiqa's expertise in takaful and bancassurance.

The Insurance and Takaful portfolio aspires to complement Maybank's growth internationally, in addition to the existing presence in Singapore, Brunei and Pakistan. The recent establishment of Etiqa Insurance Pte. Ltd. reflects our commitment to international expansion.

Etiqa Insurance Pte. Ltd.

Etiqa made its foray into the Singaporean life insurance market on 6 August 2014. This milestone saw the company expanding beyond general insurance to life insurance, leveraging Maybank's 22 branches in the country to reach consumers.

GWP for the life business reached SGD22.7 million. The company rolled out 13 basic plans and nine riders in FY2014. A rapidly ageing and affluent population in Singapore presents opportunities for the company to offer innovative retirement and wealth planning solutions to meet customers' needs.

Etiqa Insurance Berhad Singapore branch

Etiqa Singapore branch registered an increase of 10% in PBT or SGD6.09 million in FY2014 compared to SGD5.56 million the previous year contributed mainly by the Miscellaneous segment. Revenue recorded an increase of 25% or SGD50.82 million against SGD40.75 million the previous year. There was an increase in the Miscellaneous segment from 46% to 56% while the Marine, Aviation and Transit segment remained at 4%.

Overall distribution channel mix improved with the Agency as the main contributor at 50% of sales. Looking ahead, the branch is aiming to capture new market segments by enhancing product offerings to broaden the market base while retaining profitability.

Going forward, the business is focused on growing its Agency force and launching e-commerce to provide Internet savvy consumers an alternative purchase channel for selected general insurance products.

Etiqa Insurance Berhad Brunei branch

Etiqa Insurance Brunei branch posted a 17% GWP growth from last year, attributed primarily to the Fire and Miscellaneous segment at 44% and 46% respectively. Its general insurance business is dominated by the Agency channel as the main revenue contributor (88%), with concentration mostly on corporate and project risk. The most profitable line of business is from the Fire segment. Going forward, the branch is focused on strengthening its Agency force and carving a niche in the non-motor business.

Insurance & Takaful

Pak-Kuwait Takaful Company Limited (PKTCL) Pakistan

Through a 32.5% shareholding in PKTCL, Etiqa Oversea Insurance Private Limited (EOIPL) is the single largest investor in Pakistan's first takaful company. Despite many challenges faced in FY2014, the company's GWP grew 19% compared to the previous year.

ENHANCING CUSTOMER EXPERIENCE

Being the undisputed leader is more than just numbers. It is also about being able to reach out to our clients and fulfilling our promises to them. Etiqa develops proof points on a yearly basis, meant to find ways to live up to Etiqa's brand promise of 'Humanising Insurance and Takaful'. Good customer service is the lifeblood of any business. It is all about bringing customers in, and sending them away happy - happy enough to pass positive feedback about our business along to others. The essence of good customer service is forming a relationship with customers – a relationship that the individual customer will remember.

We have always looked forward to living out all of Etiqa's values. We are keen on establishing a "rock solid" relationship with our policy holders by being proactive and delivering our promises to place people above policy. The humanising brand spirit that we practice in Etiqa encourages all of us to treat our customers as 'individuals' and not just as another policy number.

To gauge how our customers value their relationship with us, we start by measuring the Customer Relationship Score. At this point, feedback is obtained at two major touch points i.e. the contact centre and branches where customers are asked how likely are they to recommend Etiqa to their friends and family.

We will continue to challenge ourselves to raise the benchmark of our deliverables and we will continuously raise our standards to achieve Etiqa's vision to be the No. 1 insurer and takaful operator in the region.

AWARDS AND RECOGNITION

1. Best Takaful CEO of the Year - 25th February 2014.

Etiqa Takaful's CEO, Ahmad Rizlan Azman was named the "Best Takaful CEO of the Year" during the International Takaful Awards 2014 held at Abu Dhabi. The award was held alongside the 8th International Takaful Summit, where Rizlan was also a panel speaker and provided his expertise on successful distribution strategies in Malaysia.



Encik Ahmad Rizlan Azman, CEO of Etiqa Takaful Berhad receiving the "Best Takaful CEO of the Year" award during the International Takaful Awards 2014 held at Abu Dhabi

2. Product of the Year – Mabruur–24th June 2014

Etiqa Takaful's Mabruur won the "Product of the Year" award during the internationally acclaimed Product of the Year: Consumer Survey of Product Innovation 2014/15 Awards ceremony. Mabruur is a Takaful savings and comprehensive protection plan that complements one's preparation for Haj and Umrah. Etiqa provides a One Stop Centre for Muslims to plan their Haj and Umrah by facilitating the process of opening the Tabung Haji account and registration for Haj when the first Cash Payment is payable.



Encik Shahril Azuar Jimin receiving the "Product of the Year" award for Mabruur at the Consumer Survey of Product Innovation 2014/15 Awards

3. Best Takaful Provider – 13th July 2014

Etiqa Takaful clinched the "Best Takaful Provider" award during the Islamic Finance News Best Service Providers Awards 2014, making it the third year in a row that Etiqa Takaful won this accolade starting 2012.

4. Best Non-Life Insurance Company in Malaysia- 7th November 2014

For the second consecutive year, Etiqa Insurance Berhad walked away with the "Best Non-Life Insurance Company" award during the World Finance Insurance Awards 2014 ceremony which was held in London.

5. Most Outstanding Takaful Company- 11th November 2014

Etiqa Takaful was once again awarded as "The Most Outstanding Takaful Company" during the KLIF Islamic Finance Awards 2014 ceremony at Kuala Lumpur. This marks the sixth year that Etiqa Takaful Berhad won this award.



Encik Ahmad Rizlan Azman, CEO of Etiqa Takaful Berhad receiving "The Most Outstanding Takaful Company" award at the KLIF Islamic Finance Awards 2014

6. Malaysia's Top Investment House in Asian Local Currency Bonds - 25th November 2014

Etiqa Insurance Berhad was named Malaysia's Top Investment House in Asian Local Currency Bonds at The Asset Benchmark Research Awards 2014 ceremony at Singapore.

Insurance & Takaful

CORPORATE SOCIAL RESPONSIBILITY PROGRAMMES

1. Ice Bucket Challenge – 29th August 2014

Six Etiqa senior officers got a head start in the ice bucket challenge for Baharudin Buhari, a 12-year-old boy who was striving to support his family after his stepfather passed away in an accident last year. The Ice Bucket Challenge successfully raised RM11,238.



Encik Kamaludin Ahmad, Group Head Insurance & Takaful handing a mock cheque of the proceeds from the Ice Bucket Challenge to Baharudin Buhari

2. Master Builder's Workshop – 27th September 2014

Etiqans participated in the Maybank Group Global Corporate Responsibility Day organised by Etiqa Insurance and Takaful at four locations nationwide – Dataran Maybank Kuala Lumpur, Penang, Kuantan and Johor Bahru. Themed as “Master Builder's Workshop”, the children aged between eight and 18 from five homes were given the opportunity to enhance their creativity through Lego blocks and unleash their hidden talents.

3. “Hunt With a Heart” Treasure Hunt – 1st November 2014

Etiqa collaborated with the Soroptimist International Club of Bangsar to organise a treasure hunt to raise funds and much needed awareness to halt violence against women. The annual charity motor hunt saw approximately 110 hunters in 27 cars racing to the finish line, while solving mind-boggling puzzles for the chance to win attractive prizes.

4. “Walk the Talk: Men on Board to Stop Violence Against Women” - 30 November 2014

Etiqa partnered with Soroptimist International Region of Malaysia to host the “Walk the Talk: Men on Board to Stop Violence Against Women” program. More than 600 participants gathered at Taman Jaya for a 4 km walk to Dewan Tunku Chancellor at Universiti Malaya.



Participants of the “Walk the Talk: Men on Board to Stop Violence Against Women” event in their 4km walk from Taman Jaya to Dewan Tunku Chancellor at Universiti Malaya

5. Flood Relief Efforts – December 2014

Etiqa took several initiatives to aid staff and agents who were affected by the floods in December. Etiqa deployed three teams of volunteers to Kota Bharu and Temerloh to clean and reorganise the houses of the affected staff and agents and also distributed drinking water to the flood victims.

6. Jejak Prihatin - 6th September 2014

6.1 Kg. Seberang Jaya, Kuala Sala

The programme saw a large number of volunteers who provided immediate assistance to the needy community in Kuala Sala, which were mostly fishermen. Etiqa Takaful distributed 10 sets of ‘pukat tangsi’ and fishing equipment to 10 selected fishermen in Kuala Sala. Volunteers took the opportunity to lend a helping hand by repairing and painting the fishermen's boats as well as cleaning the jetty and gathered to cook a meal for the local community. At the same event, Etiqa Takaful distributed a total of 100 boxes of basic groceries including rice, cooking oil, biscuits, sugar and milk worth RM70, plus a cash contribution of RM50 per family to 100 poor families at Kuala Sala. The recipients were largely underprivileged single mothers, elderly and disabled individuals.

6.2 Sekolah Rendah Islam Raudhatul Muslimin, Kuala Ketil

At Kuala Ketil, Etiqa Takaful contributed RM430,532.01 to build a classroom building at Sekolah Rendah Islam Raudhatul Muslimin and an additional 100 boxes of basic groceries and cash were also donated to 100 families living around the school. 300 kids at the school were treated to an evening of fun through various games and competitions.

7. Back to School Programme

7.1 Batu Pahat – 29th November 2014

7.1.1 Etiqa Takaful contributed RM316,000 for the purpose of converting a factory building into a school and to build a new canteen for students of Sekolah Rendah Tahfiz Integrasi Ismail Kamari, Batu Pahat, Johor.

7.1.2 200 underprivileged primary school students from Sekolah Kebangsaan Senggarang, Batu Pahat, Johor received two sets of school uniforms, shoes, stockings and school bags.

7.2 Kelantan – 6th December 2014

7.2.1 200 underprivileged primary school students from four different schools around Machang received two sets of school uniforms, shoes, stockings and a school bag at Sekolah Kebangsaan Pangkal Gong, Pulau Chondong, Kelantan

7.2.2 Etiqa Takaful contributed 10 fishing nets to 10 fishermen and eight sets of ‘Outdoor Master Filter’ to eight Islamic schools around Kelantan at the Sudara Beach Resort at Tok Bali, Bachok, Kelantan.

Group Islamic Banking

MUZAFFAR HISHAM

Group Head, Islamic Banking
Chief Executive Officer (CEO),
Maybank Islamic Berhad



STRATEGY, ASPIRATION, OUTLOOK

As 2014 comes to an end, we have reviewed Maybank Group Islamic Banking (MGIB) transformation journey and the road that lies ahead. The past 4 years have been focused on targeting growth and to create value in achieving global scale. This aspiration has set us on our journey from aspiring to be a regional leader in Islamic finance to a global leader in Islamic finance. As we progress to the next phase, the task ahead for MGIB is building leadership with greater focus on additional value creation for our customers, shareholders and the overall community. It is in this context that we have redefined MGIB's business principles and the embodiment of being 'The Leading Global Islamic Financial Institution'.

The drive to become the leading global Islamic financial institution comprises three focus areas:

- Empowering businesses to grow;
- Creation of wealth for the individuals; and
- Responsibly contribute towards the development of the community

We believe that these holistic economic developments will ultimately enable us to function and operate in a manner that will sustainably deliver targeted returns for our shareholders.

2015 will be what we hope to call the start of our systemic innovation in MGIB, centred on unlocking the values and opportunities that are unique to Islamic finance. At the core of this is fundamental innovation in risk management, as we embark on evolving the elements of risk participation and risk sharing between the Bank and our stakeholders across various products and services. This will further advance our efforts in linking finance to real economic activities as we continue to redefine our partnership with corporates and communities in driving a more inclusive and balanced growth.

2014

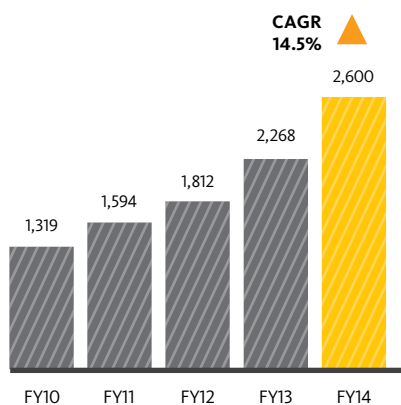
Performance Highlights

- Maybank Islamic achieved record Profit before tax (PBT) of RM1.6 billion, a commendable growth of 11.8% YoY, maintaining a double digit growth YoY and healthy Return on Equity (ROE) of 16.4%.
- Total gross financing shows outstanding growth of 24.9% from previous financial year to RM108.5 billion. As a result, Maybank Islamic's financing contribution to Maybank Group's total Malaysia loan and financing has increased to 43.8%.
- Maybank Islamic continues to sustain its leadership position, with leading market share in total assets, financing and deposits with 30.1%, 32.7% and 24.9% respectively. (Source: BNM Monthly Statistical Bulletin December 2014)
- On a consolidated basis, total income for Maybank Group Islamic Banking has increased to RM3.3 billion, showing an exceptional YoY growth of 16.4%, with improved contribution from international markets.

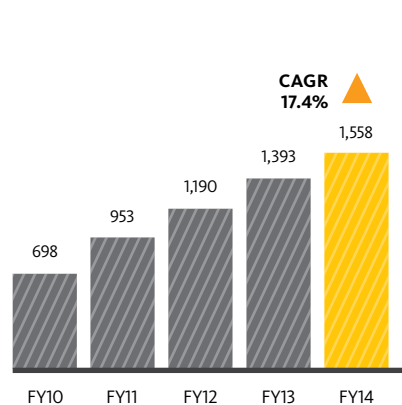
Group Islamic Banking

In 2014, we progressed further during which our operations solidified and performances excelled marking further achievements and cementing our leadership position. We will continue to advance our regional agenda and unlock international opportunities. In line with the Group's vision of 'Humanising Financial Services', we strive to provide innovative products and services whilst shouldering our social responsibilities. Our journey continues as 'The Leading Global Islamic Financial Institution'.

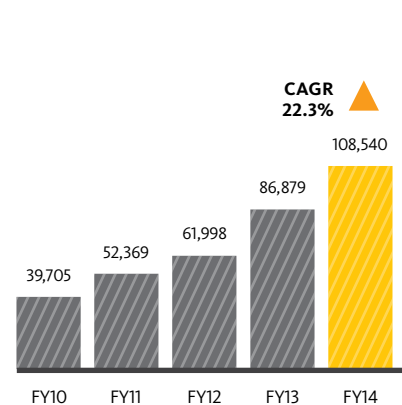
Maybank Islamic's Total Income (RM million)



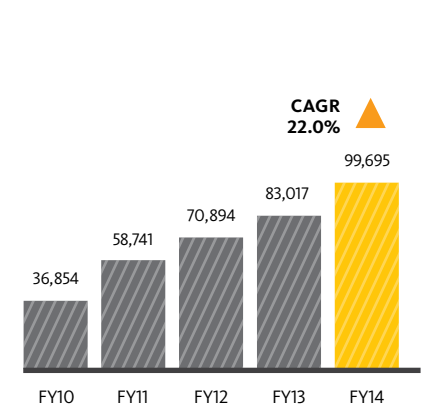
Maybank Islamic's Profit Before Tax (RM million)



Maybank Islamic's Financing (RM million)



Maybank Islamic's Deposits (RM million)

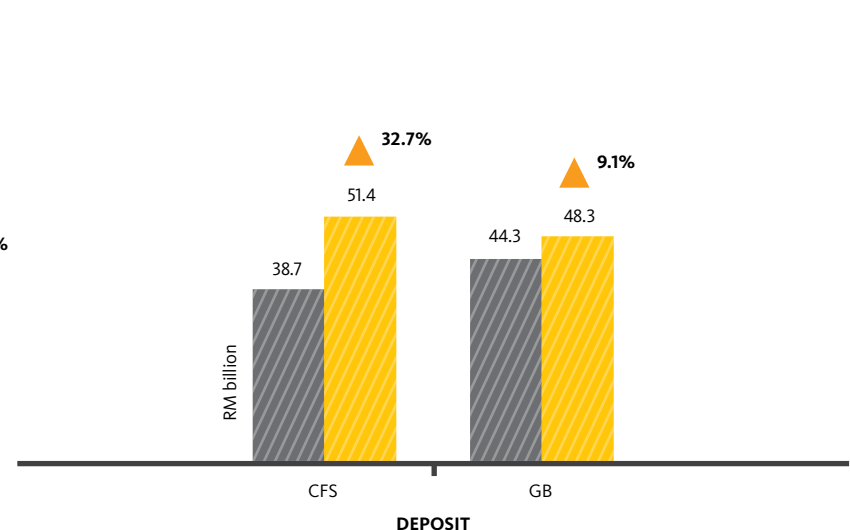
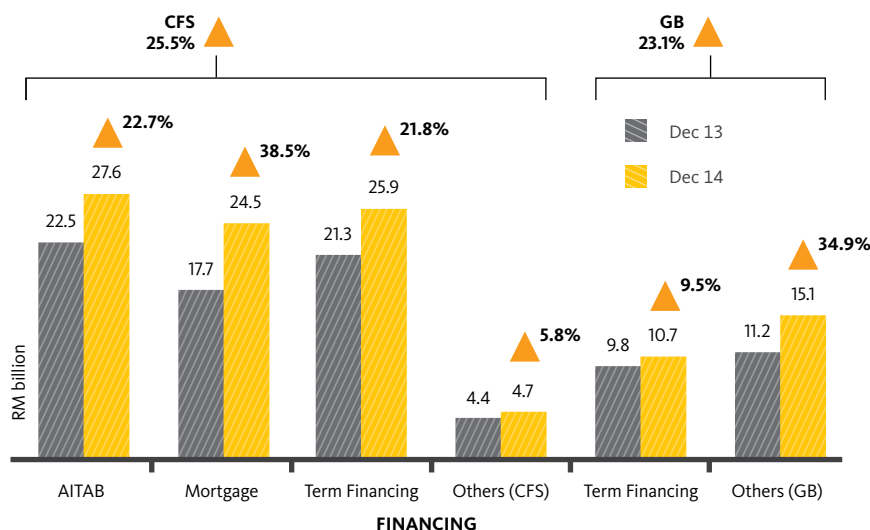


BUSINESS PERFORMANCE

Business Segment Results

Financing

- For FY2014, financing experienced remarkable growth of 24.9% YoY resulting in increase of RM21.7 billion, backed by a healthy capital with total capital ratio of 16.09%.
- The growth has outpaced the industry's financing growth of 16.9%.
- CFS Financing grew 25.5% YoY or RM16.8 billion whereas financing distributed by GB rose by 23.1% from last financial year or RM4.8 billion.



Group Islamic Banking

Deposits

- Deposits from customers increased by RM16.7 billion or 20.1% YoY as both CFS and GB portfolios expanded by 32.7% and 9.1%, closing at RM51.4 billion and RM48.3 billion respectively.
- Deposits growth also surpassed the industry's growth of 14.8%.

KEY PRODUCT & SERVICES HIGHLIGHTS – RETAIL BANKING & SMALL MEDIUM ENTERPRISE / BUSINESS BANKING (SME / BB)

New Product Initiatives To Meet Customer Needs

As Maybank Islamic aspires to meet the evolving needs of its customers, year 2014 saw among others, the introduction of Maybank Islamic MasterCard Ikhwan Card-i that provides customers with an additional option to use one of the Bank's Shariah-based cards to upgrade their lifestyles.

The Maybank Islamic MasterCard Ikhwan Card-i rewards its cardholders with the chance to win an all-expenses-paid umrah package for two, every week with a minimum spending of RM200 in a single receipt.

In line with Maybank Islamic's mission of "Humanising Financial Services", the card offers the opportunity to customers to give back to the less fortunate. Maybank Islamic will contribute 0.1% of the total of every spend to charity. Additionally, they enjoy 5% cash back on petrol and groceries every Friday and Saturday.

Since the launch of the card on 17 June 2014, the Bank has registered 11,324 new cardholders with a total billings of RM20.7 million as at 30 November 2014. The Bank is optimistic of achieving 22,000 new cardbase of this newly-launched MasterCard Ikhwan Card-i by June 2015.

The launch of the card will strengthen Maybank Islamic's position as the leading credit card issuer in the Islamic segment with an existing cardbase of 126,614 cards as at 30 November 2014.

Maybank Islamic has launched Private Banking Account-i (PBA-i), a current account designed to meet the sophisticated banking needs of our high networth customers. PBA-i offers its account holders personalized banking services and additional perks such as attractive profit rates, checking facility as well as a suite of exclusive privileges.

PBA-i has recorded approximately RM500 million in outstanding balance with over 3,000 accounts and has shown an exponential performance since its introduction and is a contributing factor to the overall deposit growth of 20.1% YoY.

Strengthening of Islamic Product Offering

We believe in strengthening our product offerings by enhancing customer experience and providing the best services in terms of convenience, perks and protection to our customers.

In line with the above, Maybank Islamic launched its Liquidity Concentration Services (LCS) for the Corporate segment under PMA-i Current Account during the 3rd Quarter of FY2014. LCS under the Islamic scheme is offered to Corporate customers for the purpose of fund concentration to accord dividend on idle funds in current accounts and as a defensive measure to protect existing deposits and as part of an overall cash management solution for deposit acquisition. The LCS incorporated the mechanism of profit payment on Idle Fund and Physical Sweeping using Pegged Fund Transfer which enables customers to enjoy higher dividend on its total deposit balance. As at 25 December 2014, the total outstanding balance under LCS recorded a RM2 billion growth since its launch.

Maybank Islamic also recently initiated the implementation of the Commodity Murabahah (CM) contract for retail financing products.

Effective 9 June 2014, all new applications received by customers are offered based on CM contract.

The implementation of CM contract applies to products such as Amanah Saham Bumiputera (ASB) Financing-i, Amanah Hartanah Bumiputera (AHB) Financing-i Personal Financing-i, Salary Financing to Employees of GLC, Top Tier Corporate and Large Enterprise, Salary Financing to Employees of GLC, Top Tier Corporate and Large Enterprise, Skim Prihatin Pendidikan 1 Malaysia (SPP1M), Salary Financing to Government Employees via Coshare and Microfinance-i.

With this implementation, the processes and documentation are simplified for customers in addition to minimising the exposure to operational failure in branches and Shariah non-compliance issues that will further enhance the services of the Bank to its customers.

Maybank Islamic's Save & Drive campaign is a year-long CASA campaign that caters for SME / BB segment customers. Launched on 1 April, 2014 and ending on 31 March 2015, the campaign is open for both existing and new customers of Premier Mudarabah Account-i (PMA-i) who are automatically eligible to participate as long as they maintain a minimum incremental average daily balance of RM1,000. The campaign's objective is to drive deposit growth by paying an attractive monthly dividend of up to 1%. The campaign offers Grand Prizes of 4 Toyota Hilux and 40 Consolation Prizes of Petronas Gift Cards to 40 Lucky Winners on a quarterly basis. Maybank Islamic is committed to serve the needs of its SME and BB customers as well as driving the Bank's deposit growth, which is aligned with our objective to grow the bank's financing activities to SMEs. Maybank Islamic has generated approximately RM1 billion in deposit growth in six months for PMA-i since the launch of the Save & Drive Deposit Campaign.

Supporting Government Initiatives

Maybank Islamic is cognisant of the fact that SMEs have been the backbone of the country's economic growth and strongly believes that Islamic banking products and services will continue to drive the growth of SMEs.

In supporting government initiatives to promote and boost the economy driven by the country's engine of growth, that is the SME and BB segments, several products were launched by Maybank Islamic in 2014.

As a bank which emphasises humanising financial services and wanting to always be in the heart of the community, we at the Maybank Group will continue to strengthen our reach to SMEs via our products.

The SME Portfolio Guarantee Bumi-i (SPG Bumi-i) was successfully launched in February 2014 with a portfolio limit of RM50 million in collaboration with the Credit Guarantee Corporation (CGC). In addition to building up customer experience and relationship, SPG Bumi-i also covers a wider market of the SME portfolio. Due to the positive response, SPG Bumi-i Tranche 2 was launched in May 2014 with a portfolio limit of RM100 million. As at December 2014, 375 applications were approved amounting to RM94.9 million.

Maybank Islamic also in April launched a year-long campaign to cater for its SME/BB segment customers and for the first six months of the campaign, the bank generated approximately RM1 billion deposit growth for the Premier Mudarabah Account-i.

Group Islamic Banking

In November 2014, the East Coast Economic Region (ECER) – Maybank Entrepreneurship Scheme-I (EMES-I) was launched. This is a financing scheme in which the government of Malaysia via the East Coast Economic Region Development Corridor (ECERDC) agreed to subsidise up to half of the effective profit rate for eligible Maybank Islamic SME customers.

The following month, in December 2014, Maybank Islamic inked a partnership with Bumiputera Agenda Steering Unit (TERAJU) to provide RM600 million funding to high-performing Bumiputera SMEs. The fund will assist SMEs obtain working capital to grow their businesses and buy assets.

Reaching Out To The Public

Maybank Islamic participates in the three (3) season magazine programme that provides advisory and educational information on properties, aired on TV Al- Hijrah. Maybank Islamic is able to share some tips on mortgage financing in the PSF segment of the programme named as "Tanyalah Bank". Tanyalah Bank shall run for 13 episodes from 17 August 2014 with the Deputy CEO of Maybank Islamic, En Nor Shahrizan Sulaiman as the host. To date, the programme has managed to capture 103,000 viewers.

In addition to that, Maybank Islamic also participates in the SME Community Engagement Program, a joint collaboration with Maybank and SME Corporation Malaysia. The programme was established to provide potential SME entrepreneurs with the specialised knowledge and effective strategies that would be key to enhance their business growth. Through the programme, Maybank Islamic is able to extend our reach towards the right target market, the Bumiputera entrepreneurs. The programme ran from April to November 2014, with a total of 12 states (rural, sub-urban & urban areas) and over 600 participants nationwide.

SUKUK AND CORPORATE FINANCING

We continue to deliver high quality Islamic banking and capital market transactions. In 2014, Maybank Islamic continued its effort to expand its reach regionally for our corporate clients through the Maybank Group's global presence anchored by regional markets including Indonesia, Singapore and Hong Kong in line with our aspiration of becoming 'the Global Leader in Islamic Finance by 2015'.

In 2014, the landmark Sukuk and financing transactions which Maybank successfully closed display our diverse capabilities, well-roundedness and completeness as an investment house.

Landmark Ringgit Malaysia transactions

No	Name	Amount
SUKUK		
1	MIDCITI SUKUK BERHAD	RM3,000,000,000
2	MALAYSIA AIRPORTS HOLDINGS BERHAD	RM2,500,000,000
3	BUMITAMA AGRI LTD	RM2,000,000,000
4	FIRST RESOURCES LTD	RM400,000,000
FINANCING		
1	PERBADANAN TABUNG PENDIDIKAN TINGGI NASIONAL	RM1,000,000,000
2	SIME DARBY HOLDINGS BERHAD	RM1,000,000,000
3	LEMBAGA KEMAJUAN TANAH PERSEKUTUAN	RM1,000,000,000
4	JAMBATAN KEDUA SDN BHD	RM500,000,000

Landmark Foreign Currency transactions

No	Name	Amount
SUKUK		
1	IDB TRUST SERVICES LIMITED	USD1,500,000,000
2	EXIM SUKUK MALAYSIA BERHAD	USD1,000,000,000
FINANCING		
1	BATTERSEA PHASE 3 HOLDING CO. LTD	GBP200,000,000
2	PRESS METAL BINTULU SDN BHD	USD235,000,000
3	UMW DRILLING 6 (L) LTD	USD170,000,000

Through our dominant market share and contribution to the Malaysian and regional Sukuk market, Maybank is consistently recognised by the industry as a leading Sukuk house. The multiple awards won stand as a testament to our position as a leader in the debt capital market space amongst others.

Maybank is positioned in top 3 of the Bloomberg Global Islamic Bonds League Table and top 2 of the Bloomberg Malaysia Ringgit League Table with market share of 9.9% and 22.7% respectively.

Maybank Islamic also issued its maiden RM1.5billion Subordinated Sukuk Murabahan Issuance under the Basel III – compliant Tier 2 Subordinated Sukuk Programme of up to RM10.0 billion in nominal value in April 2014. This is the largest single issuance of a Basel III – compliant Tier 2 capital sukuk by an Islamic banking institution in Malaysia 2014.

Group Islamic Banking

INTERNATIONAL MARKETS

Our presence in the international market in 2014 continued to strengthen with our active participation in key cross border deals and via our regional footprints in two key home markets of Singapore and Indonesia.

At the 10th World Islamic Economic Forum held in Dubai, we announced our involvement as the single largest contributor for the Battersea Power Station's GBP200 million Islamic Syndicated facilities, reinforcing our presence in the London market. Together with Maybank Investment Bank, we maintained our position as one of the top three underwriters in Bloomberg's Global Islamic Bonds League Table with a market share of 9.9% in 2014.

Our Islamic operation in Singapore continued with its "First" Islamic mover status with the introduction of Business Term Financing; the only Shariah compliant financing offered by a bank, tailored for the growing retail and SMEs segment in Singapore. We have also launched our Islamic trade facilities and foreign currency deposits in line with our strategy to capitalise on Singapore's strength as the regional funding and wealth management hub.

As a testament to our stellar performance and services, Maybank Singapore Islamic Banking was named by Global Finance as World's Best Islamic Financial Institution - Country Winner for Singapore for two consecutive years in 2013 and 2014.

Our footprint in Indonesia via Bank Internasional Indonesia's Unit Usaha Syariah (BII UUS) successfully implemented the bank-wide 'Shariah First' strategy in May 2014 where selected Shariah products were introduced to customers. The effective implementation of this strategy is evident by the notable performance in terms of financing growth of 50% and deposits growth of 34%. Complementing the 'Shariah First' strategy, we have also introduced two new deposit based products, SuperKidz-iB and Current Account Mudharabah to offer wider variety of products to our customers. In addition, we have doubled our distribution centres to 9 Shariah standalone branches and 450 dual branches in FY2014 with new branches located in Medan and Makasar. The opening of these new branches will help to expand our delivery network and improve customer access in line with our objective to serve a wider community and promote financial inclusion. These strategies will continue in 2015 as part of our continuous effort to build scale in Indonesia as a testament to our commitment in growing the Shariah banking business in Indonesia.

FY2014 was also a milestone where we completed a USD100 million financing for Garuda Indonesia, the first Islamic financing to an Indonesian airline and the largest Shariah bilateral financing in Indonesia. This is in line with our vision to be the preferred corporate banker focusing on cross-border solutions leveraging on our strength as an integrated ASEAN player. BII has also issued an IDR300 billion Sukuk, the largest Sukuk ever issued by any financial institution in the country, to further fuel our Shariah banking in Indonesia. BII UUS was also recognised as among the top Islamic banking services provider in Indonesia with several industry awards in 2014 that includes INFOBANK 2014 Indonesia Bank Loyalty Award, INFOBANK 2014 Banking Service Excellence, Global Finance Award for Best Islamic Financial Institution in Indonesia and The Banker's Islamic Bank of the Year Award for Indonesia.

As a leading global Islamic financial institution, we aim to cement and strengthen our leadership position as the preferred financial provider leveraging on our distribution strengths and resources expertise across geographies to provide innovative end-to-end financial solutions catering to all segments of the community, from individual clients to corporate institutions and sovereigns.

GIVING BACK TO THE COMMUNITY

In 2014, we continued with the mission to humanise financial services by implementing activities and high-impact initiatives in our efforts to uplift the lives and wellbeing of underprivileged Malaysians, which has brought the bank closer to the community in many ways.

Our Corporate Responsibility programmes and initiatives varied from providing educational opportunities for secondary school students, easing the hardship of needy families during the holy month of Ramadhan, to giving a second chance to young children suffering from heart ailments.

In 2014, our activities comprised the following:

Zakat-related programmes

From the profits we made in FY2013, our zakat contribution totalled RM21.46 million. Of the overall amount, RM15.65 million was allocated to the underprivileged through the States' Zakat Centres.

The remaining amount of RM5.81 million was directly channelled towards the needy in areas such as education, healthcare, poverty eradication and also the adoption of a district to empower the community to stand on their own.

Among our Zakat programmes and initiatives were:

- Ramadhan Relief**
 In conjunction with the month of Ramadhan, close to 9,000 underprivileged families across the country received basic food supplies as part of Maybank Islamic's RM1 million programme. This effort was in collaboration with Islamic Relief Malaysia where the handover of the food supplies took place at selected 34 mosques nationwide.



Group Islamic Banking

- Tuition programme

A total of 2,700 students from less fortunate families were sponsored by Maybank Islamic in the Yayasan Pelajaran Mara's Tuition Programme in 2014, an increase from 1,940 in 2013 following the excellent results obtained by the 2013 candidates. Maybank Islamic felt honoured to have played a part in the remarkable achievements of some 200 students who enrolled in the Tuition Programme and achieved results of 6As and above.

Maybank Islamic's CSR programme in collaboration with the National Heart Institute

Maybank Islamic's 5-year collaboration with the National Heart Institute (IJN) went into a high gear in 2014 when for the first time, a cycling event was organised to raise funds. Also for the first time ever, a regional patient from Indonesia was flown to Kuala Lumpur and the 1-year old toddler successfully underwent his heart operation.

- Cycle Save a Child's Heart

The funds amounting to RM50,000 raised in conjunction with the cycling event were presented to the IJN Foundation, bringing the total of Maybank Islamic's sponsorship for paediatric heart patients to RM2.55 million. Between 2012 and 2014, a total of 36 local children and one child from the region have benefited from the Maybank Islamic-IJN collaboration. In the next two years, a total of 58 paediatric patients would have received their heart surgeries, 18 of them are expected to be from regional countries where the Maybank Group has its presence.



MIB staff participating in CR activities with IJN patients

SHARIAH CENTER OF EXCELLENCE (SCOE)

One of the Maybank Group's key strategic initiatives is to be the Global Leader in Islamic Finance. Maybank Islamic has championed this direction by embarking on a strategic initiative called Shariah Center of Excellence (SCOE).

The mission of SCOE is primarily to be the leading reference point of Shariah best practices in global Islamic finance industry. The SCOE encompasses several integrated components which include sound Shariah governance, strong internal Shariah functions, reputable Shariah committee, development of human capital, sustainable zakat and Waqaf programmes and engagement with prominent names to support the building of new capabilities especially in research and development.

The mission was then translated into high impact initiatives such as the offering of Shariah Scholarship for post graduates, publishing of articles in mainstream newspapers and sponsorship for publications involving Islamic finance.

Shariah Scholarship

The said sponsorship was initiated in 2013 for students pursuing Masters in Islamic Finance Practice (MIFP) exclusively at the International Center of Education in Islamic Finance (INCEIF). The sponsorship covers both the tuition fees and living allowances. The Maybank Group has also provided job opportunities to these graduates. The graduates who are currently sponsored by Maybank Islamic are from Malaysia, Indonesia and Singapore. The main criteria for selection of graduates is academic excellence and leadership qualities.

Articles & Media Publication

As part of our effort to give back to the community, Maybank Islamic has been contributing articles in the local dailies since February 2014. The objective of these articles is to educate the general public on current issues in Islamic banking and finance both locally and globally. The feedback from the readers of the articles have been positive as the articles were able to address some major concerns of the public on Islamic banking products and contracts.

We viewed publication as our second wave of contribution to the public. We have had the privilege of working with Bank Negara Malaysia on a coffee table book entitled "History of Islamic Finance in Malaysia", which was launched in December 2014. Maybank Islamic also had the benefit of contributing to the Islamic Finance community by jointly publishing a book with one of our esteemed Shariah Committee members, Associate Prof. Dr Ahcene Lahsasna entitled "Shariah Non-compliant Risk Management and Legal Documentation in Islamic Finance".

Group Technology

GEOFF STECYK

Group Chief Technology Officer



Our strategic priorities for 2014 focused on:

- Acceleration of regional profitability by fast-tracking regional initiatives;
- Creation of a “stress-free” banking experience for our customers through key projects; and
- Improvement of productivity and effectiveness by driving service excellence to meet our customers’ expectations.

We optimised the use of technology, improved turnaround time of operations and service excellence, and provided differentiated capabilities through innovative solutions with agility and speed to market in order to achieve our priorities and to support the businesses’ regional growth aspirations.

Through strong collaboration and partnership with our businesses, we were able to roll out key IT initiatives and projects that provide digital capabilities to our customers, enhancements to business operations and banking products, and build new systems and platforms to support our customers’ needs with better banking products.

2015

Our Priorities

- Extend lead in strategic segments & build new revenue generation capabilities.
- Improve IT cost and productivity, build talent & capabilities and improve service level & processes.
- Maximise returns on transformation projects and claimable Investment Tax Allowance (ITA).
- Accelerate regional business expansion, build regional synergies and rigorously drive regional governance and reporting.



2020

Our Aspirations

- Top 5 in Productivity across Peer group:
 - Manage programme delivery to global standards;
 - Build internal Regional Development House to minimise turnaround time, customisation costs and defect rates; and
 - Achieve right level of resources and right fit, and upskill and equip talent to be globally-mobile.
- Global Leader in Digital Financial Services:
 - Align to and develop Business Pursuits via integrated digital platform for corporate customers;
 - Full-suite investment engine;
 - Online investments; and
 - Digital direct lending platform.

Group Technology

“We deliver differentiated capabilities to our businesses and strive to deepen the partnership to achieve the Group’s regional aspirations. To serve our customers in the most cost effective manner, we continuously put effort and inculcate productivity and performance culture within Group Technology.”

Rapid Digitalisation through Innovative Customer Touchpoints

Regional Mobile Banking Platform (RMBP) Malaysia

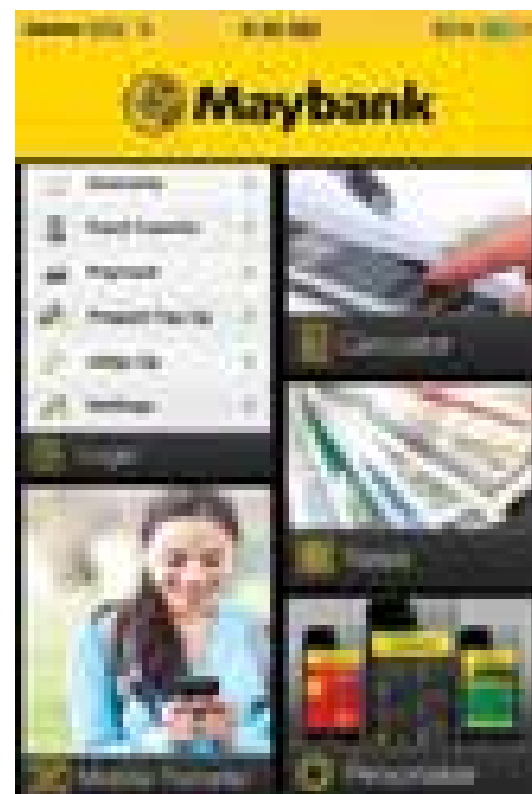
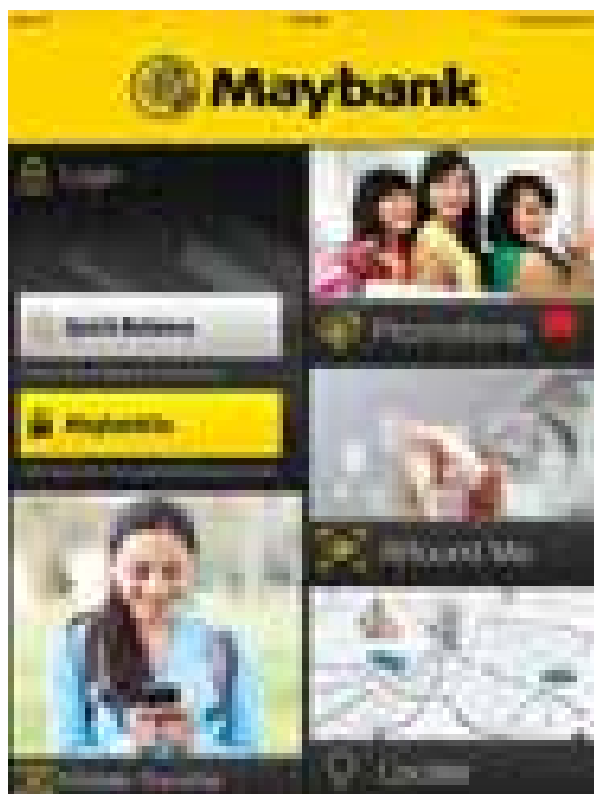
Maybank extended its market leadership in the online and mobile space with the launch of Maybank’s Regional Mobile Banking Platform (RMBP) on 8 September 2014 for Malaysia. The feature rich application allows customers to:

- Perform Mobile-to-Mobile (M2M) fund transfers where it is now made easy with card-less withdrawals through the use of recipient’s mobile number instead of account number.
- Perform Fixed Deposit (FD) placements, unit trust inquiries, foreign exchange inquiries.
- Locate the nearest branches, ATMs and promotions via augmented reality.

The user interface was also standardised across all types of mobile devices which yields consistent customer experience for banking anywhere, anytime.

Regional Mobile Banking Platform (RMBP) Philippines

Our regional capability allowed Maybank to rapidly introduce mobile banking in the Philippines, which was successfully deployed to pilot users on 23 November 2014, to be followed closely by Indonesia, which was deployed to pilot users on 16 February 2015.



Group Technology

M2U Pay Mobile Application

In keeping up with the social media trend, Maybank introduced the M2U Pay Snap&Sell on 26 June 2014, a new mobile application that enables individuals to harness the simplicity of smartphone photography, combined with the convenience of online commerce. Our customers are now able to take advantage of the viral reach of Social Media to advertise and sell their products, with the seller merely needing to snap a photo of the item for sale, share it on Facebook or Twitter and the buyer will be able to close the purchase through M2U Pay.



GCIO, Mohd Suhail Amar Suresh (L), with Group PCEO, Datuk Abdul Farid Alias, and Head of CFS, Hamirullah Boorhan, at the official launching of the bank's new e-Payment App. (17 July 2014)

M2U Launching in BII

The revamped BII Internet Banking system was launched to the public in March 2014, replacing the existing system that has been servicing BII's customers for more than 10 years. It provides customers with a brand new online banking experience focused on convenience and speed of transactions. The response from our customers has been tremendous and transaction volume has increased by 180,380 transactions on a monthly basis since August 2014.

Platform for Product Cross-Sell

Pricing and Product Bundling

In September 2014, Maybank's pricing and product bundling capability went live. This key capability allows Maybank to leverage its broad portfolio of products, and package and price them into compelling bundle offerings that target the needs of our diverse customer base faster.

Regional Leads Tracking System

As part of Maybank's key cross sell/referral initiative, the Regional Leads Tracking System was launched to pilot users in Singapore and Malaysia on 4 December 2014. The system facilitates transparent and tightly managed cross referrals and cross selling processes within business sectors as well as across different business sectors, different segments and countries.

Business Operation Enhancements

Regional Cash Management System (RCMS)

In 2013, RCMS was launched as a standardised regional platform with the capability to offer corporate customers better control of their liquidity. In 2014, the focus was localising RCMS to better serve our customers in our home markets. This allows our regional customers to seamlessly transact regionally while retaining the convenience of the various home market payment flexibility.

Continuing Modernisation of Key Systems

Core Banking Modernisation for BII and Singapore

To ensure that Maybank's technology infrastructure continues to support and enable the business, we have started modernisation efforts of BII's critical Core Banking System to enable Shariah banking capabilities over the next two years, with the initial Phase 1 covering implementation of new loan and deposit products which were completed in November 2014.

Similarly, Singapore's Core Banking System is undergoing an upgrade to align with business demands for increased product creation capabilities. This effort is expected to complete in 2016.

Meeting Regulatory Requirements

Group Technology continues to enable Maybank to respond to regulatory changes in a timely and seamless manner, without disruptions to our capability to serve external and internal customers.

In 2014, we delivered two critical compliance projects to ensure that we continue to protect our customers and the bank.

Personal Data Protection Act (PDPA) - Foreign Account Tax Compliance Act (FATCA) Project (Malaysia and Countries Implementation)

In June 2014, Maybank enhanced all its customer touch point systems (channels applications) to meet regulatory requirements for both PDPA and FATCA. PDPA implementation brings Maybank in line with the new regulatory requirements of obtaining customer consent for ongoing product marketing. Maybank's FATCA compliance provides for the reporting of American customers with holding(s) in Maybank to the United States Internal Revenue Service (IRS), in line with our Government's agreement with the United States.

Group Technology

Swift Alliance Version 7.0 Phase 2 Project

Maybank continues to improve its payment capability while complying with the latest Swift payments standard through its upgrade from its existing Swift interface software to the latest Version 7.0 in June 2014. With the enhancements, Maybank is able to further reduce the risk of disruptions facilitating international business operations such as payments & fund transfers, Trade documentary credit, Trade settlements, FOREX & Money Markets and statements which can have major impact on Maybank's services to our customers worldwide.

GT Embedded Risk Management

Aligned with the emphasis on high performance risk culture across the Group, our Embedded Risk Team continuously ensures effective implementation and practice of risk management within GT. Implementation of IT related Key Risk Indicator (KRI) via PICASO within GT and across the regions enables continuous measurement and monitoring of risk on the following key IT components:

- P – Project & release management
- I – Incidents
- C – Capacity
- A – Availability of systems
- S – Security
- O – Operation

Critical risk thresholds for each component are set accordingly which allows alerts to be triggered when the measured risks hit the set thresholds. Weaknesses will then be identified for further actions and assistance to be determined to mitigate and address the risks.

The Risk Assessment Toolkit was also introduced to allow deep dive assessment of risk on applications and infrastructure. To date, risk assessments were conducted on critical applications and infrastructure such as RCMS, M2U and Core Banking by Service Channels.

Moving forward, our embedded Risk team will expand the Technology Risk Management (TRM) Framework to other countries by cascading the relevant policies supporting the TRM.

With the implementation and application of PICASO, Risk Assessment Toolkit and TRM Framework & policies, we are able to perform continuous monitoring on the risks we are taking, the effectiveness of our risk controls and successfully perform risk assessment.

In light of the evolving and increasing cyber security treats in the banking industry, we also evaluate and mitigate our security controls and risks. This requires continual monitoring of the Bank's security system and review of global incidents involving cyber threats which is further supported by partnership with 3rd party security professionals.

Group Operations

JEROME HON

Group Chief Operations Officer



2015

Our Priorities

- Continue to drive Service Excellence by delivering quality services in the most efficient way to meet customer expectations.
- Streamline operation processes to achieve higher efficiency and productivity.
- Reinforce risk culture across the Sector.

GROUP OPERATIONS STRATEGY IN 2015

In 2015, we will continue our pursuit for improved productivity in all areas of operations through operational excellence and centralisation.

We will concentrate our efforts on increasing efficiency in our business processes, improving management systems and developing a highly competent workforce, with the aim of creating a high performance culture within the Sector. Strengthening risk management awareness and embedding the risk culture across operations regionally, will also be priority.

Some of the key initiatives that we plan to drive through 2015 include operationalizing a regional hub in Kuala Lumpur to provide support services for Singapore Trade, Treasury and Payment transactions, introduce technology such as Intelligent/Optical Character Reading system (ICR/OCR) for Malaysia Trade Operation Centre to improve screening process of transactions and centralizing the Back Office functions in China and Indonesia.

2014 GROUP OPERATIONS REVIEW

We began the year by establishing the new governance structure across the Group as a new sector, and successfully carried out various on-going projects such as:-

1. Centralisation of Credit Administration Centre (CAC) functions:
 - Amanah Saham Bumiputra (Malaysia) -all transactions were centralised at CAC Federal Territory.
 - Mortgage loans processing for Federal Territory, Selangor and Negeri Sembilan were centralised at CAC Federal Territory.
 - Commercial loans (SME) processing was centralised at CAC Shah Alam.

This resulted in significant improvements in our delivery leading to a productivity increase of 10% YoY.

2. CAC successfully took over the custodian of physical security envelopes for Malaysian branches in March 2014. This was done via the implementation of a document management system with bar coding capabilities. This improved the turnaround time when security documents need to be retrieved by customers.

The physical security envelopes from nationwide branches are now centralised at 7 designated CAC centres situated in Selangor, Johor, Penang, Kuantan, Ipoh, Sabah and Sarawak. This relieved our branches of back office work and more time is now allocated to improve customer service.

3. The outsourcing of the outward cheques clearing activity was successfully rolled out nationwide in Malaysia with the completion of the remaining 4 states (i.e. Sabah, Sarawak, Kelantan and Terengganu) in August 2014. This business initiative reduced the Bank's operational cost.
4. In August 2014, we worked closely with Bank Negara Malaysia (BNM) to pioneer BNM Bank Notes Switching initiatives, with the objective of streamlining the industry's bank notes processing as well as promote currency notes circulation efficiency. This initiative allows the banks to switch bank notes between financial institutions through the appointed cash centre operator instead of withdrawing from BNM, which enhanced the operational efficiency in the banks' cash management process.

Group Operations

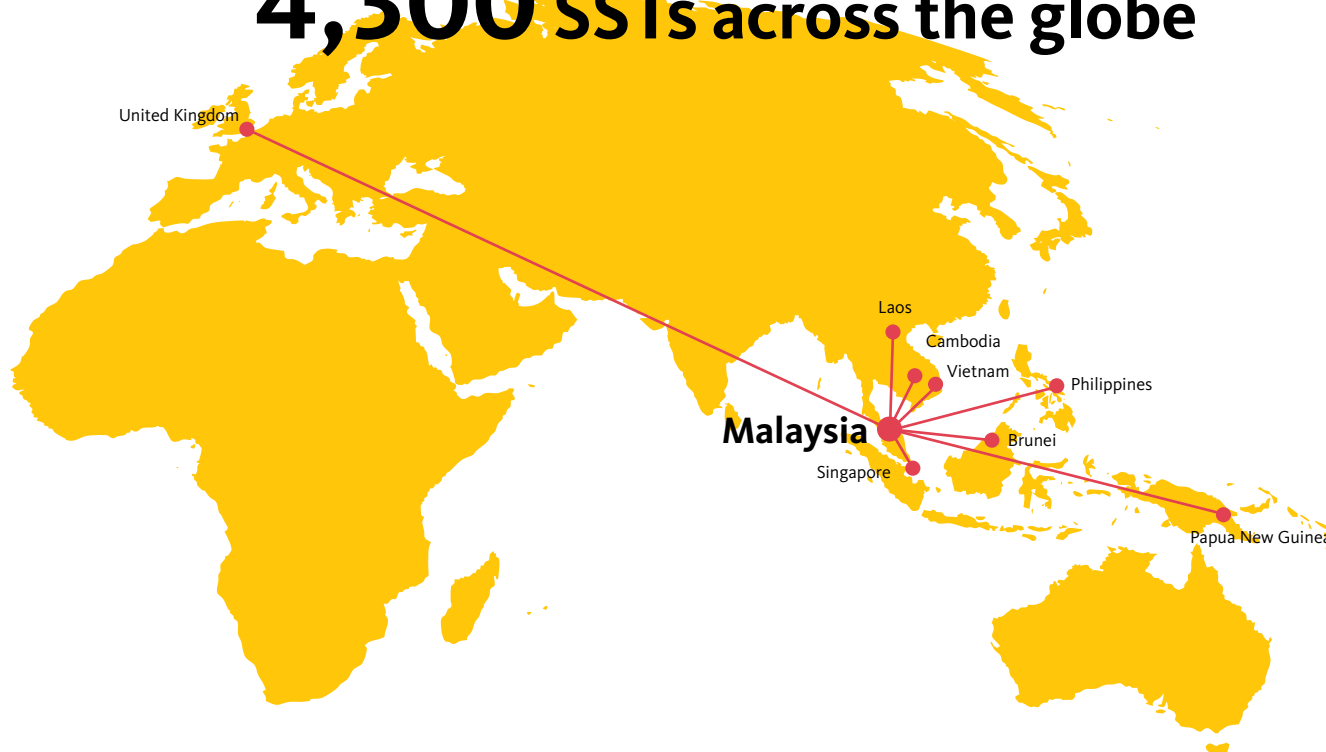
“We will continue to drive and institutionalise a high performance culture across Group Operations. This will be one of the main success factors for improvements in productivity and processes which will result in enhanced customer service and lower operational cost.”

5. Another initiative by our Payment SST was pioneering a strategic alliance with Polis Diraja Malaysia (PDRM) to enable the Bank customers to perform inquiry and payment for traffic fines via the Maybank ATM network.
6. Leaning of selected key Business Processes for Trade Operations and Payments to increase Straight Through Processing (STP) resulting in improved service levels.
7. Streamlining Branch Back Office Operations at BII, Indonesia and outsourcing selected non-value adding services, thus, improving efficiency and costs. Alarm Security System devices were implemented for 61 branches at Bii to enhance the security.

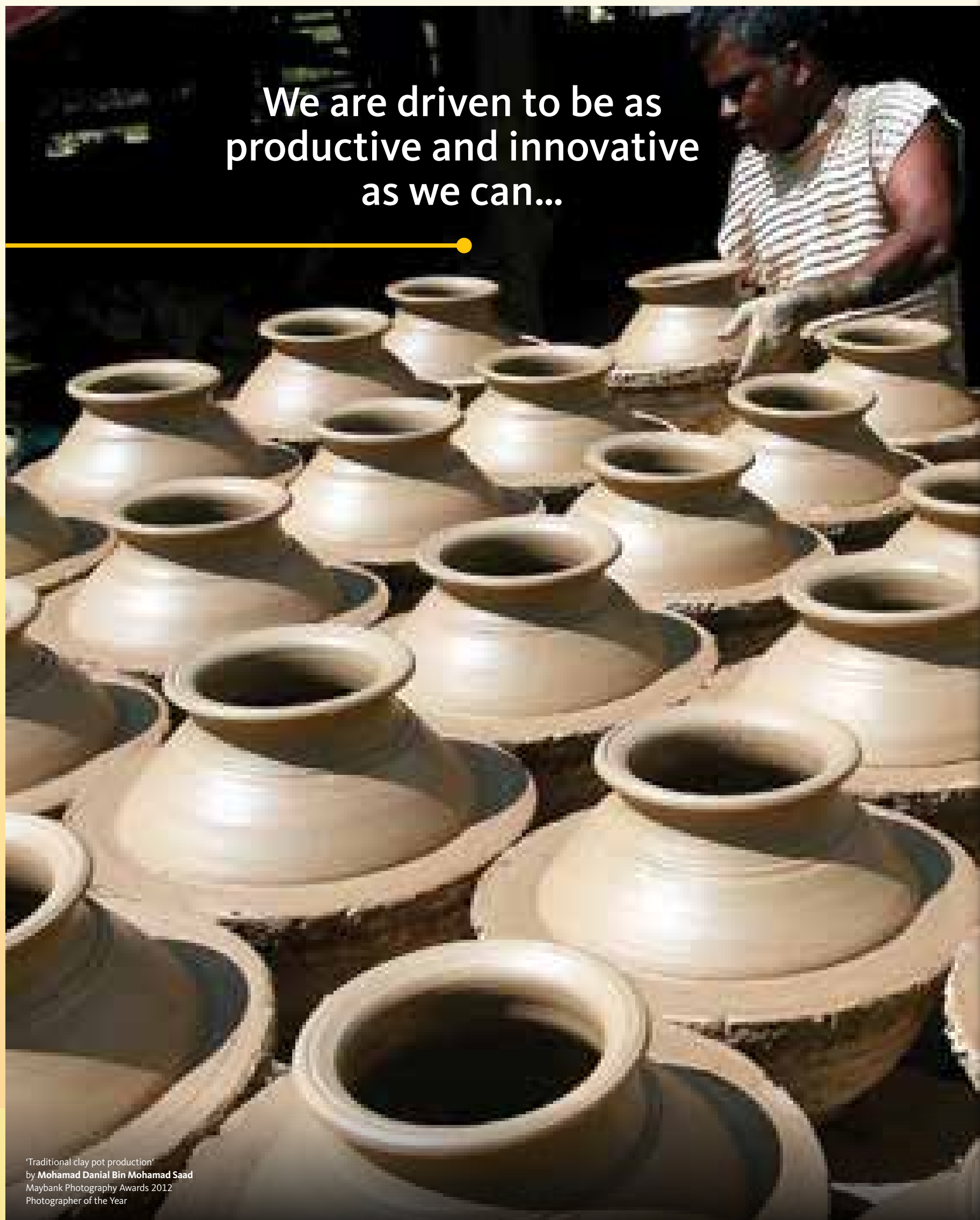
8. Successfully completed the link-up to Vietnam An Binh Bank's (ABBank) network, enabling Maybank customers to withdraw through 143 ABBank Self Service Terminals (SST) without any withdrawal charges. Apart from enhancing customer experience, this also promotes the growth in the Bank's foreign exchange earnings, current account and saving account.
9. Centralisation of Branch Back Office Operations and process improvement at the Trade Finance Operations of Maybank Singapore that resulted in operational efficiency improvements and better cost management.

As we have successfully completed these initiatives, we will now focus on the various initiatives outlined for 2015 as part of Group Operations pursuit of improved productivity.

Real-time common banking access over 4,300 SSTs across the globe



We are driven to be as
productive and innovative
as we can...



'Traditional clay pot production'
by **Mohamad Danial Bin Mohamad Saad**
Maybank Photography Awards 2012
Photographer of the Year

...yet understand the need to listen to the voice of the community and adopt positive and effective changes in the way we work.

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WORKING WITH COMMUNITIES

2003

First to launch Internet banking kiosk in Malaysia

2011

Launched a strategic partnership with Pos Malaysia to provide Maybank services at more than 400 Pos Malaysia outlet



'Floating Market, Khlong Hae Hatyai-Thailand, goods are sold from boats.'
by **Ahmad Zaini Bin Jahaya @ Yahaya**
Maybank Photography Awards 2013
Culture and Heritage Photography

2013

Project H.E.A.R.T. lit up
200 homes

2014

Maybank Investment Bank
empowered under-serving
entrepreneurs through its
Trade [&Give] initiative

Statement on Corporate Governance

INTRODUCTION

The Maybank Board believes that good corporate governance should not be a mere statement of compliance, and is committed to achieving the highest standards of business integrity, ethics and professionalism across all of the Group's activities. With this commitment and in line with the Group's regional aspirations in humanising financial services, the Board aims to enhance business prosperity and foster a culture with ethical values, whilst continuously delivering and sustaining the Group's value propositions for the benefit of its stakeholders locally and internationally.

The Board's key and overriding approach in this regard is to ensure that the right executive leadership, strategy and internal controls for risk management are well in place. The Board also continuously reviews its governance model to ensure its relevance, effectiveness and ability to meet the challenges of the future.

This Corporate Governance Statement seeks to provide vital insights into the corporate governance practices of the Group to the investors. The Maybank Group's corporate governance model adopts the following requirements and guidelines:-

1. Malaysian Code on Corporate Governance 2012 (referred to herein as the Code or MCCG 2012);
2. Bank Negara Malaysia (BNM)'s Revised Guidelines on Corporate Governance for Licensed Institutions (BNM/GP1);
3. Bursa Malaysia Securities Berhad (Bursa Malaysia)'s Main Market Listing Requirements (Listing Requirements);
4. Green Book on Enhancing Board Effectiveness (Green Book) by the Putrajaya Committee on Government Linked Companies (GLCs)' High Performance;
5. Corporate Governance Guide: Towards Boardroom Excellence 2nd Edition (CG Guide) by Bursa Malaysia; and
6. Minority Shareholders Watchdog Group (MSWG)'s Malaysia-ASEAN Corporate Governance Scorecard.

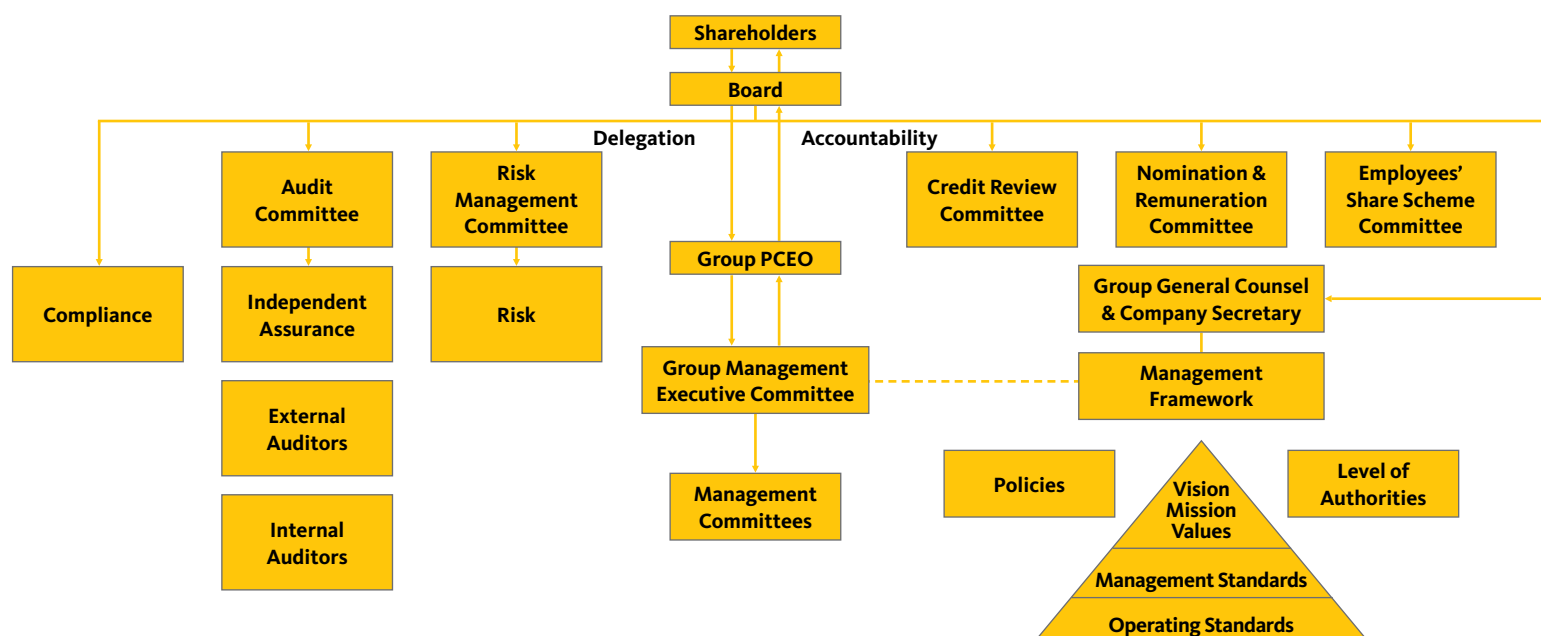
Maybank's corporate governance model is ultimately designed to preserve and enhance shareholders' value through a system of rules, practices and processes that balances the interests of Maybank's stakeholders. Apart from complying with the stated local requirements and guidelines, Maybank also monitors developments in corporate governance standards of leading and reputable organisations and institutions in the region and around the world to ensure that its own highest standards of corporate governance are upheld.

Testament to the Group's strong commitment in this regard, Maybank had received several accolades in 2014 for demonstrating high standards of corporate governance including the Gold Award for Overall Excellence as well as the Industry Excellence Award in the Finance Category at the National Annual Corporate Reports Award 2014. At MSWG's Annual CG Awards 2014, Maybank was also declared winner in the following categories:-

- (i) Top 5 CG Overall Recognition;
- (ii) CG Industry Excellence – Finance Sector; and
- (iii) Exemplary Environmental, Social & Governance (ESG) Practices.

Additionally, Maybank has received the Award in the Strongest Adherence to Corporate Governance category at the Alpha Southeast Asia's 4th Annual Institutional Investor Corporate Awards 2014.

The chart below illustrates the Corporate Governance Model adopted by Maybank.



Statement on Corporate Governance

The Board is pleased to inform the shareholders on the manner in which the Group has applied its corporate governance model, the eight principles and 26 recommendations of the Code as well as the extent of compliance with the Code throughout the financial year ended 31 December 2014, as set out hereunder.

In general, Maybank is in compliance with the Principles set out in MCCG 2012 and such application of the respective principles will be highlighted in various sections in this Corporate Governance Statement as well as this Annual Report.

THE BOARD OF DIRECTORS

Board Charter

In recognition that robust and well thought-out corporate governance practices are essential to safeguard the interests of the Group's stakeholders, the Maybank Board is guided by the Board Manual (Manual) in respect of the Board's role, powers, duties and functions. The Board Manual is reviewed by the Board at least once every two years (*Principle 1, Recommendations 1.1 and 1.7 of the MCCG 2012*).

The Manual not only reflects the current best practices and the applicable rules and regulations, but also outlines processes and procedures to ensure the Group's boards and their committees' effectiveness and efficiency. It is a dynamic document to be updated from time to time to reflect changes to Maybank's policies, procedures and processes as well as amendments to relevant rules and regulations.

The Group's subsidiaries and associates' boards, both locally and overseas, are encouraged to adopt similar manuals for their respective corporate entities.

The Manual comprises, amongst others, well defined terms of reference as well as authority limits for the Board and its committees, and the various relevant internal policies.

The chapters covered under the Manual are as follows:-

1. Group's standard of business conduct (*Recommendation 1.3 of the MCCG 2012*);
2. Directors' duties and obligations;
3. Appointment and resignation of Directors;
4. Governance structure;
5. Board and board committee proceedings;
6. Remuneration and benefits for Directors;
7. Supply of information to the Board;
8. Training and induction programmes;
9. Annual Board assessment;
10. Conflict of interest and related party transactions; and
11. Other key policies of Maybank and the Group.

Roles and Responsibilities of the Board (*Recommendation 1.2 of the MCCG 2012*)

The business and affairs of Maybank and the Group are managed under the direction and oversight of the Maybank Board, which also has the responsibility to periodically review and approve the overall strategies, business, organisation and significant policies of Maybank and the Group.

The Board also sets the Group's core values, adopts proper standards to ensure that Maybank operates with integrity, and complies with the relevant rules and regulations.

The Board has a formal schedule of matters reserved for its decision which include, amongst others, the following:-

- Reviewing and approving the strategies and business plans for Maybank and the Group to ensure that they are aligned with the Group's Vision and Mission;
- Identifying and managing principal risks affecting the Group including establishing and approving the relevant policies for the prevention of money laundering, and anti-competitive practices;
- Reviewing the adequacy and integrity of the Group's internal control systems;
- Overseeing the conduct and the performance of the Group's businesses;
- Reviewing succession planning and talent management plans for the Group, and approving the appointment and compensation of senior management staff;
- Approving new policies pertaining to boardroom diversity, staff salary and benefits;
- Approving changes to the corporate organisation structure;
- Approving the appointment of Directors and Directors' emoluments and benefits in accordance with relevant statutes;
- Approving policies relating to corporate branding, public relations, investor relations and shareholder communication programmes; and
- Reviewing the Group's strategies on promotion of sustainability, focusing on environmental, social and governance (ESG) aspects (*Recommendation 1.4 of the MCCG 2012*).

Other than as specifically reserved to the Board in the Board's Terms of Reference, as documented in the Manual, responsibility for managing Maybank's business activities is delegated to the Executive Director and Group President & Chief Executive Officer (Group PCEO) of Maybank, who is accountable to the Board.

Board Composition and Balance

There are currently 12 Directors on the Maybank Board. Nine are Independent Non-Executive Directors, two are Non-Independent Non-Executive Directors (nominees of Permodalan Nasional Berhad (PNB)) and one is a Non-Independent Executive Director (the Group PCEO) (*Principle 3, Recommendation 3.5 of the MCCG 2012*).

The present composition of the Board exceeds the requirement as stipulated in Chapter 15.02 of the Listing Requirements as more than half of its members are Independent Directors (*Principle 2, Recommendation 2.1 of the MCCG 2012*).

The Directors provide a wealth of knowledge, experience and skills in the key areas of accountancy, law, securities, international business operations and development, finance and risk management, amongst others. A brief profile of each member of the Board is presented on pages 50 to 56 of this Annual Report.

Statement on Corporate Governance

Diversity and Inclusiveness

The Board is committed to ensuring diversity and inclusiveness in its composition and deliberations and the Group embraces the proposition that having a diverse Board would have a positive, value-relevant impact on the Group. In this regard, the Board considers diversity from a number of different aspects, including gender, age, cultural and educational background, ethnicity, nationalities, professional experience, skills, knowledge and length of service.

Premised upon this principle, Maybank's Group Board Gender Diversity Policy (Gender Diversity Policy) demonstrates its commitment to having an increasing women representation on its Board. Under the Gender Diversity Policy, the Board adopts measurable objectives from time to time i.e. maintaining at least one (1) woman Director on the Board and having minimum 20% women representation by 2016. To achieve these objectives, the selection process for the appointments of Directors involves the short-listing of potential candidates which includes at least one (1) woman representation whenever reasonably possible and that priority is placed on the appointment of a woman Director to fill a directorship vacated by a retiring or resigning woman Director. The Board also aspires to achieve significant benefits by focusing on individual talents, abilities and experiences to meet the Group's objectives of being a leading regional financial services provider which demands a much broader range of competence, skills and experience. In this regard, the appointments of Datuk R. Karunakaran and Mr Cheng Kee Check during the year further underlined Maybank's commitment in bringing greater diversity to the composition of the Board, not only in terms of a balanced representation from the major ethnic groups in this country but also in respect of enhancing the collective wisdom of the Board as represented by the diverse skill and experience that they brought with them.

Ultimately, appointments to the Board are based on merit.

Non-Executive Directors

The current Board composition, which comprises a high proportion of Non-Executive Directors, helps the Board to ensure and provide strong and effective oversight over management. The composition also reflects the interest of Maybank's majority shareholder which is adequately represented by the appointment of its nominee directors, balancing the interest of the minority shareholders. Non-Executive Directors do not participate in the day-to-day management of Maybank and do not engage in any business dealing or other relationships with Maybank (other than in situations permitted by the applicable regulations) in order to ensure that they remain truly capable of exercising independent judgment and act in the best interests of the Group and its shareholders. Further, the Board is satisfied and assured that no individual or group of Directors has unfettered powers of decision that could create a potential conflict of interest. Additionally, in line with the requirements of BNM/GP1, none of Maybank's Independent Non-Executive Directors has more than a 5% equity interest in the licensed institution or in its related companies, and none of them is connected to a substantial shareholder of the licensed institution.

The Non-Executive Directors of Maybank continue to proactively engage with senior management and other relevant parties such as the external/internal auditors as well as Maybank's Compliance and Risk units, to ensure that the various concerns and issues relevant to the management and oversight of the business and operations of Maybank and the Group are properly addressed. The Board's commitment to ensure good governance in its deliberation on key issues is evident with the scheduling of "Board Time Without Management" (where the session involves only Non-Executive Directors) as a permanent item in the monthly Board meeting agenda (at the end of each meeting).

The Board ensures that all Non-Executive Directors possess the following qualities:-

- Ability to challenge the assumptions, beliefs or viewpoints of others with intelligent questioning, constructive and rigorous debating, and dispassionate decision-making in the interest of Maybank;
- Willingness to stand up and defend their own views, beliefs and opinions for the ultimate good of Maybank; and
- A good understanding of Maybank's business activities in order to appropriately provide responses to the various strategic and technical issues confronted by the Board.

Directors' Independence Policy

The Group's Directors' Independence Policy summarises Maybank's approach in determining directors' independence. It provides a guideline for the Board and its related licensed subsidiaries in the assessment of the independence of each Independent Director.

Consistent with the Group's Directors' Independence Policy and Recommendation 3.1 of the MCCG 2012, the Board via the NRC assesses the independence of Independent Directors upon his/her appointment, re-appointment and in any event, annually. In line with Recommendations 3.2 and 3.3 of the MCCG, the tenure of service for Independent Directors has been capped at the maximum of nine years whereby upon completion of such tenure, the Independent Director may only continue to serve on the Board subject to re-designation as a Non-Independent Director. In exceptional circumstances, the shareholders may decide that an Independent Director can remain beyond the cumulative term of nine years, subject to the NRC's assessment, the Board's recommendation as well as strong justification be provided to the shareholders at a general meeting. The Board noted that currently none of its independent members has reached the nine years cumulative term in Maybank.

The NRC undertakes the independence assessment via the Board and Peer Annual Assessment as well as Fit and Proper Assessment exercises taking into account the directors' skills, experience, contributions, background, economic and family relationships, tenure of directorship and the Independent Directors' self-declaration on their compliance with the independence criteria under the BNM/GP1, Listing Requirements as well as Maybank's Policy on Directors' Independence.

The NRC determines the ability of the Independent Director to continue bringing independent and objective judgment to the board deliberations as well as considers if there is any ground or reason that has come to the attention of the NRC that may affect the independence status of the Independent Directors of Maybank.

The Board considers that the nine Independent Non-Executive Directors (NEDs), namely Dato' Mohd Salleh Hj Harun, Tan Sri Datuk Dr Hadenan A. Jalil, Dato' Seri Ismail Shahudin, Dato' Dr Tan Tat Wai, Dato' Johan Ariffin, Mr Cheah Teik Seng, Datuk Mohaiyani Shamsudin, Mr Erry Riyana Hardjapamekas and Datuk R. Karunakaran meet the said independence criteria under the BNM/GP1, Listing Requirements as well as Maybank's Policy on Directors' Independence.

Senior Independent Non-Executive Director

In accordance with best practices in corporate governance, Tan Sri Datuk Dr Hadenan A. Jalil continues to play his role as the Senior Independent Director (SID) of the Board to whom concerns of shareholders and stakeholders may be conveyed.

His primary function as SID is to be responsible for addressing concerns that may be raised by the shareholders. Tan Sri Datuk Dr Hadenan A. Jalil is also the Chairman of the Audit Committee of the Board and a member of the Nomination and Remuneration Committee.

Tan Sri Datuk Dr Hadenan A. Jalil can be contacted at his email address: adenan.aj@maybank.com.my.

Statement on Corporate Governance

Board Appointment Process

A formal and transparent procedure is in place vis-à-vis the appointment of new Directors to the Board, the primary responsibility of which has been delegated to the Nomination and Remuneration Committee (NRC). Such responsibilities include screening, conducting initial selection of internal and external candidates, performing requisite evaluation and assessment on the candidates' ability to discharge their duties effectively and efficiently, prior to making recommendations to the Board for its approval. The NRC also ensures candidates possess the appropriate skills, core competencies, experience, integrity and time to effectively discharge his or her role as a director.

This procedure is in line with the Group's Fit and Proper Policy which has been in force since August 2006 which would be revised and amended from time to time to incorporate new provisions as required under the Financial Services Act 2013 (FSA), BNM Guidelines on Fit and Proper Criteria and BNM/GP1. In accordance with this procedure, the NRC recommends to the Board suitable candidates for directorships and the appointment of key senior management of Maybank and relevant subsidiaries.

The Fit and Proper Policy, which sets out the attributes and qualifications required of a candidate to determine his/her suitability, include amongst others, requirements in respect of his/her management and leadership experience, which has to be at the most senior level in a reputable local or international financial services group, public corporation or professional firm/body. In relation to the candidate's skills, expertise and background, the candidate should ideally and to the extent available, possess a diverse range of skills, including in particular, business, legal and financial expertise, professional knowledge and financial industry experience, as well as experience in regional and international markets. The Fit and Proper Policy also assists in identifying the gaps in skills in the composition of the Board.

The following aspects would be considered by the Board in making the selection, with the assistance of the NRC:-

1. Probity, personal integrity and reputation – the person must have key qualities such as honesty, integrity, diligence, independence of mind and fairness.
2. Competence and capability – the person must have the necessary skills, ability and commitment to carry out the role.
3. Financial integrity – the person must manage his debts or financial affairs prudently.

The application for the appointment of such candidates is thereafter submitted to BNM for the requisite approval under the FSA or the Islamic Financial Services Act 2013 (IFSA) (whichever applicable), subject to the approval of the relevant boards in the Group.

The appointment process for Executive Directors is similarly robust, in order to ensure that the best person is picked for the top executive position in the interest of the Group. The process includes the identification of potential candidates (both internal as well as external) by a special committee of the Board, governed by the

expectation of the roles and capabilities described and required by the Board. This process includes interviews, which are subsequently followed by a submission to the NRC for deliberation and thereafter the final recommendation to the Board for endorsement, and ultimately the submission to BNM for approval.

Maybank also conducts annual assessments on the suitability of the Directors to continuously occupy their strategic leadership position subsequent to the appointment process, in accordance with the Group's Fit and Proper Policy and in line with BNM Guidelines on Fit and Proper Criteria and BNM/GP1. The fit and proper assessment involves self-declaration by the Directors as well as independent checks on their business interests in compliance with section 59 of FSA, section 68 of IFSA (where applicable) and BNM/GP1 to ensure the suitability of the Directors to continue to serve as directors of Maybank.

Succession Plan

The Fit and Proper Policy, which was first introduced in 2006 outlines the general limitation on the tenure of directorships for Non-Executive Directors of Maybank who have reached the age of 70 and above, and/or have served the Board for 12 years or more. Subsequently, the Group's Policy on Tenure of Directorship (Tenure Policy) was established in 2014 to incorporate both the relevant provisions on tenure of directorships as provided for in the Group's Fit and Proper Policy as well as the Directors' Independence Policy to better articulate the Group's policy on regulating the tenure of Non-Executive Directors on the Board of Maybank and the Group.

Appointments on the Maybank Board are not considered in isolation but as a component of the Board's succession plan. In this context, the limitations on age and tenure of directorship as described in the Tenure Policy provides the Board with the opportunity to consider and reassess its succession plan periodically, not only to ensure continuity in meeting its long term goals and objectives but also to affirm that the knowledge, experience and skill sets of its members would be well suited to meet the demands of the ever changing landscape of the financial industry.

With the assistance of the NRC, the curriculum vitae of prospective candidates would from time to time, be discreetly obtained from various internal and external sources (including institutions which maintain salient details on directors with financial industry background) for further review, to ensure that the Board would always have a steady pool of talents to choose from whenever there is a need to appoint additional members on the Board or otherwise, to replace a member who is retiring or resigning from the Board.

Directors' Retirement, Re-Election and Re-Appointment

All directors of Maybank, including the Group PCEO as an Executive Director, are subject to re-election by the shareholders at the first opportunity after their appointment, and are subject to retirement by rotation at least once every three years in accordance with the Listing Requirements and Articles 96 and 97 of Maybank's Articles of Association. The Board's support for a Director's re-election is not automatic and is subject to satisfactory assessment of performance.

The Policy on the Nomination Process for the Appointment of Chairman, Director and CEO of Licensed Institutions in the Group (Policy on Nomination Process) sets out a clear and transparent nomination process of the same, which involves the following five stages:-



Statement on Corporate Governance

The NRC will first assess the Directors who are due for re-election at the AGM and will then submit its recommendation to the Board for deliberation and approval. Upon obtaining the Board's endorsement, the relevant submission including the justifications for such re-appointment is thereafter made to BNM for approval if the relevant Director's BNM's term of appointment is expiring.

Tan Sri Datuk Dr Hadenan bin A. Jalil, Dato' Johan bin Ariffin and Datuk Mohaiyani Shamsudin, all of whom are due for retirement pursuant to Articles 96 and 97 of Maybank's Articles of Association would be seeking re-election at the forthcoming AGM. In addition, Dato' Mohd Salleh bin Haji Harun who is due to retire in accordance with Section 129 of the Companies Act, 1965 after having reached the age of 70, would also be seeking re-appointment at the forthcoming AGM.

Datuk R. Karunakaran and Mr Cheng Kee Check were both appointed during the year as Maybank's Independent Non-Executive Director and Non-Independent Non-Executive Director respectively. Both of them would retire at the AGM pursuant to Article 100 of Maybank's Articles of Association. Datuk R. Karunakaran and Mr Cheng Kee Check would also be seeking re-election at the AGM.

As evaluated by the NRC and approved by the Board, all of these directors have met the Board's expectations and continued to perform in an exemplary manner as demonstrated by among others, their contribution to the Board's deliberations and the Board would accordingly recommend to the shareholders their respective re-elections, and in the case of Dato' Mohd Salleh bin Haji Harun, his re-appointment on the Board.

Board and Individual Director's Effectiveness

The NRC follows a formal and transparent process to assess the effectiveness of individual Directors, the Board as a whole and its committees, as well as the performance of the Group PCEO (based on his Balanced Scorecard) in respect of their respective skills and experience, pursuant to the Board and Peer Annual Assessment exercise. This is undertaken upon the completion of every financial year.

The Board and Peer Annual Assessment exercise is primarily based on answers to a detailed questionnaire prepared internally by Group Corporate & Legal Services of Maybank incorporating applicable best practices. The assessment questionnaire is distributed to all the respective Board members and covers topics which include, amongst others, the responsibilities of the Board in relation to strategic planning, risk management, performance management, financial reporting, audit and internal process, human capital management, corporate social responsibility, communication, corporate governance, and shareholders' interest and value. Other areas being assessed include Board composition and size, the contribution of each and every member of the Board at meetings, the Board's decision-making and output, information and support rendered to the Board.

The Assessment requires actionable improvement programmes to be identified, upon review of the results of the Board and committee assessment by the NRC and the Board. Such programmes may include training needs of individual Directors, to be reviewed half-yearly thereafter. The Chairman of the Board and the Chairman of the NRC discuss with individual members on areas of performance improvement.

Having considered its composition, calibre and diversity, the Board must be satisfied that it will continue to ensure an efficient and effective conduct of deliberations pursuant to BNM/GP1. The current Board size enables the Board to discharge its function in a professional manner in consideration of the composition, breadth and complexity of the Group's business activities, domestically and internationally. Future changes to the Board may be made to enhance complementarity of skills and at the same time enable proper succession planning.

As ever, the Chairman will always try to ensure that the Board's decisions are reached by consensus (and failing this, reflect the will of the majority), and any concern or dissenting view expressed by any Director on any matter deliberated at meetings of the Board, or any of its Committees, as well as the meetings' decisions, will accordingly be addressed and duly recorded in the relevant minutes of the meeting.

Role and Responsibilities of the Chairman and the Group President & Chief Executive Officer (Principle 1, Recommendation 1.1 and Principle 3, Recommendation 3.4 of the MCCG 2012)

The roles and responsibilities of the Chairman and the Group PCEO are separated with a clear division of responsibilities, defined, documented and approved by the Board, in line with best practices so as to ensure appropriate supervision of the Management. This distinction allows for a better understanding and distribution of jurisdictional responsibilities and accountabilities. The clear hierarchical structure with its focused approach and attendant authority limits also facilitates efficiency and expedites informed decision-making.

Chairman

Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor has been the Chairman of Maybank since 1 October 2009. Prior to his appointment as the Chairman, he was an Independent Non-Executive Director of Maybank from July 2004 until February 2009. He has never assumed an executive position in Maybank.

Previously, he had also chaired two other public listed companies, namely Shell Refining Company Berhad and Maxis Communications Berhad.

The Chairman leads the Board and is also responsible for the effective performance of the Board. He continuously works together with the rest of the Board in setting the policy framework and strategies to align the business activities driven by the senior management with the Group's objectives and aspirations, and monitors its implementation, and also ensures orderly conduct and proceedings of the Board, where healthy debate on issues being deliberated is encouraged to reflect an appropriate level of scepticism and independence.

He takes the lead to ensure the appropriateness and effectiveness of the succession planning programme for the Board and senior management levels. He also promotes a healthy working relationship with the Group PCEO and provides the necessary support and advice as appropriate. He continues to demonstrate the highest standards of corporate governance practices and ensures that these practices are regularly communicated to the stakeholders.

Statement on Corporate Governance

The Group President & CEO

Datuk Abdul Farid Alias has been the Group PCEO and Executive Director of Maybank since 2 August 2013.

Datuk Farid has been delegated certain responsibilities by the Board in his capacity as Group PCEO and is primarily accountable for overseeing the day-to-day operations to ensure the smooth and effective running of the Group.

Furthermore, he is responsible for mapping the medium to longer term plans for Board approval, and is accountable for implementing the policies and decisions of the Board, as well as coordinating the development and implementation of business and corporate strategies, specifically by making sure that they are carried through to their desired outcomes, especially in the institution of remedial measures to address identified shortcomings. He is also responsible for developing and translating the strategies into a set of manageable goals and priorities, and setting the overall strategic policy and direction of the business operations, investment and other activities based on effective risk management controls.

The Group PCEO ensures that the financial management practice is performed at the highest level of integrity and transparency for the benefit of the shareholders and that the business and affairs of Maybank are carried out in an ethical manner and in full compliance with the relevant laws and regulations.

The Group PCEO is also tasked with ensuring that whilst the ultimate objective is maximising total shareholder return, social and environmental factors are not neglected, and also developing and maintaining strong communication programmes and dialogues with the shareholders, investors, analysts as well as employees, and providing effective leadership to the Group organisation. He is also responsible for ensuring high management competency as well as the emplacement of an effective management succession plan to sustain continuity of operations. The Group PCEO, by virtue of his position as a Board member, also functions as the intermediary between the Board and senior management.

Details of attendance of each Director on the Board and respective Board Committees of Maybank during the financial year ended 31 December 2014 are as follows:-

Name of Directors	Board Number of Meetings			CRC Number of Meetings			ACB Number of Meetings		
	Held	Attended	%	Held	Attended	%	Held	Attended	%
Tan Sri Dato' Megat Zaharuddin bin Megat Mohd Nor	13	13	100	-	-	-	-	-	-
Dato' Mohd Salleh bin Hj Harun	13	10	77	-	-	-	-	-	-
Datuk Abdul Farid bin Alias	13	13	100	13	10	77	-	-	-
Tan Sri Datuk Dr Hadenan bin A. Jalil	13	12	93	-	-	-	14	14	100
Dato' Seri Ismail bin Shahudin	13	11	85	13	10	77	-	-	-
Dato' Dr Tan Tat Wai	13	13	100	-	-	-	-	-	-
Encik Zainal Abidin bin Jamal ¹	3	3	100	3	1	33	-	-	-
Mr. Cheah Teik Seng	13	13	100	-	-	-	14	14	100
Dato' Johan bin Ariffin	13	13	100	13	12	92	14	14	100
Datuk Mohaiyani binti Shamsudin	13	13	100	13	13	100	-	-	-
Mr. Erry Riyana Hardjapamekas	13	11	85	-	-	-	14	12	86
Datuk R. Karunakaran ²	7	6	86	6	6	100	-	-	-
Mr. Cheng Kee Check ³	2	2	100	1	1	100	-	-	-

Notes:-

* All Board and Board Committee members had met the minimum percentage required for meeting attendance. For the CRC, the requirement is a minimum of 60% attendance during any financial year.

¹ Retired from the Board of Directors and the CRC with effect from 7 April 2014.

² Appointed as a member of the Board of Directors and CRC with effect from 16 July 2014 and 1 August 2014, respectively.

³ Appointed as a member of the Board of Directors with effect from 19 November 2014 as well as the ACB and CRC with effect from 1 December 2014.

Statement on Corporate Governance

Name of Directors	RMC Number of Meetings			NRC Number of Meetings			ESS Committee Number of Meetings		
	Held	Attended	%	Held	Attended	%	Held	Attended	%
Dato' Mohd Salleh bin Hj Harun	-	-	-	10	10	100	6	6	100
Tan Sri Datuk Dr Hadenan bin A. Jalil	-	-	-	10	10	100	6	6	100
Dato' Seri Ismail bin Shahudin	9	8	89	-	-	-	-	-	-
Dato' Dr Tan Tat Wai	9	9	100	10	10	100	6	5	83
Encik Zainal Abidin bin Jamal ⁴	-	-	-	3	3	100	2	2	100
Mr. Cheah Teik Seng	9	9	100	-	-	-	-	-	-
Datuk R. Karunakaran ⁵	-	-	-	4	4	100	2	2	100

Notes:-

⁴ Retired from the NRC and ESS Committee with effect from 7 April 2014.

⁵ Appointed as a member of the NRC and ESS Committee with effect from 1 August 2014.

Directors' Remuneration (Principle 2, Recommendation 2.3 of the MCCG 2012)

The Board believes that one area that it needs to focus on in order to remain effective in the discharge of its duties and responsibilities is the setting of a fair and comprehensive remuneration package that commensurates with the expertise, skills, responsibilities and the risks of being a director of a financial institution.

The determination of remuneration packages for Non-Executive Directors (NEDs) including the non-executive Chairman is a matter for the Board as a whole following the relevant recommendation made by the NRC after independent benchmarking with relevant external peers.

The component parts of remuneration of the Executive Director are structured so as to link short and long-term rewards to corporate and individual performance.

A significant portion of the Executive Director's compensation package has been made variable in nature depending on the Group's performance during the year, which is determined based on the individual Key Performance Indicators and a scorecard aligned with the corporate objectives, and approved by the Board.

In line with good corporate governance, the Board has set out its intention to periodically review the NEDs remuneration for Maybank and its group of companies at least once every three years. The existing remuneration framework was approved by the Board and the shareholders at the 50th AGM of Maybank held in 29 September 2010. Internal Initiatives, driven by Group Corporate and Legal Services are also undertaken to continuously validate the existing remuneration framework.

In 2013, the Board engaged an international consulting firm with the requisite expertise in developing comprehensive Board remuneration policies to undertake an independent and holistic review of the NEDs remuneration covering the Group ("the Firm"). The review has eventually led to the formulation of Maybank Remuneration Framework which is intended to pursue the following key objectives:-

1. To enable the Board to attract highly competent and qualified talents at regional and international level to serve the Board as it continues its journey towards becoming a regional financial services leader.
2. To align with the expertise, skills, work, efforts, increase in risks and responsibilities as well as time contributed by different directors at the same time integrating the diverse geographical locations where Maybank operates to ensure a different remuneration mechanism that is competitive with its regional peers towards becoming a truly regional bank.
3. To ensure that the cost of governance is appropriately linked to the company's performance (such as in terms of size of revenue).

Given Maybank's aspirations to be a regional financial services provider, the scope of the survey carried out by the Firm had been primarily structured to benchmark against its regional peers. The survey had also considered other major factors of NEDs' remuneration such as the revenue/size of a company given the positive correlation between the company size and its cost of governance due to larger scale and increased complexity. It is therefore timely for the proposed increase to be considered in order to attract strong and qualified talents at regional and international level as well as to retain them in view of the increase in risks and responsibilities of the NEDs in a highly regulated financial industry and as directors of a regional Bank. After several deliberations by the NRC and the Board, the following remuneration structure would be proposed for the approval of the shareholders at the forthcoming AGM:-

Board Director's Fee (RM)	Current	Proposed
Chairman	300,000	610,000
Vice Chairman	285,000	440,000
Member	190,000	295,000

The fee structure above excludes Board Committee Fees and Meeting Allowances which would remain unchanged.

At the Extraordinary General Meeting of Maybank held on 13 June 2011 (EGM), its shareholders had approved the Employees' Share Scheme (ESS) which provides for the offer and grant of options to eligible employees. The shareholders had subsequently approved at Maybank's 54th Annual General Meeting an allocation of options and/or grant of 3,342,000 Maybank shares to the Group PCEO. The number of shares to be offered to the Executive Director/Group PCEO, being an eligible employee, under the ESS will be based on both Maybank's and his own performance achievement at the end of the financial year, as specified in the Group/GPCEO Balanced Score Card.

The Non-Executive Directors however are not eligible to participate in the current ESS.

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A summary of the total remuneration of the Directors, distinguishing between Executive and Non-Executive Directors, in aggregate with categorisation into appropriate components for the financial year ended 31 December 2014 is as follows:-

	Salary (RM)	Bonus (RM)	Directors' Fees (RM)	Other Emoluments (RM)	Benefits in kind (RM)	ESS (RM)	Total (RM)
Executive Director							
Datuk Abdul Farid bin Alias	1,560,000	1,950,000		778,708	22,735	1,139,464	5,450,907
TOTAL	1,560,000	1,950,000		778,708	22,735	1,139,464	5,450,907
Non-Executive Directors							
Tan Sri Dato' Megat Zaharuddin bin Megat Mohd Nor			300,000	571,000	38,107		909,107
Dato' Mohd Salleh bin Hj Harun			375,000	35,500	34,003		444,503
Tan Sri Datuk Dr Hadenan bin A. Jalil			295,000	52,500	2,961		350,461
Dato' Seri Ismail bin Shahudin			265,000	37,000	375		302,375
Dato' Dr Tan Tat Wai			295,000	49,000	150		344,150
Encik Zainal Abidin bin Jamal ¹			75,444	10,500	1,354		87,298
Mr. Cheah Teik Seng			250,000	45,000	3,111		298,111
Dato' Johan bin Ariffin			250,000	47,000	3,186		300,186
Datuk Mohaiyani binti Shamsudin			220,000	36,000	50		256,050
Mr. Erry Riyana Hardjapamekas			220,000	30,000	50		250,050
Datuk R. Karunakaran ²			125,111	22,500	246		147,857
Mr. Cheng Kee Check ³			27,167	4,000	-		31,167
TOTAL			2,697,722	940,000	83,593		3,721,315
GRAND TOTAL	1,560,000	1,950,000	2,697,722	1,718,708	106,328	1,139,464	9,172,222

Notes:-

1. Retired as a Non-Independent Non-Executive Director with effect from 7 April 2014.
2. Appointed as an Independent Non-Executive Director with effect from 16 July 2014.
3. Appointed as a Non-Independent Non-Executive Director with effect from 19 November 2014.

Executive Director's Other Emoluments include pension costs, allowances, retirement gratuity and reimbursements. Benefits in kind (BIK) for NEDs include golf club membership whilst the BIK for the Chairman and Vice Chairman include a driver, car and fuel allowance.

Quality and Supply of Information to the Board (Recommendation 1.5 of the MCGG 2012)

The Board has full and unrestricted access to all information pertaining to Maybank's businesses and affairs as well as to the advice and services of the senior management of the Group. In addition to formal Board meetings, the Chairman maintains regular contact with the Group PCEO to discuss specific matters, and the latter assisted by the Company Secretary ensures that frequent and timely communication between the senior management and the Board is maintained at all times as appropriate.

The Board is regularly kept up to date on and apprised of any regulations and guidelines, as well as any amendments thereto issued by Bank Negara Malaysia, Bursa Malaysia, Securities Commission, the Companies Commission of Malaysia and other relevant regulatory authorities including recommendations on corporate law reform in respect of Malaysian as well as relevant foreign jurisdictions, particularly the implications of such new or amended regulations and guidelines on directors specifically, and Maybank and the Group generally.

The Annual Board Outline Agenda serves as a mechanism to highlight to the Board and relevant Board Committees as well as the senior management subject matters other than 'routine' for the year to facilitate better planning and for greater time effectiveness for various parties. It also gives a greater sense of discipline on the part of senior management to commit to the said outline. Concurrently, such focus allows the Board to deliberate on and contribute towards achieving a higher level of value-added discussions on such identified issues and other relevant matters. In

response to technological advancement in the digital space, the Board has taken the initiatives to implement paperless board meeting where board papers are uploaded onto a secured platform, namely, BoardPAC and accessible via tablet devices.

An agenda together with appropriate papers for each agenda item to be discussed is forwarded to each Director at least five clear days before the scheduled meeting to enable the Directors to review the papers in preparation for the meeting, and to obtain further clarification or explanation, where necessary, in order to be adequately apprised before the meeting.

Additionally, Maybank's minutes of meetings of the Board and various Board Committees incorporate the discussions of the members at the meetings in arriving at decisions and are concise and accurate. The draft minutes of the meeting are circulated within one week of the meetings to the Board for early feedback and suggestions prior to tabling at the subsequent meetings for formal confirmation.

Senior management members are invited to attend Board meetings to report on matters relating to their areas of responsibility, and also to brief and present details to the Directors on recommendations submitted for the Board's consideration. Additional information or clarification may be required to be furnished, particularly in respect of complex and technical issues tabled to the Board. In order to ensure that board papers are of the highest quality and prepared in accordance with best practice requirements and within the expectations of the Board, Directors are given an avenue to provide written feedback during each Board meeting to rate the quality of the papers and that of the session discussing the papers.

Statement on Corporate Governance

Company Secretary

In his function as the Company Secretary, the Group General Counsel and Company Secretary is responsible for advising the Board on issues relating to corporate compliance with the relevant laws, rules, procedures and regulations affecting the Board and the Group, as well as best practices of governance. He is also responsible for advising the Directors of their obligations and duties to disclose their interest in securities, disclosure of any conflict of interest in a transaction involving Maybank, prohibition on dealing in securities and restrictions on disclosure of price-sensitive information (*Principle 1 and Recommendations 1.6 of the MCCG 2012*). All Directors have access to the advice and services of the Company Secretary and the Board Satisfaction Index acts as an evaluation mechanism on the support and services provided by the Company Secretary to the Board during the financial year.

Board Satisfaction Index

Performed every year, the Board Satisfaction Index (BSI) demonstrates an important initiative to ensure continuing adequate support is provided by the Company Secretary to the Board, to assist Directors in discharging their duties effectively. The BSI exercise was conducted in December 2014 for the financial year ended 31 December 2014.

The areas of assessment cover transactional and operational efficiency, which includes the quality of the minutes of the Board and Board Committees, of papers and meeting arrangements, and of training and knowledge management, as well as advisory services on matters concerning Directors' duties, such as disclosure of interests and prohibition against trading. Based on feedback received from Board members, the Board was generally satisfied with the support provided for the year under review, and a number of areas have been identified for further improvement.

Independent Professional Advice

Independent professional advice can be obtained by any Individual Directors, at Maybank's expense where necessary, in the furtherance of their duties in accordance with Maybank's Policy and Procedure on Access to Independent Professional Advice, Senior Management and Company Secretary by Directors of Maybank Group. Copies of any reports, advice and recommendations provided by the independent professional adviser to the relevant Director would be forwarded by the said Director to the Company Secretary, who will, where appropriate, circulate them to other Directors to ensure that they are kept informed of pertinent issues, which may have an impact on the Group's interest, growth and performance (*Recommendation 1.5 of the MCCG 2012*).

Directors' Training

The Board acknowledges the importance of continuing education for its Directors to ensure they are equipped with the necessary skill and knowledge to perform their functions and meet the challenges of the Board.

Through a Structured Training Programme for Directors (STPD), each Director shall attend at least one training programme, which is to be specifically developed by the organisation for its Directors during the financial year (*Recommendation 4.2 of the MCCG 2012*).

During the year under review, all the Board members complied with the aforesaid internal policy by attending various training programmes and workshops on issues relevant to the Group, which were organised internally, as well as in collaboration with external training providers. The Board members have attended a key training programme for Directors of financial institutions, namely the Financial Institutions Directors' Education (FIDE) which had commenced in 2010. Additionally, Maybank Group is a registered corporate member of the FIDE Forum since 2012, which was established with the aim of allowing FIDE alumni members to become leading influencers of governance practices and thought leaders within financial institutions,

and to benefit from, amongst others, the roundtree discussions, and industry update sessions and materials provided by subject matter specialists. For further details on the FIDE Forum, please refer to www.fide.org.my.

A comprehensive induction programme for new Directors is developed and coordinated by Group Corporate & Legal Services to provide new Directors with the necessary information and overview to assist them in understanding the Group's operations and appreciating the challenges and issues the Group faces in achieving its objectives. The programme covers subject matters concerning, amongst others, the Group's business and strategy, work processes and Board Committees, as well as the duties and responsibilities of Directors of licensed institutions.

The Board continues to assess the training needs of its Directors via the Board Assessment and identify key areas of focus for training programmes.

Trainings programmes, conferences and forums attended by the Directors for the financial year ended 31 December 2014 were as follows:-

FIDE/ICLIF

- FIDE Core Program: Module A (Insurance) – Board Dynamics: A Conversation with a Chairman
- FIDE Core Programme Module (B) - Board Oversight of Management, Setting Strategy and Preventing Failures; and Dealing with Interpersonal Issues and Ethical Quandaries
- Recovery & Resolution Plan (RRP) in Financial Institution: Board Leading the Way
- Human Capital Management in the Boardroom & "C-Suite" - Tools and Techniques for Nominating and Remuneration Committees
- "Risks: From Whereof?", organised by FIDE
- Engagement Session with Financial Institution - Board Nomination Committee
- Directors' Remuneration Study Survey 2014: Director Interview by FIDE Forum & PwC
- Mergers & Acquisitions for Financial Institutions

Other External Seminars/Conferences

- PNB Nominee Directors' Convention 2014
- Invest ASEAN 2014, organised by Maybank Investment Bank Bhd
- Global Islamic Finance Forum, organised by Association of Islamic Banking Institutions Malaysia
- Women Directors' Convention 2014 - 2020 Boards Leveraging Diversity for Performance, organised by Ministry of Women, Family & Community Development
- Labuan International Finance Lecture Series 2014, organised by Labuan Financial Services Authority
- "Great Companies Deserve Great Boards and Greats Boards Leading the Way for Highly Innovative Companies" by Ms Beverly Behan, organised by PNB
- MITI and BNM Engagement Session with Banking Institutions, organised by BNM
- "Managing Stakeholders' Expectation in the Fast Changing Business Trends towards Value Creation", organised by PNB
- "Global Competitiveness and the Malaysian Experience", organised by PNB
- "Enhancing Internal Audit Practice", organised by Bursa Malaysia
- Khazanah Megatrends Forum 2014 – Scaling the Efficiency Frontier-Institution, Innovations, Inclusions
- "The Impact of Cyber Security at Board Levels", organised by the Audit Committee Institute
- "Annual Director Duties, Governance and Regulatory Updates", organised by the Malaysian Institute of Corporate Governance
- "Common Offences Committed by Directors under Companies Act 1965 – Pitfalls & Remedies", organised by MAICSA
- "Derivatives Trading, Global Trends and Moving Forward", organised by Bursa Malaysia
- "Environmental, Social & Governance (ESG) Index", organised by Bursa Malaysia

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Maybank Internal Trainings

- Harvard Workshop 2014 Series: Prof Richard Vietor and Assoc. Prof Diego Comin
- Maybank Law Conference
- The Guru Series: Private to Public: The Journey Thus Far by YB Dato' Sri Abdul Wahid Omar
- The Guru Series: Risk Taking and Decision Making by Casper Berry
- FATCA-PDPA Briefing to Board
- Anti-Money Laundering & Counter Financing Terrorism (AML/CFT) Refresher Session
- Maybank's Annual Risk Workshop

As at the end of the financial year ended 31 December 2014, all Directors are in adherence to the Mandatory Accreditation Programme (MAP), in compliance with the Listing Requirements save for Mr Cheng Kee Check, who was recently appointed in 19 November 2014. (*Mr Cheng Kee Check has successfully completed the MAP which was conducted on 11 and 12 February 2015.*)

Apart from attending the various training programmes, a number of the Directors have also been invited to speak at conferences and seminars organised by regulatory bodies and professional associations.

BOARD PROFESSIONALISM

Directorships in Other Companies

In compliance with the Listing Requirements and consistent with the best practices recommendations of the Green Book, each member of the Maybank Board holds not more than five directorships in public listed companies to enable the Directors to discharge their duties effectively by ensuring that their commitment, resources and time are more focused.

Whilst the Board values the experience and perspective gained by the Non-Executive Directors from their memberships on the boards of other companies, organisations, and associations, the Board Manual provides since 2010 that the Non-Executive Directors must first consult the Chairman to ensure that their acceptance of other appointments, such as directorships of other listed companies, would not unduly affect their time commitments and responsibilities to the Maybank Board and Group (*Recommendation 4.1 of the MCCG 2012*).

The NRC assesses the independence of the Independent Non-Executive Directors who hold directorships in licensed subsidiaries in the Maybank Group, pursuant to a declaration made that they are not taking instructions from any person including Maybank (*Recommendation 3.1 of the MCCG 2012*). In this respect, all the Independent Non-Executive Directors of Maybank complied with the relevant requirements of BNM/GP1. In addition, the respective key subsidiaries within the Group also appoint other Independent Non-Executive Directors who are not members of the Maybank Board to ensure an optimal balance between board members in terms of independent internal and external directors.

Conflict of Interest

Members of the Board are required to make a declaration at the Board meeting in the event that they have interests in proposals being considered by the Board, including where such interest arises through close family members, in line with various statutory requirements on the disclosure of Director's interest. In all situations where the Directors could be deemed as interested, they would excuse themselves from the discussion and leave the meeting room. The minutes of meeting would also reflect as such.

Insider Trading

Directors, key management personnel and principal officers of the Maybank Group are prohibited from trading in securities or any kind of property based on price sensitive information and knowledge, which has not become public information, in accordance with the Listing Requirements and the relevant provisions of the Capital Markets & Services Act 2007. Notices on the closed period for trading in Maybank's securities are circulated to Directors, key management personnel and principal officers who are deemed to be privy to any price sensitive information and knowledge, in advance of whenever the closed period is applicable. Any dealings in securities by the Directors and principal officers would be publicly disclosed, in accordance with the relevant provisions of the Listing Requirements.

BOARD COMMITTEES

Delegation of certain of its governance responsibilities has been undertaken by the Board in favour of its Board Committees, which operate within clearly defined terms of references, primarily to assist the Board in the execution of its duties and responsibilities. Although the Board has granted such discretionary authority to these Board Committees to deliberate and decide on certain key and operational matters, the ultimate responsibility for final decision on all matters lies with the entire Board. The Chairmen of the Board Committees will table and present a report on the activities of the respective Board Committees at the monthly Board meetings.

The Board Committees of the Maybank Board are as follows:-

1. Audit Committee
2. Credit Review Committee
3. Nomination and Remuneration Committee
4. Risk Management Committee
5. Employees' Share Scheme Committee

Audit Committee

The Board authorises the Audit Committee to investigate any activities within its Terms of Reference and has unrestricted access to both the internal and external auditors and members of the senior management of the Group.

The activities carried out by the Audit Committee, which met 14 times during the year under review, are summarised in the Audit Committee Report and its Terms of Reference as stated on page 184 of this Annual Report. Members of the Audit Committee are as indicated on page 184 of this Annual Report.

Credit Review Committee

The responsibilities of the Credit Review Committee include, amongst others, the following:-

1. To review/veto loans exceeding the Group Management Credit Committee (GMCC)'s discretionary power;
2. To review/veto, with power to object or support, all proposals recommended by the GMCC to the Board for approval/affirmation;
3. To review/veto, with power to object or support, all global limits (and any increase thereto), recommended by the GMCC to the Board for approval. To also affirm annually existing global limits approved by the Board and recommended by the GMCC for renewal;
4. To carry out such other responsibilities as may be delegated to it by the Board from time to time; and
5. To provide oversight of the entire credit management function covering but not limited to portfolio, end-to-end process, infrastructure, resources and governance.

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The Committee met 13 times during the financial year ended 31 December 2014. Members of the Credit Review Committee and details of meeting attendance by members are stated on page 171 of this Annual Report.

Nomination and Remuneration Committee (NRC)

The NRC presently comprises exclusively Non-Executive Directors, all of whom are also independent and chaired by the Independent Vice Chairman of Maybank (*Principle 2, Recommendations 2.1 and 2.3 of the MCCG 2012*).

The responsibilities of the NRC include, amongst others, the following:-

1. To recommend to the Maybank Board, the appointment, promotion and remuneration as well as compensation policies for executives in key management positions;
2. To recommend to the Maybank Board, a Leadership Development framework for the Group;
3. To oversee the selection of Directors and general composition of the Maybank Board (size, skill and balance between Executive Directors and Non-Executive Directors);
4. To evaluate the quality of directors in order to ensure alignment with the Group's strategic direction;
5. To recommend to the Maybank Board, a policy and framework for remuneration of Directors, covering fees, allowances and benefits-in-kind in respect of their work as Directors of all boards and committees and for the Group PCEO and key senior management officers;
6. To recommend to the Maybank Board a policy regarding the period of service for the Executive and Non-Executive Directors;
7. To assess the performance and effectiveness of individuals and collective members of the Boards and Board Committees of the Group, as well as the procedure for the assessment;
8. To recommend measures to upgrade the effectiveness of the Boards and Board Committees;
9. To recommend to the Maybank Board a performance management framework/model, including the setting of the appropriate performance target parameters and benchmark for the Group PCEO's Group Balanced Scorecard at the start of each financial year;
10. To oversee the succession planning, talent management and performance evaluation of executives in key management positions;
11. To consider and recommend solutions to issues of conflict of interest affecting Directors;
12. To assess annually that Directors, key responsible persons and Company Secretary are not disqualified under Section 59(1) of the FSA; and
13. To review the training requirements and programmes for the Directors.

Summary of the main activities in 2014 are amongst others as follows:-

1. As part and parcel of Maybank's annual board assessment, the NRC had assessed among others, the performance of those directors who would retire at the forthcoming Annual General Meeting and had made the necessary recommendations to the Board for their re-election and re-appointment;
2. The NRC had recommended to the Board the appropriate balance and size of the Board and the required directors' skills and experience to ensure the effectiveness of the Board;
3. The NRC had assessed the performance of the Board as a whole as per the Annual Board Assessment, which covered performance of Board, Board Committees and individual Directors to ensure the Board's effectiveness;
4. The NRC had recommended to the Board suitable training programmes to attend which are relevant to the industry in which Maybank operates;
5. The NRC had recommended to the Board revisions to the existing Terms of Reference of the NRC in order to ensure consistency with the prevailing laws and regulations;

6. The NRC had assessed and determined the fitness and propriety of Directors and senior executives with regard to their appointment on the Board of Maybank and its subsidiaries;
7. The NRC had recommended the appointment/re-appointment of suitable candidates as Shariah Committee members for Maybank Islamic Berhad;
8. The NRC had assessed and recommended to the Board a review on the remuneration for non-executive directors of Maybank;
9. The NRC had assessed and recommended to the Board the performance of Group Executive Committee members as well as a review of their remuneration;
10. The NRC had assessed and recommended to the Board the appointment of senior executives to key management position within the Group;
11. The NRC had recommended to the Board the policy on appointment of senior executives on the Board of Maybank Group of Companies;
12. The NRC oversaw the succession planning and talent management of senior executives of Maybank;
13. The NRC had recommended to the Board a framework related to the categorisation of Maybank's Group of Companies; and
14. The NRC had recommended to the Board an annual review of total rewards for the Group.

The NRC held 10 meetings during the financial year ended 31 December 2014. Members of NRC and details of meeting attendance by members are stated on page 172 of this Annual Report.

Risk Management Committee (RMC)

The roles and responsibilities of the RMC for risk oversight include the following:-

1. To review and approve risk management strategies, risk frameworks, risk policies, risk tolerance and risk appetite limits;
2. To review and assess adequacy of risk management policies and framework in identifying, measuring, monitoring and controlling risks and the extent to which they operate effectively;
3. To ensure infrastructure, resources and systems are in place for risk management, i.e. ensuring that the staff responsible for implementing risk management systems perform those duties independently of the financial institution's risk – taking activities; and
4. To review management's periodic reports on risk exposure, risk portfolio composition and risk management activities.

The specific duties of the RMC in managing risks cover the following:-

1. To review the impact of risk on capital adequacy and profitability and asset quality under stress scenarios;
2. To review and assess the internal capital adequacy assessment process (ICAAP), levels of regulatory and internal capital for Maybank vis-a-vis its risk profile;
3. To review and recommend strategic actions to be taken by Maybank arising from regulatory rules impacting risk management practices for Board's approval;
4. To review, recommend and approve corrective measures to address risk concerns as highlighted by various home-host regulatory authorities, where relevant;
5. To review and approve new products and services and ensure compliance with the prevailing guidelines issued by BNM or other relevant regulatory body.
6. To oversee the resolution of BNM Composite Risk Rating findings for Maybank Group;
7. To provide oversight of specific risk management concerns in the Business Sectors of the Group;
8. To delegate appropriate operational issues to Management for their further actions;
9. To carry out such other responsibilities as may be delegated to it by the Board from time to time; and
10. To review and approve Terms of References of Executive Risk Committees and RMCs at subsidiary/overseas branches.

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The RMC usually meets nine times in every financial year with additional meetings convened to attend to urgent matters that require its deliberation. During the financial year ended 31 December 2014, nine meetings were held. The Chairman and all Committee members are Independent Non-Executive Directors. Members of the RMC and details of attendance of members are stated on pages 172 of this Annual Report.

Employees' Share Scheme Committee (ESS Committee)

The Employees' Share Scheme (ESS) was established to serve as a long-term incentive plan as well as to align the interests of employees with the objectives of the Maybank Group to create sustainable value enhancement for the organisation and the shareholders. The first offer under the ESS was made on 23 June 2011 to all eligible employees.

The Board has delegated to the ESS Committee the responsibility for determining all questions of policy and expediency arising from the administration of the ESS and to generally undertake the necessary actions to promote Maybank's best interest.

The broad responsibilities of the ESS Committee as outlined in its Terms of Reference include to administer the ESS and to recommend the financial and performance targets/criteria to the Board for approval prior to implementation and such other conditions as it may deem fit.

All members of the ESS Committee are Non-Executive Directors. Meetings are held as and when the ESS Committee is required to deliberate on urgent matters.

Six meetings of the ESS Committee were held during the financial year under review. Members of the ESS Committee and details of meeting attendance by members are stated on page 172 of this Annual Report.

EXECUTIVE LEVEL MANAGEMENT COMMITTEES (ELC)

With the support of the Maybank Board, the Group PCEO has established various ELCs and delegated some of his authority to assist and support the relevant Board Committees in the operations of Maybank. The key ELCs, which are mostly chaired by the Group PCEO or the Group Chief Financial Officer, are as follows:-

- Group Executive Committee
- Group Management Credit Committee
- Internal Audit Committee
- Executive Risk Committee
- Asset and Liability Management Committee
- Group Staff Committee
- Group Procurement Committee
- Group IT Steering Committee

INVESTOR RELATIONS AND SHAREHOLDER COMMUNICATION

Investor Relations (IR) is an important part of Maybank's corporate governance framework that ensures that shareholders, stakeholders, investors and the domestic and international investment community receive relevant, timely and comprehensive information about the Group. Maybank's dedicated IR unit is committed to providing effective and open two-way communication to improve disclosure and transparency.

Maybank is guided by its Investor Relations Policy which is a framework of policies, procedures and processes that the Investor Relations programme is based upon and it also highlights communication flow by designated Maybank spokespersons.

The Investor Relations programme is conducted throughout the year to ensure that a series of planned activities are implemented to communicate Maybank's strategy, operational performance, financial results and other material developments to the exchange (Bursa Malaysia), analysts, investors, shareholders, and other stakeholders in a timely, open and comprehensive manner.

Quarterly Results

Maybank's quarterly financial results are released during the midday trading break followed immediately with media and analyst briefings and/or conference calls. For the half-year and full-year financial results, media and analyst briefings are conducted with simultaneous conference calls while for the first quarter and third quarter financial results, conference calls are held with analysts. Financial statements, presentation slides and press releases are emailed and made public on the corporate website to provide the investment community with a better understanding of Maybank's performance. A quiet period of 14 calendar days before the targeted date of Maybank's results announcement date is adopted to prevent inadvertent disclosure of the latest financial performance.

Conferences and Roadshows

Stakeholder engagements are conducted through conferences and roadshows organised locally or abroad, whereby senior management will communicate the Group's strategy, financial performance and the progress of various initiatives to allow stakeholders to better understand Maybank's operations.

Investor Meetings

The IR unit has frequent one-on-one and group meetings with analysts, investors and potential investors throughout the year to provide visibility and clarity on Maybank's operations while key investors and analysts are provided reasonable access to senior management. The IR unit also engages with its counterpart in Indonesia to coordinate IR activities for analysts and investors seeking meetings with the management of Maybank's subsidiary, Bank Internasional Indonesia.

Investor Days

Investor days are organised several times a year to provide a platform for selected business units, headed by their respective Group Executive Committee members, to engage with analysts and investors to explain their business strategy, operations and financial performance which will allow for greater transparency and more detailed understanding of key business functions within the Maybank Group.

Group Corporate Website

Maybank's corporate website (www.maybank.com) provides comprehensive and easy access to the latest information about the Group. Information available on the corporate website includes Maybank's corporate profile, individual profiles of senior management, share and dividend information including the dividend reinvestment plan, investor presentations, financial results, annual reports, corporate news and Maybank's global operations and subsidiaries. Additionally, information on the Group Governance Structure and framework is also published in the Group Corporate Website.

Visitors can also receive the latest Maybank updates via email or RSS feed through the corporate website. In addition, stakeholders can obtain regulatory announcements made by Maybank to Bursa Malaysia on the latter's website (www.bursamalaysia.com).

Annual Report

Maybank's Annual Report provides a comprehensive report on the Group's operations and financial performance for the year under review. It provides full disclosure and is in compliance with the relevant regulations to ensure greater transparency. The Annual Reports are also printed in summary form together with a digital version of the Annual Report in CD-ROM format. An online version of the Annual Report is also available on Maybank's corporate website.

Statement on Corporate Governance

Media coverage

Media coverage on Maybank or its senior management, either through print media or television coverage, is also initiated proactively at regular intervals to provide wider publicity and improve the general understanding of Maybank's business among investors and the public.

Credit Rating

Maybank's credit ratings are provided by five rating agencies, namely Standard and Poor's, Fitch Ratings, Moody's Investors Services, RAM Rating Services Berhad (RAM Ratings) and Malaysian Rating Corporation Berhad (MARC), as part of providing an independent opinion on the financial position and creditworthiness of Maybank and its debt issuances to fixed income investors and other stakeholders.

Contact Details of IR Spokespersons

Mohamed Rafique Merican
Group Chief Financial Officer
Contact: (6)03 2074 7878
Email: rafique@maybank.com.my

Narita Naziree
Head, Group Performance Reporting & Investor Relations
Contact: (6)03 2074 8017
Email: naritanaziree.a@maybank.com.my

For more information on the investor relations activities conducted during the year, please refer to the Investor Relations section on page 103.

GENERAL MEETINGS

The Group's Annual General Meetings and Extraordinary General Meetings represent the primary platforms for direct two-way interaction between the shareholders, Board and management of the Group. In deference to shareholder democracy and the transparency policy adopted by the Group, shareholder approval is required on all material issues including, but not limited to, the election and appointment of Directors, major mergers, acquisitions and divestments exercises, as well as the appointment of auditors and final dividend payments.

The attendance of shareholders at the Group's general meetings has always been high as evidenced by the presence of 3,145 shareholders at the 54th AGM for the financial year 2013. Active participation by the shareholders is encouraged during the AGM, in which an open platform is made available to the shareholders to raise questions relevant to the items in the AGM agenda and appropriate response and clarification are promptly provided by the Board members to the shareholders.

Maybank continues the practice of encouraging shareholders to submit written questions in advance prior to the commencement of the meeting, in the forms provided during registration. This additional channel for the shareholders to raise their questions would allow Maybank to prepare the answers in advance, and to group together similar questions from different shareholders to answer comprehensively as one. This provides greater efficiency in meeting proceedings and enables Maybank to address even more questions from the floor and is not intended to curtail the shareholders' right to speak in the meeting as the shareholders can still raise questions or make observations after the written question and answer session has been completed.

Additionally, the queries by MSWG on Maybank's business or other pertinent governance issues raised prior to the meeting as well as Maybank's feedback are shared with all shareholders during the AGM. The results of voting of each resolution are also immediately announced to the shareholders in the AGM after the voting process. Minutes of the AGM are also available on Maybank's website.

In line with Recommendation 8.2 of MCCG 2012, Maybank has always made the necessary preparation for poll voting for all resolutions at its AGM including the appointment of external scrutineers as an oversight to ensure that satisfactory procedures of the voting process are in place before the AGM and to oversee the counting of votes during the AGM in case there is a valid demand for a poll. The Board also takes note of Recommendations 8.1 and 8.2 of MCCG 2012 on e-voting and shall consider employing electronic means for poll voting, to facilitate greater shareholder participation after taking into consideration its large shareholder base and issues related to logistical complexity, reliability, applicability, cost and efficiency.

In addition to the AGMs and EGMs, shareholders and market observers are also welcomed to raise queries at any time through the Group Corporate Affairs and Group Investor Relations Divisions.

OWNERSHIP STRUCTURE

The shares of Maybank are widely held with institutional shareholders dominating the ownership structure of Maybank. As at 31 December 2014, the top three shareholders were Skim Amanah Saham Bumiputra (ASB) with 38.46%, Employees Provident Fund Board with 12.44% and Permodalan Nasional Berhad (PNB) with 5.37%, accounting in aggregate for a combined 56.27%.

Although the three top shareholders of Maybank accounted for more than half of the total paid up share capital of Maybank, Maybank is not subject to any biased influence from these shareholders and they do not hold management position within the organisation. This arrangement ensures a high level of corporate governance and permits the Group to focus on continuously building value for all its shareholders.

Maybank's shareholding structure is transparent and is disclosed on page 224 of this Annual Report. Any updates on the shareholding structure can be obtained on request from the designated management personnel on Investor Relations matters. The existing share structure consists entirely of Ordinary Shares and there are no different classes of Ordinary Shares. There is no foreign shareholding limit and Maybank's Memorandum and Articles of Association do not have any explicit provision(s) that may discourage any acquisition. However, Maybank is subject to FSA, which contains certain restrictions on share ownership.

As part of Maybank's effort to expand its liquidity and shareholder base, it has established a Sponsored Level 1 American Depository Receipt Programme (ADR) which has been traded over-the-counter in the United States of America since May 2005 on the basis of one ADR being equivalent to two Maybank shares. Maybank Custody Services holds the securities for Maybank and the total number of ADRs outstanding is 10,312,447 as at 31 December 2014. The percentage of the securities for which the ADRs are issued against Maybank's issued and paid-up share capital is 0.11%.

ACCOUNTABILITY AND AUDIT

Financial Reporting and Disclosure

Financial Reporting

The Board has a fiduciary responsibility to present to the shareholders and the public at large, a clear, balanced and meaningful evaluation of the Group and Maybank's financial position, financial performance and prospects. The Board is assisted by the Audit Committee in overseeing the financial reporting process and the quality of the Group and Maybank's financial statements.

Disclosure on Financial Highlights, Indicators & Reports

The Group and Maybank's financial highlights and indicators for the financial year ended 31 December 2014 are set out on pages 96 to 102 of this annual report.

Statement on Corporate Governance

The Group and Maybank's financial results for the financial year ended 31 December 2014 were announced to the public on 26 February 2015, less than 60 days after Maybank's financial year end.

Directors' Responsibility Statement

The Board also ensures that the Group and Maybank's financial statements prepared for each financial year give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 1965 in Malaysia.

The Statement of Directors' Responsibility in respect of the preparation of audited financial statements for the Group and Maybank is set out on page 12 of the Financial Statements book of the Annual Report 2014.

Internal Controls

The Board has overall responsibility for establishing and maintaining a sound risk management and internal control system to ensure that shareholders' investments, customers' interests and the Group's assets are safeguarded. The effectiveness of risk management and internal controls is continuously reviewed to ensure that they are working adequately and effectively.

The Audit Committee of the Board (ACB) regularly evaluates the adequacy and effectiveness of the Group's internal control systems by reviewing the actions taken on lapses/deficiencies identified in reports prepared by Group Audit during its scheduled meetings. The ACB also reviews Audit's recommendations and management responses to these recommendations to ensure the lapses/deficiencies identified are being dealt with adequately and promptly.

The Statement on Risk Management and Internal Control is furnished on page 181 of this Annual Report and this provides an overview of the state of internal controls within the Group.

Whistleblowing Policy

The Board is satisfied that an adequate framework on whistleblowing, known as the Integrity Hotline (formerly Fraud Reporting Hotline) is in place, having been implemented in 2004. All employees can raise their concerns regarding any misconduct or wrongdoing including but not limited to unethical incidences such as criminal activities or contravention of laws/regulations committed by another employee or any person who has dealings with the Group via the following channels without any fear of retribution:-

- Toll-Free Message Recording Line at 1-800-38-8833 or for Overseas at 603-20268112
- Protected Email Address at integrity@maybank.com.my
- Secured P.O. Box Mail Address at P.O. Box 11635, 50752 Kuala Lumpur, Malaysia

These channels protect employees who contemplate "blowing the whistle" against any negative repercussions arising from genuine reporting, and provide an assurance of confidentiality to them. Confidentiality of all matters raised and the identity of the whistleblower are protected under the Policy. Concerns raised anonymously will also be considered provided they are clear and specific. Further details of the Policy are set out on page 196 of this Annual Report.

Relationship with the Auditors

Internal Auditors

Group Audit reports functionally to the ACB and has unrestricted access to the ACB. Its function is independent of the activities or operations of other operating units. Group Audit regularly evaluates the effectiveness of the risk management process, reviews the operating effectiveness of the internal controls system and compliance control in

the Group. The Group Chief Audit Executive is invited to attend the ACB meetings to facilitate the deliberation of audit reports. The minutes of the Audit Committee meetings are then tabled to the Board for information and serve as useful references, especially if there are pertinent issues that any Directors wish to highlight or seek clarification on.

External Auditors

The ACB and the Board place great emphasis on the objectivity and independence of the Bank's Auditors, namely Messrs. Ernst & Young, in providing relevant and transparent reports to the shareholders. To ensure full disclosure of matters, the Bank's Auditors are regularly invited to attend the ACB meetings (as well as the Annual General Meetings), apart from the twice yearly discussions with the ACB without the presence of the senior management.

A full report of the Audit Committee outlining its role in relation to the internal and external auditors is set out in the Audit Committee Report on pages 184 to 187 of this Annual Report.

Maybank Group's Code of Ethics and Conduct

In addition to the BNM/GP1 and the Company Directors' Code of Ethics established by the Companies Commission of Malaysia, the Group also has a Code of Ethics and Conduct that sets out sound principles and standards of good practice in the financial services industry, which are observed by the Directors and the employees. Both Directors and employees are required to uphold the highest integrity in discharging their duties and in dealings with stakeholders, customers, fellow employees and regulators. This is in line with the Group's Core Values which emphasise behavioural ethics when dealing with third parties and fellow employees (*Recommendation 1.3 of the MCCG 2012*).

The group-wide programmes conducted during the year to embed the right ethical values and compliance with Maybank's Code of Ethics amongst all Maybank employees included the following:-

1. Annual e-Learning Code of Ethics Declaration;
2. Training through induction for new employees; and
3. e-Capsule - messages are screened through MyPortal to remind and ensure compliance to the Code of Ethics.

Corporate Integrity Pledge

The Maybank Group reinforces its commitment to a high level of accountability and transparency by being the first financial institution in Malaysia to sign to the Malaysian Corporate Integrity Pledge in August 2011.

The Pledge is as a result of collaboration among:-

- Bursa Malaysia Berhad;
- Companies Commission of Malaysia;
- Malaysian Institute of Integrity;
- Malaysian Anti-Corruption Commission & NKRA Corruption Monitoring & Coordination Division;
- Securities Commission Malaysia; and
- Transparency International Malaysia and the Performance Management and Delivery Unit (PEMANDU), Prime Minister's Office.

This declaration signifies to the public that the Group supports and upholds Anti-Corruption Principles for Corporations in Malaysia as well as working towards creating a business environment that is free from corruption in the conduct of its business and in its interactions with its business partners and the Government.

Statement on Corporate Governance

Corporate Responsibility

The Board is satisfied that a good balance has been achieved between value creation and corporate responsibility. Details of the Group's corporate responsibility initiatives are set out on pages 198 to 205 of this Annual Report.

ADDITIONAL COMPLIANCE INFORMATION AS AT 31 DECEMBER 2014

1. Utilisation of Proceeds

The following notes are raised for the purpose of:-

- (i) Funding Maybank's working capital, general banking and other corporate purposes:-
 - (a) RM1.6 billion Tier 2 Subordinated Notes issued on 29 January 2014
 - (b) JPY30.0 billion Senior Notes issued on 6 February 2014
 - (c) AUD56.0 million Senior Notes issued on 5 May 2014
 - (d) USD50.0 million Senior Notes issued on 12 May 2014
 - (e) USD50.0 million Senior Notes issued on 20 May 2014
 - (f) JPY31.1 billion Senior Notes issued on 22 May 2014
 - (g) USD45.0 million Senior Notes issued on 18 June 2014
 - (h) HKD284.0 million Senior Notes issued on 27 June 2014
 - (i) HKD707.0 million Senior Notes issued on 15 August 2014
 - (j) JPY20.0 billion Senior Notes issued on 21 August 2014
 - (k) HKD310.0 million Senior Notes issued on 10 November 2014
 - (l) USD500.0 million Senior Notes issued on 28 November 2014
 - (m) CNH200.0 million Senior Notes issued on 19 December 2014
- (ii) Funding Maybank's working capital, general banking and other corporate purposes, including the refinancing of any borrowings incurred and/or any debt instruments issued by Maybank and/or relating thereto:-
 - (a) RM3.5 billion Additional Tier 1 Capital Securities issued on 10 September 2014
- (iii) Repayment of existing facility and/or working capital, general banking and other corporate purposes:-
 - (a) USD700.0 million Term Loan facility drawn down on 29 December 2014.
- (iv) Dividend Reinvestment Plan (DRP) – Ongoing
 - (a) The net proceeds from the DRP (after deducting estimated expenses of the DRP) are for the purpose of funding the continuing growth and expansion of the Maybank Group.

2. Share Buy-back

Maybank did not make any proposal for share buy-back during the financial year ended 31 December 2014.

3. Options, Warrants or Convertible Securities

Maybank did not issue any options, warrants or convertible securities during the financial year ended 31 December 2014, save and except for the options issued pursuant to the Employees' Share Scheme.

4. Imposition of Sanctions and/or Penalties

There were no material sanctions and/or penalties imposed on Maybank and its subsidiaries, directors or management by the relevant regulatory bodies, which were made public during the financial year ended 31 December 2014.

5. Non-audit fees

Non-audit fees payable to the external auditors, Ernst & Young, for the year amounted to RM8,086,000 for the Group and RM5,509,000 for Maybank.

6. Variation in Results

There was no profit forecast issued by Maybank and its subsidiaries during the financial year ended 31 December 2014.

7. Profit Guarantee

There was no profit guarantee issued by Maybank and its subsidiaries during the financial year ended 31 December 2014.

8. Material Contracts

There were no material contracts entered into by the Company and its subsidiaries involving Directors and substantial shareholders, either still subsisting at the end of the financial year ended 31 December 2014 or entered into since the end of the previous financial year.

9. Valuation Policy

The Company does not re-value its landed properties classified as Property and Equipment. The revaluation policy on landed properties classified as Investment Properties is disclosed in Note 2.3 (xii) of the Financial Statements - Annual Report 2014.

10. Recurrent Related Party Transactions of a Revenue or Trading Nature (RRPT)

The Company did not enter into nor seek mandate from its shareholders on any RRPT for the financial year ended 31 December 2014.

This statement is made in accordance with a resolution of the Board dated 28 January 2015.



TAN SRI DATO' MEGAT ZAHARUDDIN MEGAT MOHD NOR
Chairman of the Board

Statement on Risk Management & Internal Control

Financial Year ended 31 December 2014

INTRODUCTION

This Statement on Risk Management & Internal Control is made pursuant to Bursa Malaysia Securities Berhad Listing Requirements which requires the Board of Directors (“Board”) to include in its Company Annual Report a statement about the state of its internal control. The revised Malaysian Code on Corporate Governance requires all listed companies to establish a sound risk management framework and internal control system to manage risk and safeguard shareholders’ investment and the company’s assets. Accordingly, the Board is pleased to provide the Statement on Risk Management and Internal Control that has been prepared in accordance with the “Statement on Risk Management and Internal Control – Guidelines for Directors of Listed Issuers” endorsed by Bursa Malaysia Securities Berhad.

Board Responsibility

The Board acknowledges its overall responsibility in establishing a sound risk management framework and internal control system as well as reviewing its adequacy and effectiveness. The Board is of the view that the risk management framework and internal control system are designed to manage the Group’s risks within the acceptable risk appetite, rather than to eliminate the risk of failure to achieve the business goals and objectives. It can therefore only provide reasonable, rather than absolute assurance against material financial misstatement, fraud or loss.

The Board has established a governance structure to ensure effective oversight of risk and controls in the Group. The Board is satisfied that the Group has implemented an ongoing process to identify, evaluate, monitor, manage and respond to significant risks faced by the Group in its achievement of the business goals and objectives and in consideration of the changes in the business environment and regulatory requirements. The outcome of this process is closely monitored and reported to the Board for deliberation. This on-going process has been in place for the entire financial year under review and up to the date of approval of this Statement for inclusion in the Annual Report.

The Board receives reports on a monthly basis relating to regulatory developments and compliance deficiencies identified within the Group. The Board focuses on the deficiencies reported, understands the root causes and directs Management to take all steps necessary to correct the circumstances and conditions that had caused the compliance deficiencies. This includes specific remediation plans and follow-up actions to ensure the deficiencies are addressed.

Management Responsibility

The Management is overall responsible for implementing the Board’s policies and procedures on risks and controls and its roles include:

- Identifying and evaluating the risks faced, and the achievement of business objectives and strategies;
- Formulating relevant policies and procedures to manage these risks;
- Designing, implementing and monitoring the effective implementation of risk management framework and internal control system;
- Implementing the policies approved by the Board;
- Implementing the remedial actions to address the compliance deficiencies as directed by the Board; and
- Reporting in a timely manner to the Board any changes to the risks and the corrective actions taken.

Risk Management and Internal Control Structure

The key processes that the Board has established in reviewing the adequacy and effectiveness of the risk management framework and internal control system include the following:

Risk Management Framework

The key components of the risk management framework established by the Board include:

- Clear Line of Responsibility, Authority and Accountability
The Board has established an organisation structure with clearly defined lines of responsibility, authority limits, and accountability aligned to business and operations requirements which support the maintenance of a strong control environment.
- Oversight by Risk Management Committee (RMC)
The Board has delegated the responsibility of reviewing the effectiveness of risk management to the RMC. The effectiveness of the risk management system is monitored and evaluated by the Group Risk Management (GRM) function, on an on-going basis. The RMC assists the Board to review and oversee the effectiveness of the risk management of the Bank, wherein the GRM function would facilitate the continuous monitoring and evaluating of the Group’s risk management system. Any approved policy and framework formulated to identify measure and monitor various risk components would be reviewed and recommended by the RMC to the Board. Additionally, the RMC reviews and assesses the adequacy of these risk management policies and ensures infrastructure, resources and systems are emplaced for risk management. Further information on the RMC is included in the Statement of Corporate Governance from pages 176 to 177.
- Group Aligned Risk Governance Structure
The risk governance structure is aligned across all the business units, overseas units, and subsidiaries of the Group. These are aligned through the streamlining of the risk frameworks, policies and organisational structures in order to embed and enhance our risk management and risk culture.
- Regular Updates and Communication of Risk Management Principles, Policies, Procedures and Practices
Risk management principles, policies, procedures and practices are reviewed and updated regularly to ensure relevance to the current business environment as well as compliance with current/applicable laws and regulations, and are communicated and made available to all employees. The Group also adopted a whistle blowing policy, providing an avenue for employees to report actual or suspected malpractice, misconduct or violations of the Group’s policies and regulations in a safe and confidential manner.
- Written Control Policies
A written Management Control Policy (MCP) and Internal Control Policy (ICP) from Management are in place. The MCP outlines the specific responsibilities of the various parties i.e. the Management, the Internal Audit Committee (IAC) and the Audit Committee of The Board (ACB) pertaining to internal control. The ICP is to create awareness among all the employees with regards to the internal control components and the basic control policy.

Statement on Risk Management & Internal Control

Financial Year ended 31 December 2014

- Group Anti-Fraud Policy
There is an Anti-Fraud Policy implemented. The policy provides broad principles, strategy and policy for the Group to adopt in relation to fraud in order to promote high standards of integrity. The policy establishes robust and comprehensive programmes and controls for the Group as well as highlights the roles and responsibilities at every level for preventing and responding to fraud.
- Clearly Defined and Communicated Three Lines of Defence
The Group established the three lines of defence concept: risk taking units, risk control units, and internal audit. The risk taking units manage the day-to-day management of risks inherent in their business activities, while the risk control units are responsible for setting the risk management framework and developing tools and methodologies. Complementing this is internal audit, which provides independent assurance of the effectiveness of the risk management approach.
- Group Compliance Management Framework
The Framework provides the fundamental policies and guidelines on compliance management and oversight for the Maybank Group. The Framework serves as a key tool for Compliance Officers alongside Board of Directors, Senior Management, Middle/Line Management and all employees in all jurisdictions in understanding, complying and managing compliance risk.
- Group Operational Risk Management
The implementation of the Risk and Control Self-Assessment (RCSA) process to enable the Management to identify and assess the risks under their areas of supervision and control on a continual basis. The resultant operational risk profile is validated through internal loss data from the Incident Management and Data Collection (IMDC) and it also serves as a trigger point to determine the types of Key Risk Indicator (KRI) to adopt and monitor operational risk exposures. The overall process is facilitated by Group Risk.
- Group Shariah Governance and Compliance
The Board's oversight on Shariah compliance aspects of the overall operations are established via the Maybank Group Shariah Governance Framework (MGSGF) and Maybank Group Shariah Compliance Policy (MGSCP). The MGSGF sets out the expectations of the Shariah governance structures, processes and arrangements of all countries and businesses within the Group that execute Islamic business transactions. This is to ensure that its operations and business activities are in accordance with Shariah. The end-to-end Shariah compliant governance mechanism is executed through four lines of defence that cater both pre-execution and post-execution. The four lines of defence are 1st-Management and Business Unit, 2nd-Shariah Advisory and Research, 3rd-Shariah Risk and 4th-Shariah Audit and Shariah Review. As for the MGSCP, it establishes the processes of identifying, measuring, and managing Shariah non-compliance risk and underlines the Shariah parameters for products and services offered by the Group that provide measures for Shariah compliance.
- Group Technology Risk Management
Technology Risk Management is the discipline of systematically identifying the cause of failure in the organisation's technology related functionalities, assessing the risk of impact to the business and taking the appropriate risk remediation action. A robust Technology Risk Management Framework ensures sufficient attention on best practices to safeguard the Group's reputation, maintains high service levels to customers, as well as the business units within. This is performed with due consideration given to regional regulatory guidelines.

Internal Control System

The key elements of the internal control system established by the Board that provides effective governance and oversight of internal control include:

- Board Approved Annual Business Plan and Budget
An annual business plan and budget are submitted to the Board for approval. Performance achievements are reviewed against the targeted results on a monthly basis allowing timely responses and corrective actions to be taken to mitigate risks. The Board reviews regular reports from the management on the key operating statistics, as well as legal and regulatory matters. The Board also approves any changes or amendments to the Group's policies.
- Other Board Committees
Other Board Committees, namely Credit Review Committee, Nomination and Remuneration Committee and Employees' Share Scheme Committee are established to assist the Board in executing its governance responsibilities and oversight function as delegated by the Board. These Committees have the authority to examine all matters within the scope defined in their respective terms of reference and report to the Board with their recommendations. Further information on the various Board Committees is included in the Statement of Corporate Governance from pages 175 to 177.
- Executive Level Management Committees
Various Executive Level Management Committees (ELCs) are also established by Management to assist and support the various Board Committees to oversee the core areas of business operations. These ELCs include the Group Executive Committee, Group Management Credit Committee, Executive Risk Committee, Asset and Liability Management Committee, Group Procurement Committee, Group IT Steering Committee, and Group Staff Committee.
- Group Human Resource Policies and Guidelines
There are recruitment and promotion policies and guidelines established within the Group to ensure that the right and appropriate persons are selected to fill available positions. Formal training programmes either face-to-face or through e-learning, semi- and annual performance appraisals, and other relevant procedures are in place to ensure that staff are adequately trained and competent to enable them to discharge their duties and responsibilities effectively. Proper guidelines are also drawn up for termination of staff.
- Group's Core Values and Code of Ethics and Conduct
The Group's core values, T.I.G.E.R. (Teamwork, Integrity, Growth, Excellence and Efficiency, Relationship Building) are the essential guiding principles to drive behavioural ethics. It is further complemented by the Code of Ethics and Conduct that sets out sound principles and standards of good practice observed by all.
- Group Procurement Framework and Non-Credit Discretionary Power
A clearly defined framework with appropriate empowerment and authority limits has been approved by the Board for procurement activities, acquisition and disposal of assets, operational write-off, donations, as well as approving general and operational expenses.
- Group's Standard Practice Instruction
There are policies and procedures in place to ensure compliance with internal control and the prescribed laws and regulations. These policies and procedures are set out in the Group's Standard Practice Instruction and are updated from time to time in tandem with changes to the business environment or regulatory guidelines.

Further information on Risk Management is provided on pages 188 to 195 of the Annual Report.

Statement on Risk Management & Internal Control

Financial Year ended 31 December 2014

Internal Audit

- Internal Audit Function

The Internal Audit function is guided by its Audit Charter with the GCAE reporting functionally to the ACB of the Bank and administratively to the GPCEO, and is independent of the activities or operations of other operating units. The Internal Audit undertakes regular reviews of the Group's operations and the systems of internal control to examine and evaluate the adequacy and effectiveness of financial and operating controls. Significant risks and non-compliances impacting the Group are highlighted and corresponding improvement recommendations are provided to enhance the effectiveness of the risk management, internal control system and governance processes. Management follows through and ensures remedial actions taken are prompt, adequate and effective. Status reporting of the audit findings is also tabled to the ACB and IAC regularly for deliberation and tracking.

- Audit Committee of the Board

The ACB is a Board Committee established by the Board to assist in the execution of its governance and oversight responsibilities on the Internal Audit functions as delegated by the Board and this includes the assessment of internal controls of the Group through the Internal Audit function. The ACB meets on a scheduled basis to review findings identified in the audit and investigation reports prepared by Internal Audit and further evaluates the effectiveness and adequacy of the Group's internal control system. The ACB has active oversight on Internal Audit's independence, scope of work and resources. It also reviews the Internal Audit function, the scope of the annual audit plan and frequency of the internal audit activities. Minutes of the ACB meeting are then tabled to the Board. The details of the activities undertaken by the ACB are highlighted in the Audit Committee Report as set out in pages 184 to 187.

- Internal Audit Committee

The IAC is a management level committee chaired by the Group Chief Financial Officer comprising senior level representatives from different Lines of Business. The IAC meets monthly to deliberate on the findings highlighted in the audit and investigation reports and decide on the appropriate remedial actions required. Where necessary, representatives from the parties being audited are requested to attend the IAC meeting to enable more detailed deliberation and speedy resolution of the matter at hand. Minutes of the IAC meeting are then tabled to the ACB together with the audit reports. The IAC also follows through on the actions required by the ACB.

Assurance from Management

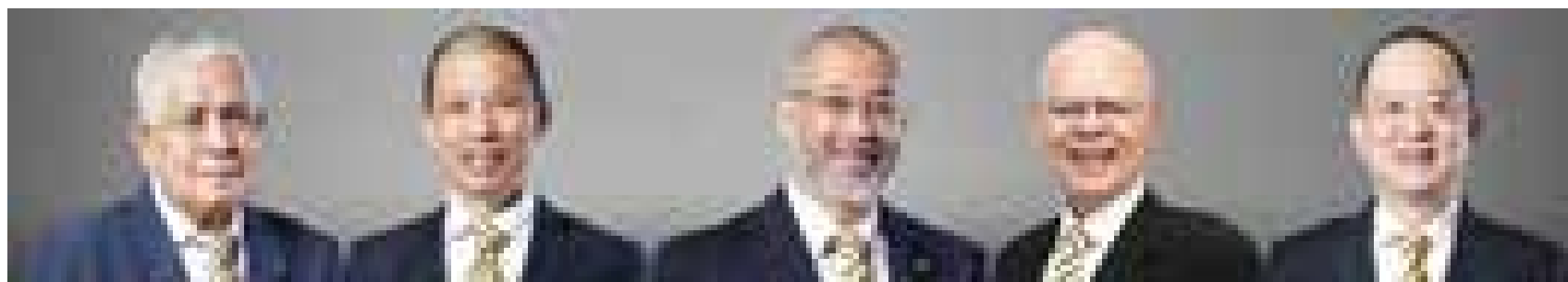
The Board has also received reasonable assurance from the GPCEO and the GCFO that the Group's risk management framework and internal control system are operating adequately and effectively, in all material aspects, during the financial year under review and up to the date of approval of this Statement for inclusion in the Annual Report, based on the risk management and internal control system adopted by the Group. Taking into consideration the assurance from the Management and input from the relevant assurance providers, the Board is of the view that the group's risk management and internal control system are operating adequately and effectively to safeguard shareholders' investment and the company's assets.

Review of the Statement by External Auditors

The external auditors have reviewed this Statement for inclusion in the Annual Report for the financial year ended 31 December 2014. The external auditors conducted the review in accordance with the Recommended Practice Guide 5 (Revised): Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report (RPG 5) issued by the Malaysian Institute of Accountants. The review has been conducted to assess whether this Statement is both supported by the documentation prepared by or for the Board and appropriately reflects the processes the Directors had adopted in reviewing the adequacy and integrity of the system of internal controls of the Group. RPG 5 does not require the external auditors to consider whether this Statement covers all risks and controls, or to form an opinion on the effectiveness of the Group's risk and control procedures. RPG 5 also does not require the external auditors to consider whether the processes described to deal with material internal control aspects of any significant matters disclosed in the Annual Report will, in fact, mitigate the risks identified or remedy the potential problems. Based on their review, the external auditors have reported to the Board that nothing had come to their attention that causes them to believe that this Statement is inconsistent with their understanding of the processes the Board has adopted in the review of the adequacy and effectiveness of the risk management and internal control of the Group.

Audit Committee Report

The Audit Committee Members of Maybank:



Tan Sri Datuk Dr Hadenan A. Jalil
(Chairman)

Mr Cheah Teik Seng
(member)

Dato' Johan Ariffin
(member)

Mr Erry Riyana Hardjapamekas
(member)

Mr Cheng Kee Check
(member)

A. COMPOSITION AND TERMS OF REFERENCE

Composition

- The Committee shall be appointed by the Board of Directors (Board) from amongst its non-executive directors and shall consist of at least three members. The Chairman and the majority of the Audit Committee (AC) members must be independent directors and at least one member of the committee must be:
 - a member of the Malaysian Institute of Accountants(MIA); or
 - if he is not a member of the MIA, he must have at least three (3) years working experience; and
 - he must have passed the examinations specified in Part I of the First Schedule of the Accountants Act, 1967; or
 - he must be a member of one (1) of the associations of accountants specified in Part II of the First Schedule of the Accountants Act, 1967.
- Where the Chairman is unable to attend the meeting, the members shall elect a person among themselves as Chairman.
- Review of membership is undertaken once every three (3) years. This review pertains to the terms of office and performance of the members.

Meetings

- Meetings shall be held at least once a month or at a frequency to be decided by the Committee and the Committee may invite any person to be in attendance to assist in its deliberations. At least once a year, the Committee shall meet with the external auditor without the presence of Management.
- The Committee will regulate its own procedure particularly with regard to the calling of meetings, the notice to be given of such meetings, the voting and proceedings of such meetings, the keeping of minutes, the custody, production and inspection of such minutes.
- Upon the request of the external auditor, a meeting is to be convened to consider any matter that the auditor believes should be brought to the attention of the directors and shareholders.

Quorum

The quorum shall be two (2), *both* of whom are to be independent directors.

Secretary

The Group General Counsel & Company Secretary, Mr Mohd Nazlan bin Mohd Ghazali is the Secretary to the Audit Committee of the Board (ACB).

Authority

The Committee is authorised by the Board to:

- Investigate any activity or matter within its terms of reference.
- Promptly report to Bursa Malaysia Securities Berhad ("Bursa Securities") matters which have not been resolved satisfactorily, thus, resulting in a breach of the Bursa Securities Listing Requirements.

- Obtain external independent professional advice, legal or otherwise deemed necessary.
- Maintain direct communication channels with external auditors, person(s) carrying out the IA function or activity, and with senior management of the Bank and its subsidiaries.
- Convene meetings with internal and external auditors, without the attendance of the management, whenever deemed necessary.

In discharging the above functions, the ACB has also been empowered by the Board to have:

- Necessary resources which are required to perform its duties
- Full and unrestricted access to any information and documents relevant to its activities.

B. DUTIES & RESPONSIBILITIES

The primary duties and responsibilities of the ACB with regards to the Maybank Group's Internal Audit function, external auditors, financial reporting, related party transactions, annual reporting and investigation are as follows:

1. Internal Audit

- Review the adequacy of the internal audit scope and plan, functions and resources, Audit Charter and that it has the necessary authority to carry out its work.
- Review the IA reports and to ensure that appropriate and prompt remedial action is taken by Management on lapses in controls or procedures that are identified by internal audit.
- Approve the appointment and termination of the Chief Audit Executive and Heads of Department of Internal Audit.
- Assess the performance of the internal audit staff; determine/approve the remuneration and annual increment of the internal audit staff.
- Take cognisance of resignation of internal audit staff and the reason for resigning.

2. External Audit

- Review the appointment and performance of external auditors, the audit fee and any question of resignation or dismissal and to make recommendations to the Board.
- Assess the qualification, expertise, resources and effectiveness of the external auditors.
- Monitor the effectiveness of the external auditors' performance, their independence and objectivity.
- Review the external auditors' audit scope and plan, including any changes to the planned scope of the audit plan.
- Review major audit findings raised by the external auditors and Management's responses, including the status of previous audit recommendations.

Audit Committee Report

- Review the assistance given by the Group's officers to the external auditors and any difficulties encountered in the course of the audit work, including any restrictions on the scope of activities or access to required information.
- Approve non audit services provided by the external auditors.

3. Financial Reporting

Review the quarterly and year-end financial statements focusing on:-

- Any changes in accounting policies and practices
- Significant and unusual events
- Compliance with applicable Financial Reporting Standards and other legal and regulatory requirements.

4. Related Party Transactions

Review any related party transactions and conflict of interest situations that may arise within the Bank or Maybank Group including transactions, procedures or courses of conducts that may raise questions of Management's integrity.

5. Annual Report

Report the AC's activities for the financial year.

6. Investigation

Instruct the conduct of investigation into any activity or matter within its terms of reference.

7. Other Matters

Act on other matters as the Committee considers appropriate or as authorised by the Board of Directors.

C. ACTIVITIES DURING THE YEAR

During the year under review, the AC in the discharge of its duties and functions carried out the following activities:

Attendance of meetings

A total of fourteen (14) meetings were held during the year ended 31 December 2014. The details of attendance of each of the member at the AC meetings held during the year are as follows:

Composition and name of committee member	No. of meetings attended during the period under review
1. Tan Sri Datuk Dr Hadenan A. Jalil (Chairman) - Appointed on 15/7/2009 - Independent Non-Executive Director	14/14
2. Mr Cheah Teik Seng (member) - Appointed on 26/8/2009 - Independent Non-Executive Director	14/14
3. Dato' Johan Ariffin (member) - Appointed on 26/8/2009 - Independent Non-Executive Director	14/14
4. Mr Erry Riyana Hardjapamekas (member) - Appointed on 25/6/2012 - Independent Non-Executive Director	12/14
5. Mr Cheng Kee Check (member) - Appointed on 1/12/2014 - Non Independent Non-Executive Director	-

The AC consists of four (4) Independent Non-Executive Directors and one (1) Non Independent Non-Executive Director. One of the members (Mr Cheah Teik Seng) is a Fellow of the Institute of Chartered Accountants in England and Wales. This meets the requirement of the Bursa Securities Listing Requirements which requires at least one qualified accountant as a member of the AC.

The Group Chief Financial Officer (GCFO) was invited to attend all AC meetings to facilitate deliberations as well as to provide clarification on the audit issues while the relevant Management of the audit subjects was invited to provide explanation to the AC on specific control lapses and issues arising from the relevant audit reports. Group Chief Audit Executive (GCAE) and the Department Heads of the respective Group Audit functions also attended the AC meeting to present the respective internal audit reports. The External Auditors were invited to discuss their management letters, Audit Planning Memorandum and other matters deemed relevant.

In addition to the scheduled meetings, the members of the AC also had two (2) sessions with the External Auditors without the presence of the Management.

The AC also meets to discuss and review the quarterly unaudited financial results and the annual audited financial statements of the Bank and the Maybank Group. The Group President & Chief Executive Officer (GPCEO) and the GCFO were invited to attend these meetings, together with the External Auditors.

Internal Audit

- Approved the adoption of COSO Internal Control - Integrated Framework to refine and further complement audit's assessment of the adequacy and effectiveness of controls by using a consistent and structured approach, aligned with an internationally recognised control framework.
- Approved the implementation of the Continuous Auditing (CA) tool to enhance audit processes and increase overall efficiency via automation of data extraction & running of audit parameters on a scheduled basis.
- Approved the annual audit plan for Financial Year 2014 to ensure the scope of coverage is adequate and that resources are sufficient to enable internal audit to discharge and carry out its functions effectively.
- Take cognisance of the monthly audit performance reports on the status and progress of internal audit assignments against the approved Audit Plan, the hiring, transfer and resignation of internal audit staff.
- Approved the Internal Audit Organisation Chart to ensure the independence of the audit function. The appointment of key positions in Internal Audit as recommended by the GCAE arising from the revised Organisation Chart were also deliberated and approved.
- Reviewed and approved the revised Audit Charter which incorporated material updates with regards to Shariah related requirements and consultative activities undertaken by internal audit.
- Deliberated the results of the GCAE FY 2013's Balanced Scorecard (BSC) and approved the achievement of the BSC. The BSC and KPIs of the GCAE for 2014 were considered and approved.
- Approved the related performance rewards of the Internal Audit staff including the GCAE for FY 2013 based on the approved matrix which was approved by the Board.
- Deliberated the performance and control gaps highlighted in the internal audit reports, audit recommendations and Management's responses to the control lapses and recommendations. Where necessary, directed the GCFO to escalate these control lapses and recommendations to the Group EXCO for deliberation.
- Reviewed and deliberated the Audit Finding Status Report on actions implemented by Management, to rectify the outstanding audit issues to ensure control lapses are addressed.

Audit Committee Report

11. Reviewed the audit reports issued by regulatory authorities, Management's responses to the Regulators' recommendations, remedial actions taken and the committed timeline to rectify the weaknesses detected.
12. Reviewed the minutes of meetings of the ACB of subsidiaries for an overview of the risk management and internal control systems of those subsidiary companies.
13. Instructed the conduct of investigation into activity or matter within its terms of reference.
14. Reviewed the AC Report and the Directors' Statement on Risk Management and Internal Control.
15. Reviewed the minutes of meetings of the Internal Audit Committee for an overview of the deliberation and remedial actions taken by Management on the control lapses raised by internal auditors.

Financial Reporting

16. Reviewed the quarterly unaudited financial results and the annual audited financial statements of the Bank and the Maybank Group to ensure that the financial reporting and disclosure requirements are in compliance with accounting standards, with special focus placed on changes in accounting policy, as well as significant and unusual events/transactions.

External Audit

17. Reviewed with the external auditors:-
 - The Audit Planning Memorandum and scope of work for the year.
 - The results of the audit, the relevant audit reports and Management Letters together with Management's responses/comments to the findings.
18. Evaluated the performance of the external auditors and made recommendations to the Board on their reappointment.
19. Approved the appointment of external statutory auditors for the provision of non-audit services. When considering the approvals for these services, the ACB took into consideration the process and requirements (including fees threshold) established under the policy for such appointments.

Employee Share Scheme (ESS)

20. Reviewed the allocation of ESS to ensure that it is consistent with the approved matrix.

Related Party Transaction (RPT)

21. Reviewed reports of related party transactions and deliberated on the nature of the transactions and that proper disclosures were made in line with the listing requirement.

Directors' Training

22. For the year under review, the relevant Committees have attended various trainings and the details of the training attended are reported under the Statement on Corporate Governance in pages 166 to 188.

D. INTERNAL AUDIT FUNCTION

The Internal Audit function of Maybank Group is organised in-house to assist the Board of Directors to oversee that Management has in place a sound risk management, internal control and governance system. The Internal Audit function is guided by its Audit Charter with the GCAE reports functionally to the ACB of the Bank and administratively to the GPCEO, and is independent of the activities or operations of other operating units. The total costs incurred for maintaining the Internal Audit function for financial year ended 31 December 2014 is approximately RM65 million, comprising mainly salaries, travelling, accommodation expenses and subsistence allowances for audit assignments.

Location	RM (million)
Malaysia	35
Regional	30
Total Group	65

The principal responsibility of Internal Audit is to undertake periodic testing of the effectiveness and efficiency of the risk management frameworks and the internal control systems in order to provide reasonable assurance that such frameworks and systems continue to operate efficiently and effectively. The internal audit activities are carried out based on a risk-based audit plan which includes both assurance and consulting activities approved by the AC. The scope of coverage encompasses all units and operations of the Bank and Maybank Group. In order to perform its functions effectively, the auditors are continuously sent for training to equip themselves with requisite product knowledge and skills especially in the areas of Shariah, Treasury, Credit, Investment Banking, Information Technology and Insurance & Takaful.

The Internal Audit function for Maybank operations and its subsidiary companies in Malaysia and Papua New Guinea is organised on a Group basis within Maybank. The Internal Audit functions for the respective subsidiary companies in the Philippines, Indonesia, Singapore, Thailand, Vietnam and Cambodia are organised and supported by the respective resident IA teams with direct accountability to the respective Board Audit Committees/Supervisory Board of these subsidiary companies. Technical support and training in specialised audit areas such as credit, treasury, information technology, asset management and investment banking are provided by Group Audit, where required, to ensure consistency in the application of auditing standards and processes.

The audit reports which provide the results of the audit conducted in terms of the risk management of the unit, operating effectiveness of internal controls, compliance with internal and regulatory requirements and overall management of the unit are submitted to the respective ACs for their review and deliberation. Key control issues, significant risks and recommendations are highlighted, along with Management's responses and action plans for improvement and/or rectification, where applicable. This enables the ACs to execute its oversight function by reviewing and deliberating the audit issues, audit recommendations as well as Management's responses to these recommendations. Where appropriate and applicable, the ACs directed management to take cognisance of the issues raised and establish necessary steps to strengthen the system of internal control based on Internal Audit's recommendations.

Audit Committee Report

All auditing activities are conducted in line with the Bank's objectives and policies; in accordance with applicable laws and regulations; in compliance with the relevant policies and guidelines issued by Bank Negara Malaysia and Securities Commission and as guided by the Code of Ethics and International Standards for the Professional Practice of Internal Auditing (Standards) promulgated by The Institute of Internal Auditors (IIA).

To maintain the quality of Internal Audit function, the GCAE had developed and maintained a quality assurance and improvement programme (QAIP). The QAIP covers all aspects of internal audit activities and the programme assesses the efficiency and effectiveness of the function and identifies opportunities for improvement through internal and external assessments. Internal assessment is performed half yearly by an independent Quality Assurance team within Internal Audit under the supervision of the GCAE while the external quality assessment is conducted by a qualified independent assessor once every five years. Opportunities for improvement identified from both the internal and external assessment are tabled and discussed at the Heads meeting for development of action plans to these improvement needs. The results of both the internal and external assessment are also tabled to the ACs for deliberation and information.

The following are the activities undertaken by Internal Audit for Financial Year (FY) 2014:-

1. Adopted the COSO Framework in Malaysia for selected audit engagements to evaluate internal control. The Framework ensures a more holistic and structured approach to assess formal (hard) and informal (soft) controls as well as provides greater communication with Management to enhance their understanding of control concepts, thus, improving operational efficiency.
2. Implemented the Continuous Auditing (CA) tool to enhance audit processes and increase overall efficiency. CA is a method used to perform control and risk assessments automatically on a continuous basis based on the data extracted and this provides timely notification of problems/potential problems to the process/business owners to check for irregularities and implement remedial actions to rectify the exceptions. The use of CA tool also improves efficiency as audit site visits can be minimised and the duration shortened. During the FY, three pilot CA projects namely Cards Operations, AML/CFT Customer Due Diligence and Shariah non-compliance were implemented. Exceptions generated were escalated to the respective process/business owners for review and remediation. Actions were implemented to rectify these exceptions.
3. Conducted regional reviews (including overseas subsidiaries and branches) on critical areas such as Internal Capital Adequacy Assessment Process (ICAAP), Business Line Mapping (BLM) for Operational Risk Capital Charge, Internet Banking, Cash Management, Trade Finance, Budget Utilisation, Global Automated Teller Machine (ATM), etc. to provide an overall assessment of the controls from a Group view. The joint reviews enable awareness among the regional IA's team of the Group's policies and practices, expedite the transfer of knowledge from Group IA to the regional IA functions, as well as building a sustainable supply of capable resources to the business and support functions of the Group.
4. Prepared an annual audit plan using a risk-based approach, taking into consideration the Group's business expansion plan as well as inputs from Senior Management and the ACB. The Audit Plan was tabled and approved by the ACB for adoption for the financial year.
5. Conducted periodic testing of units and operations identified in the annual audit plan and provided independent assessment and objective assurance over the adequacy and effectiveness of risk management, internal control and governance of the units audited. An Audit Report which provides the results of the audit conducted together with detailed audit observations, management responses to the audit observations and Internal Audit's recommendations to improve and enhance the existing system of internal controls and work procedures/processes, where necessary, was issued to the auditee, senior management and the ACB.
6. Provided independent and objective reviews of the adequacy and relevance of internal controls enforced to mitigate the risk exposures in the introduction of new products and implementation of new IT systems.
7. Besides the risk assurance activities, IA also conducts audits on computer hardware, operating and application systems as well as the information communication technology (ICT) network of Maybank Group.
8. Participated in the Business Continuity Management exercises such as Enterprise Crisis Simulation exercise, Rentas Disaster Recovery live exercise, Treasury Live Split Operations and Disaster Recovery Simulation exercise to gauge and assess the readiness of the businesses/systems to resume/recover (in the event of disaster) within the agreed timelines.
9. Reviewed the level of compliance with established policies and procedures and statutory requirements to ensure the business units complied with the requirements and any non-compliances were highlighted to Management for remediation.
10. Conducted peer reviews of IA functions at the overseas subsidiaries to assess their conformance with IIA's Standards and to identify opportunities and provide recommendations for improvement, where necessary.
11. Conducted investigations into activities or matters as instructed by the ACs and Senior Management. The outcomes from the investigations were tabled to the IAC and ACB respectively.
12. Witnessed the tender opening process for procurement of services or assets. The witnessing process is to ensure the activities in the tendering process are conducted in a fair, transparent and consistent manner.
13. Conducted ad-hoc assignments and special reviews as instructed by the ACs.
14. Preparation of AC Report and Statement on Risk Management and Internal Control for the Company's Annual Report for Financial Year Ended 31 December 2014.

Risk Management & Compliance

DR JOHN LEE

Group Chief Risk Officer



Our risk management capabilities have progressed encouragingly towards best in class, and will continue to be strengthened and enhanced to create value and be a competitive advantage to support the Group's aspirations.

2015

Our Priorities

- Supporting the Group's strategic growth through enhanced risk-returns dynamics.
- Continuing to focus on productivity and innovation towards optimising capital and liquidity practices, and incorporating non-traditional risks into our risk management processes.
- Continuing to strengthen and build our risk infrastructure to be best in class.
- Strengthening our risk and compliance culture across the Group.
- Continuing to develop our risk talent across Group Risk.

2014

Key Achievements

We continued to enhance our risk management capabilities to create value to the Group within these three key strategic themes:

- Strengthening our risk management functions: Continued improvements in our risk management practices, credit underwriting quality and risk culture.
- Enhancing risk-return dynamics: Institutionalised risk adjusted performance measures to optimise risk-returns and capital management.
- Developing risk talent: Continued to invest in risk talent development through enhancements to our Risk Talent Management Framework.

Risk Management & Compliance

“2014 has seen us continuing to create value to the Group and evolve towards becoming a business partner to support the Group’s aspirations. However, risk management is an evolving process and we will continue to be dynamic in improving our capabilities in line with impending trends, which includes managing better non-financial risks such as cyber and conduct risks.”

RISK OVERVIEW FOR 2014

Against the backdrop of an uncertain global economy, further regulatory reforms and the Group’s regional aspirations, there was an increased need for Group Risk to integrate more seamlessly with the business and work more effectively to create greater synergies and value for the Group in 2014. 2014 also saw the Group facing a number of headwinds, such as:

Macroeconomic environment

Despite the US economy showing a recovery, the global macroeconomic conditions remained uncertain where weaknesses were still evident in Europe and China. The global economy also saw the impact of monetary policies normalisation created by the tapering of the quantitative easing in the US. The fragility of the global macroeconomic condition was further tested towards the year end with falling oil prices, resulting in market volatility especially in the ASEAN economies.

Low interest rates

The Quantitative Easing that started from the Global Financial Crisis 2008 had created an artificial interest rate regime. The impact of an extended period of low interest rates has introduced distortions in the liquidity markets and funding costs. With such low interest rates, investors have sought higher yielding investments, resulting in liquidity flowing away from traditional banking markets into other markets such as property. Furthermore, the low interest rate regime saw unnecessary build up of debt both in the public and private sectors such as the household sector.

Rising rate of cyber risk

The frequency and sophistication of cyber-attacks have been escalating. With the continued rise in the use of mobile devices to conduct banking activities, this risk is expected to increase, with criminals often being more technically savvy than financial services users. The growing sophistication of perpetrators and the ease and speed with which information can be transmitted electronically has made it difficult to foresee all the avenues that can be exploited, despite devoting considerable resources to fighting cybercrime.

Talent shortage

New regulations, heightened regulatory oversight and the increasing importance of risk management and compliance are driving a surge in demand for risk and compliance talent. The challenge for the banking industry remains getting talent with the right skills to be able to manage the increasingly complex risks.

GROUP RISK 2014 STRATEGIC PRIORITIES

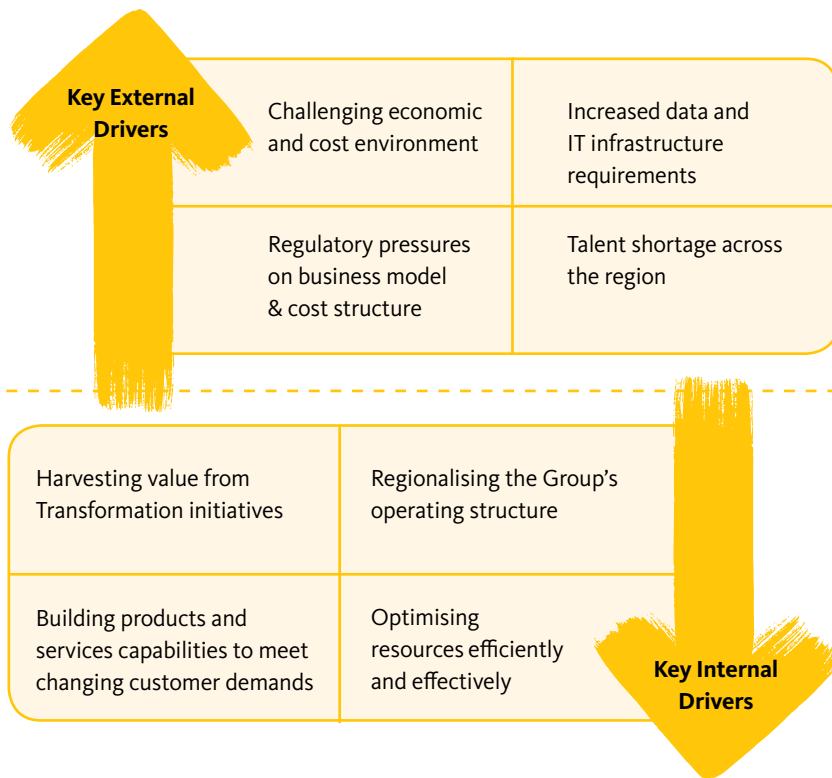
Group Risk 2014 Strategic Priorities continue to build on the Risk Transformation Journey that started in 2011. The Risk Transformation Journey has progressed encouragingly and has achieved the objectives set out so far. The notable risk management achievements to date are given below.



Risk Management & Compliance

For 2014 in particular, when setting the Strategic Priorities for 2014, Group Risk considered both external and internal challenges, as highlighted below.

Key External and Internal Drivers in 2014



Against this backdrop, the 2014 Strategic Priorities focused on three key themes shown below, to support the Group's business growth through better risk management practices:

Group Risk 2014 Strategic Priorities Themes

Collaboration and innovation	<ul style="list-style-type: none"> Strengthen risk management's role as a business partner across the Group. Enhance relationship management with stakeholders across the Group.
Risk Regionalisation	<ul style="list-style-type: none"> Regionalise risk resources, systems, frameworks and processes. Ensure seamless provision of risk management across the Group.
Optimisation and efficiency	<ul style="list-style-type: none"> Optimise resources effectively and efficiently across the Group. Improve synergies with the business by utilising risk management as a competitive advantage to optimise returns. Ensure constant improvement of risk processes for better efficiency.

RISK MANAGEMENT APPROACH

Risk is an inherent component in all aspects of the Group's businesses. The management of risk has evolved into an important business driver for strategic decisions in support of the Group's business objectives, balancing the appropriate level of risk taken proportionate to the desired level of reward, while maintaining the sound financial position and capital of the Group.

The Group's approach to the management of risk involves the establishment of risk principles and strategies as the core foundation in driving strong risk management culture and practices across the Group. The Group manages its risk actively, with six key elements underpinning its risk management governance and framework:

PRINCIPLES OF RISK MANAGEMENT

Core discipline of the Group which serves as the foundation for the Group's risk management practices and processes

Maybank's approach to risk management is premised on seven broad risk principles:

- Establishment of a risk appetite and strategy which articulates the nature, type and level of risk the Group is willing to assume and must be approved by the Group's Board of Directors ("the Board").
- Capital management driven by the Group's strategic objectives and accounts for the relevant regulatory, economic and commercial environments in which the Group operates.
- Proper governance and oversight through a clear, effective and robust Group governance structure with well-defined, transparent and consistent lines of responsibility established within the Group.
- Promotion of a strong risk culture which supports and provides appropriate standards and incentives for professional and responsible behaviour.
- Implementation of integrated risk frameworks and policies to ensure that risk management practices and processes are effective at all levels.
- Execution of sound risk management processes to actively identify, measure, control, monitor and report risks inherent in all products, activities, processes, systems and exposures of the Group.
- Ensure sufficient resources and systems infrastructure are in place to enable effective risk management.

GROUP-WIDE RISK APPETITE & STRATEGY

Group-wide risk appetite framework to define the boundaries and drivers of doing business

The Group's risk appetite is a critical component of Maybank's robust risk management framework and is driven by both top-down Board leadership and bottom-up involvement of management at all levels. Maybank Group's risk appetite enables the Board and Senior Management to communicate, understand and assess the types and levels of risk that the Group is willing to accept in pursuit of its business objectives.

Maybank Group's development of its risk appetite has been integrated into the annual strategy and business planning process for the Group and is adaptable to changing business and market conditions. The Group's risk appetite balances the needs of all stakeholders by acting both as a governor of risk, and as a driver of future and current business activities.

The articulation of the risk appetite is done through a set of risk appetite statements which includes a comprehensive view of all material risks to the Group.

Risk Management & Compliance

GOVERNANCE & RISK OVERSIGHT

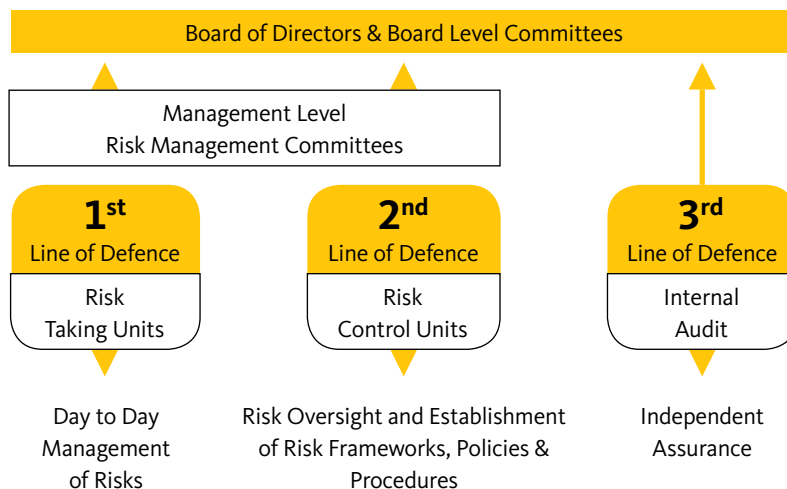
Integrated risk management approach towards effective management of Group-wide risks

In accordance with the Group's structure and regional aspirations, Group Risk has continuously enhanced its integrated risk management approach towards the effective management of enterprise-wide risks. The Group's risk governance model provides a transparent and effective governance structure which promotes active involvement from the Board and Senior Management in the risk management process to ensure a uniform view of risk across the Group.

Governance model

The governance model aims to place accountability and ownership whilst facilitating an appropriate level of independence and segregation of duties. The structure is premised on the three lines of defence and defines the lines of authority, roles and responsibilities to efficiently manage risk across the Group.

Maybank Group's Three Lines of Defence



1st line of Defence: Risk Taking Units

- Consists of both business and support units who are ultimately responsible to manage day-to-day risks inherent in the Group's business and activities.
- Ensures effective risk oversight, alignment to the implementation of risk frameworks, policies and procedures and clarity in risk management functions and practices.

2nd line of Defence: Risk Control Units

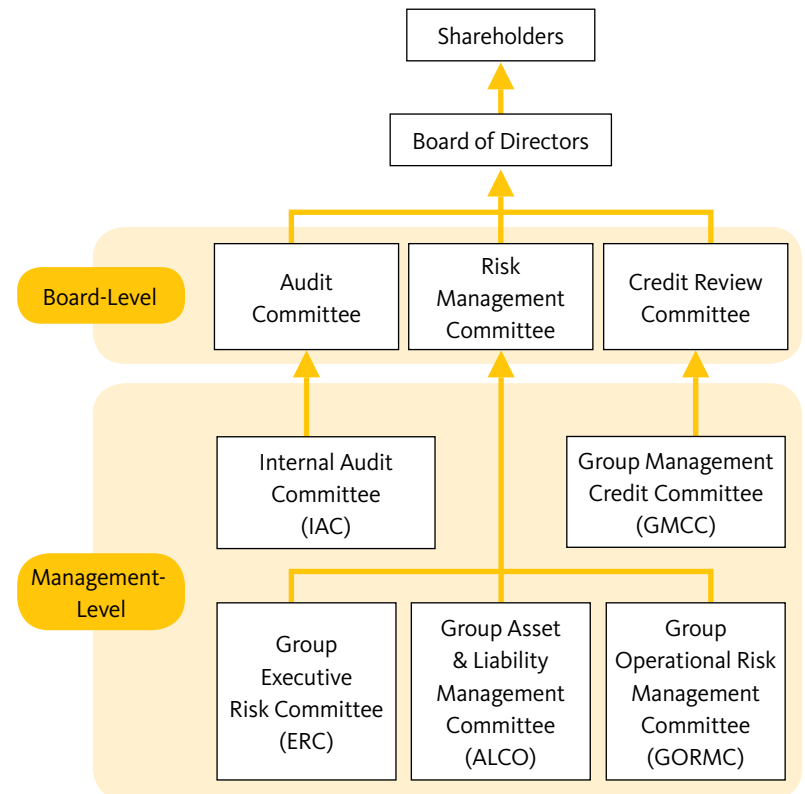
- Includes risk management and compliance functions to provide effective oversight and guidance over the effective operation of the risk management framework.
- These units have similar responsibilities to the 1st line of defence for the processes and activities they own. In addition, these units are responsible in ensuring implementation and execution of risk management frameworks, policies and tools.

3rd line of Defence: Internal Audit

- Internal audit forms the 3rd line of defence and provides independent assessments and validation that risk management frameworks and practices are sufficiently robust in support of the Group and consistent with regulatory standards.

Maybank Group's Risk Governance Structure

The Group's risk governance structure is given below.



Maybank Group Board of Directors

Board of Directors:

The Group's ultimate governing body with overall risk oversight responsibility including defining the appropriate governance structure and delegation of authority.

Maybank Group Board-Level Risk Committees

Risk Management Committee ("RMC"):

The Group's dedicated Board Committee responsible for the risk oversight function including but not limited to approving the Group's risk management strategies, frameworks and policies for the material risks faced by the Group.

Credit Review Committee ("CRC"):

CRC is tasked by the Board to review/ concur/ veto fresh or additional loans subject to pre-determined authority limits.

Maybank Group Management-Level Risk Committees

Group Asset & Liability Management Committee ("ALCO"):

ALCO is responsible for the management of market and liquidity risk through the formulation of broad strategies for the balance sheet profile and funding structure of the Group.

Group Executive Risk Committee ("ERC"):

ERC is responsible for implementing the Group's risk management strategies, frameworks and policies.

Group Management Credit Committee ("GMCC"):

GMCC is responsible for the approval of loans/ proposals as per the thresholds set based on the authority limits.

Group Operational Risk Management Committee ("GORMC"):

GORMC acts as the champion and driver of operational risk management across the Group.

Risk Management & Compliance

• Risk Oversight

As part of the Group's risk oversight, it has put in place forward looking key risk indicators and early warning signals as part of its risk management practices. These indicators and signals are monitored regularly to ensure that sufficient and timely actions can be put in place to mitigate any potential risk for the Group.

Quantitative and qualitative metrics are assigned to these indicators and signals, and are based on the key material risks for the Group, namely, risk-returns, capital, liquidity and funding, risk categories, concentration and compliance. These indicators have been standardised across the Group, but with the appropriate customisation based on each country/business unit's strategic priorities and business model. The Group's state of compliance on these indicators is reported to the ERC, RMC and Board on a regular basis, thus ensuring that the management and Board of the Group are aware and continue to maintain oversight of the risks undertaken by the Group.

RISK & COMPLIANCE CULTURE

Fundamental tenet of the Group's risk management practices and effective risk governance

A vital component in strengthening the Group's risk governance structure is its risk and compliance culture. It forms a fundamental tenet of risk management and serves as the foundation upon which a strong enterprise wide risk management structure is built.

The risk and compliance culture of the Group is driven from the top and complimented with the tone from the middle, that are ingrained in all levels of business and activities. As an essential building block for effective risk governance, it is continuously promoted to ensure that the right risk and compliance culture is embraced and exhibited in the behaviour of each individual within the organisation.

As part of the risk and compliance culture, the Group has also instilled a compliance culture where the Board, Senior Management and every employee of the Group is committed to adhere to the requirement of relevant laws, rules, regulations and regulatory guidelines. The Group's commitment is clearly demonstrated through the establishment of strong compliance policies and guidelines to ensure that the Group's non-compliance risks are effectively managed. Such measures help lower the cost of doing business arising from regulatory penalties, as well as protects the Group's integrity and reputation.

In addition, the Group's compliance teams are continuously involved in specific compliance training and certification to remain current and robust. Learning initiatives and awareness programmes are also conducted throughout the year to mitigate any compliance gaps and continuous instilling of a compliance culture across the Group.

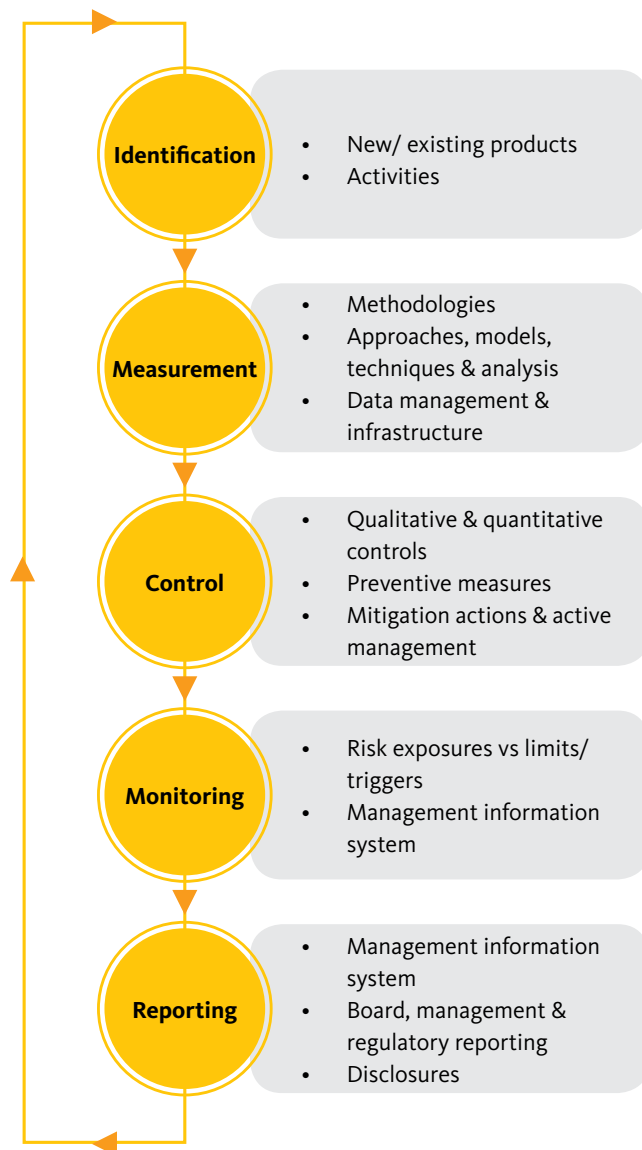
RISK MANAGEMENT & COMPLIANCE PRACTICES

Integrated risk management and compliance approach and a key component of the risk management principles

Risk Management

Maybank Group's risk management practices enable the Group to systematically identify, measure, control, monitor and report risk exposures across the Group.

The five main stages of Maybank's risk management process are given below.



Risk Management & Compliance

- **Identification**

Risk identification is the initial step in the risk management process as the Group firstly identifies, understands and assesses the risks inherent in all products, activities, business initiatives, markets and environment. The identification of risk in the Group involves a structured process of determining events or scenarios that may adversely impact the Group. The Group's objective is to enable early detection of risks and to ensure adequate risk management controls and procedures are in place to ensure appropriate management of these risks in an informed and strategic manner.

- **Measurement**

The Group has developed comprehensive quantitative and qualitative risk measurement techniques across different dimensions of risk factors. Its risk measurements represent the aggregate exposure of the Group, individual businesses and country exposure, the risk categories as well as the short run and long run impact of the exposures.

Stress testing is also used to identify and quantify possible events or future changes in the financial and economic condition that could have unfavourable

effects on the Group. The Group's stress testing is conducted on a periodic basis or as and when required to better understand the risk profile, evaluate impact on business and mitigate the risk accordingly.

- **Controls and Mitigation**

The Group has emplaced the proper controls to govern risk exposures and ensure alignment with the established risk appetite of the Group. Both qualitative and quantitative controls including risk triggers and limits have also been established to oversee and manage the risk exposures identified. The Group has also implemented risk mitigation techniques aimed to minimise existing or to prevent new or emerging risks from occurring.

- **Monitoring and Reporting**

As part of the Group's oversight on risk management, accurate, clear, informative and timely management information is fundamental for the monitoring and reporting of risk exposures and exceptions to senior management and the relevant committees on a regular basis. The monitoring and reporting process is essential as it enables the Group to capture existing exposures and facilitates early identification emerging risks, prompt decision making and communication of mitigating strategies.

With the above risk management process in place, the principal risks and how the Group manages these risks are given below (*further details on the key risks can be found in the Pillar 3 disclosure*):

Categories of Risk	Broad Definition	Maybank's Risk Management Practices
Credit	Losses in principal or income arising from the failure of an obligor or counterparty to perform their contractual obligations in accordance with agreed terms.	<ul style="list-style-type: none"> • The Group has a strong credit culture which incorporates a clear credit policy, robust credit evaluation and approval as well as sound credit portfolio management. • Credit risk in the portfolio is continuously evaluated and reviewed by the business sectors together with the risk units. Senior management and the Board have good oversight of the credit risks and play an active role in the overall credit risk management.
Concentration	Concentration exposures that have the potential to produce losses that are substantial enough to threaten the financial condition of the Group and its core operations.	<ul style="list-style-type: none"> • The Group adopts a proactive, robust and controlled policy-driven approach in portfolio diversification. • The Group's guiding principle in its lending activity is to diversify its loan portfolio mix and avoid any undue concentration of credit risks in its portfolio. Independent assessment on the Group's portfolio profile is undertaken to mitigate concentration risk.
Operational	Losses due to failed internal processes, people or systems or from external events.	<ul style="list-style-type: none"> • The Group has an Operational Risk Management Framework that is aimed at managing operational risk throughout the Group. It is periodically reviewed and aligned against the Group's business strategy and directions ensuring the business objectives and operational risk management objectives are aligned and consistent. • Various tools and techniques are also used to minimise operational risk to an acceptable level. • In addition, the Group also has in place a robust crisis management and business continuity management programme to ensure continuity of essential business services during unforeseen events.
Market	Losses or adverse impacts on earnings or capital from changes in the level of volatility of market rates or prices such as interest rates, foreign exchange rates, commodity prices and equity prices.	<ul style="list-style-type: none"> • The Group measures, manages and controls its market risk exposure using industry best practices. • Where appropriate, the Group also offsets the effect of its market risk exposures through the use of various hedging instruments.
Liquidity and Funding	Risk that the Group will not be able to meet both expected and unexpected current and future cash flow and collateral needs effectively without affecting either daily operations or the financial condition of the Group.	<ul style="list-style-type: none"> • The Group uses a range of tools to monitor and control liquidity risk exposure such as liquidity gaps, early warning signals, liquidity indicators and stress testing. • The liquidity positions of the Group are monitored regularly against the established policies, procedures and limits.
Interest Rate	Risk arising from the change in market interest rates that adversely impact the Group's financial condition in terms of earnings or economic value.	<ul style="list-style-type: none"> • The Group measures, manages and controls its interest rate risk using industry best practices. • This risk comes under the oversight of Group ALCO.

Risk Management & Compliance

Categories of Risk	Broad Definition	Maybank's Risk Management Practices
Reputational	Risk that the Group's reputation is damaged by one or more reputation event, as reflected from negative publicity about the Group's business practices, conduct or financial condition.	<ul style="list-style-type: none"> The Group's reputation is preserved through managing all the risks that affect the Group's reputation through good corporate governance, effective risk management processes and a structured management of reputational events when they occur.
IT and Cyber	Risk which impacts information and services related to the Group's use of technology. This includes risks that customers or the Group may suffer from service disruptions, losses arising from system defects, illegal use of computer systems and breach of data via computer systems perpetrated either by internal or external parties, including any damage to the reputation of the Group.	<ul style="list-style-type: none"> The Group continuously reviews and evolves its technology practices to ensure that the best-in-class methods and standards are put into place. The Group also ensures and creates awareness among its customers of this risk.
Regulatory	Change in regulations which could threaten the Group's competitive position and capacity to conduct business effectively.	<ul style="list-style-type: none"> The Group keeps a close watch on all key regulatory developments across the world in order to anticipate changes and potential impact on performance with the focus of continuously improving the risk governance structure and framework.
Business and Strategic Risk	Risk of current or prospective impact on the Group's earnings, capital, reputation or standing arising from changes in the environment the Group operates in and from adverse strategic decisions, improper implementation of decisions or lack of responsiveness to industry, economic or technological changes.	<ul style="list-style-type: none"> The Group has a well-established risk governance structure and team that reviews the overall strategic risk facing the Group. The Group adopts appropriate strategies to balance risk and return taking into account changing conditions through the economic cycle and monitoring of economic trends in the market closely and to continuously review the suitability of its risk policies and controls.

Compliance

• Data Protection and Privacy

The Group is committed to comply with the Personal Data Protection Act 2010, to safeguard the interest of customers' privacy. The rationale and spirit of the Act have been embedded into the Group's internal processes, procedures and system to reflect the Group's commitment to uphold the interest of our customers.

• AML/CFT

The Group is committed to establish effective internal controls for AML/CFT and has established a Group Policy, Procedural Guidelines and Standard Practices on AML/CFT. These policies and guidelines are intended to provide all employees with a standard approach in managing AML/CFT risk.

As part of the Group's commitment to combat money laundering and financing of terrorism activities, the Group has embedded Compliance Officers at all local, overseas and subsidiary units to monitor and report any suspicious transactions, ensure sufficient record retention, provide continuous employee training, report to senior management and conduct independent reviews of the internal AML/CFT measures.

• Anti-Corruption Practices / Code of Ethics

The Group also upholds integrity as one of its core values and is committed to acting professionally, fairly and with integrity in all its business dealings and relationships. The Group has established a Group Code of Ethics & Conduct Policy and Corporate Gifts & Entertainment Policy to ensure a high standard of ethical and professional conduct by all employees.

The Group has also established the Integrity Hotline as a channel to enable the staff to report any incidences of abuse or circumvention of the processes and controls established. All staff is accorded the opportunity to report via the Integrity Hotline with the assurance that it will be dealt with confidentially and that the reporter's identity is protected.

RESOURCES & SYSTEMS INFRASTRUCTURE

Integrated risk management systems and Group-wide risk talent management programme to support evolving risk management practices

Appropriate resources and systems infrastructure are key enablers to effective risk management practices and processes.

• Talent

As part of the Group's continued efforts to up-skill its risk personnel, it has enhanced and improved on its Risk Talent Management Framework to ensure that the core risk competencies are updated and aligned with the changing risk landscape. The Risk Talent Management Framework provides the risk personnel across the Group a clear understanding of the required competencies, learning roadmap and career pathway.

As part of Group Risk's knowledge management development, an annual Risk Masterclass is held. For 2014, the Group saw the biggest participation from its risk personnel across the region for this annual event. The Group also invited thought leaders from the industry as its keynote speakers to share their insights on the future of risk management.

• Systems Infrastructure

There is an evolving need to derive a holistic and timely view of our risks across the Group. With this in mind, the Group has embarked on developing a business-driven risk IT architecture to enhance its risk management oversight across the Group.

Risk Management & Compliance

The Risk IT Architecture (RITA) programme is in progress, beginning with an implementation of the foundational initiative for risk data aggregation, Enterprise Risk Data Mart (ERDM) that would be initiated to meet the following key objectives:

- Providing a single data repository for risk data;
- Meeting complete and timely regulatory reporting requirements; and
- Supporting the Group's strategic priorities that focus on ramping up on regionalisation, continuous improvement in productivity and high performance culture.

The RITA programme will also seek to ensure Maybank is in full compliance with international practices, specifically to address the Basel Committee's Banking Supervision Principles for Effective Risk Data Aggregation & Risk Reporting (BCBS 239). In addressing BCBS 239, the RITA programme will help in optimising and integrating risk into the business to drive value creation for the Group.

RISK MANAGEMENT STRATEGIES FOR 2015

Risk Outlook for 2015

Identifying and monitoring top and emerging risks are integral to the Group's approach to risk management. The identification and prioritisation of key risks facing the Group will be important in order to enable the Group to proactively plan for a holistic management of these risks, amongst others, across the Group. Some of the key concerns for the Group going into 2015 are:

- **Challenging Business Environment**

The prospects for economic growth in 2015 remain cautious with continued economic difficulties in Europe, slower growth in emerging markets and a slowing China. The impact of lower energy and commodity prices are also expected to lead to further uncertainty in economic growth. In addition, the lack of trust in financial institutions can still be felt after the 2008 financial crisis, with consumer confidence still relatively low.

- **Regulatory Changes and Requirements**

One of the key risks going into 2015 is the evolving landscape of regulatory requirements and the burden of new regulations. Governments and regulators in numerous jurisdictions are expected to continue to develop regulations which may impose new requirements, including but not limited to the areas of capital and liquidity, corporate structures, conduct of business, corporate governance and operational risk. In addition, with the onset of greater liberalisation and the formation of the ASEAN Economic Community in 2015, regulatory harmonisation will be crucial among the member states. The cost of compliance will be high for banks operating in these markets where they need to comply with different regulations. With Maybank's regional footprint, the Group will have to be more vigilant in ensuring compliance to the regulatory requirements in the various countries it operates in.

- **Technology Risks**

With the increased dependency of businesses on technology, concerns about emerging threats and the costs of system failures and compromises have been gaining new urgency through headline-making incidences such as security breaches, hacking and malware attacks. The complexity of cyber threats has grown dramatically with companies facing increasingly sophisticated events that far outpace traditional defences. As the cyber-threat landscape rapidly evolves, the associated risks are a key concern and should be addressed as an enterprise-wide issue.

- **Conduct Risks**

Conduct risk is one of the hottest topics in financial services. The phrase "conduct risk" comprises a wide variety of activities and types of behaviour which fall outside the other main categories of risk, such as market, credit, liquidity and operational risk. In essence it refers to risks attached to the way in which a firm, and its staff, conduct themselves. It is generally agreed to incorporate matters such as how customers are treated, remuneration of staff, preventing market abuse, building robust audit procedures around new product development processes and how firms deal with conflicts of interest.

With the above list of top and emerging risks identified, which could potentially impact the Group, the Group will be more vigilant in taking steps to ensure that it has the necessary mitigating actions in place. Maybank's risk management is also an evolving process where the Group will continuously improve its capabilities in line with the impending trends of the financial marketplace. As a financial services group, it has been getting better in managing financial risks but will now also focus on improving and enhancing its non-financial risk management capabilities.

Risk Strategies for 2015

With the identification of the Group's top and emerging risks as well as alignment to the Group's strategic priorities, Group Risk will focus on supporting the Group to "Deliver the Vision". Group Risk strategies will focus on the areas shown below.



Group Shariah Committee Report

INTRODUCTION

The Shariah Committee performs an oversight role on Shariah matters related to the Shariah-compliant operations and activities of the Group.

SHARIAH COMMITTEE MEMBERS

The Shariah Committee comprises seven members. Please refer to page 64 to 65 for the profiles of the Shariah Committee members.

APPOINTMENT OF NEW CHAIRMAN

During FY 2014, the Shariah Committee saw one new appointment, namely Assoc. Prof. Dr Aznan bin Hasan who was appointed as member with effect from May 2014 and was subsequently appointed as the new Chairman to succeed Tan Sri Dato' Seri (Dr) Haji Harussani Haji Zakaria who had retired in April 2014.

DUTIES, RESPONSIBILITIES & ACCOUNTABILITIES

1. Responsibility and accountability

The Shariah Committee is expected to understand that in the course of discharging the duties and responsibilities as a Shariah Committee member, they are responsible and accountable for all Shariah decisions, opinions and views provided by them.

2. Advise the Board and the relevant countries or businesses

The Shariah Committee is expected to advise and provide input on Shariah matters in order for the relevant countries or businesses to comply with Shariah principles at all times.

3. Endorse Shariah policies and procedures

The Shariah Committee is expected to endorse Shariah policies and procedures and to ensure that the contents do not contain any elements which are not in line with Shariah.

4. Endorse and validate relevant documentations

To ensure that the products comply with Shariah principles, the Shariah Committee must approve:

- i) the terms and conditions contained in the forms, contracts, agreements or other legal documentations used in executing the transactions; and
- ii) the product manual, marketing advertisements, sales illustrations and brochures used to describe the product.

5. Assess work carried out by Shariah Review and Shariah Audit

To assess the work carried out by Shariah Review and Shariah Audit in order to ensure compliance with Shariah matters which forms part of their duties in providing their assessment of Shariah compliance and assurance information in the annual report.

6. Assist related parties on Shariah matters

The related parties of the Group such as its legal counsel, auditor or consultant may seek advice on Shariah matters from the Shariah Committee and the Shariah Committee is expected to provide the necessary assistance to the requesting party.

7. Advise on matters to be referred to relevant Shariah authorities

The Shariah Committee may advise the Group to consult the SAC or other relevant Shariah authorities on Shariah matters that could not be resolved.

8. Compliance

The Shariah Committee shall at all times comply with the internal policies and procedures adopted to implement the Group Shariah Governance Framework and requirements and standards specified by relevant host regulators in relation to Shariah matters, governance and compliance.

Shariah Committee Report

MEETINGS AND MUZAKARAH

The Shariah Committee had convened 12 times and all members have satisfied the minimum attendance requirement under Appendix 5: Operation Procedures for the Shariah Committee of BNM's Shariah Governance Framework which provides that a Shariah Committee member is required to attend at least 75% of the Shariah Committee meetings held in each financial year.

In addition to the required Shariah Committee meetings, there have also been convened 11 Shariah Working Committee meetings in which urgent submission papers were deliberated and attended to by the relevant Shariah Committee members.

In a move to foster greater cross border relationship and deeper understanding of regional Shariah issues within the Group, the Shariah Committee had held a joint muzakarah (discourse) in June 2014 with their counterpart from the Dewan Pengawas Syariah of PT Bank Internasional Indonesia Tbk.

SHARIAH COMMITTEE ASSESSMENT

In compliance with BNM's Shariah Governance Framework, the Shariah Committee undergoes a process to assess the effectiveness of the individual members and the Committee as a whole on yearly basis. The Shariah Committee annual assessment exercise is primarily based on answers to a detailed questionnaire prepared internally which is closely aligned to the assessment method applied to the boards of Maybank and its entities. The questionnaire is distributed to the respective Committee members and encompasses considerations on the effectiveness of the Committee in discharging its duties and responsibilities as well as the individual member's level of skills and competency in the areas of expertise expected of a Shariah Committee member e.g.: Shariah (usul fiqh or fiqh muamalat) and Islamic banking and finance. In addition, the Shariah Committee's composition and size as well as the individual member's level of contribution to the discussions during meetings are also assessed. The results of the Shariah Committee's assessment are tabled to the Nomination & Remuneration Committee (NRC) for review and recommendation on the appropriate measures to improve the former's effectiveness.

Corporate Responsibility

Sustainability at Maybank means conducting business in a way that enhances performance responsibly - today and over the long-term. We continue to serve ASEAN communities while strengthening and expanding our operations regionally. Our sustainability journey is a reflection of Maybank's position as a regional leader in the provision of financial services and one that supports business growth through impact-based approaches.

Approximately
1%
of **PATAMI**
spent on corporate
responsibility

A Top **20**
ranking in the
FTSE4Good
Bursa Malaysia Index

129,921
volunteer
hours

RM245
million
disbursed through
the Green Technology
Financing Scheme

Corporate Responsibility



We are working hard to ensure that our sustainability efforts are aligned with our corporate strategy in order to achieve holistic growth for all our stakeholders. Our sustainability ambition is in line with our mission to humanise financial services which is derived from our business model and how we operate. How we make decisions, how we engage stakeholders and how we report our progress are all main aspects of sustainability governance at Maybank.

We are committed to improving the lives of the societies in which we operate. Around Asia, we try to implement projects that have a positive effect on social capital. In the reporting period, in addition to financial support, close to 25,000 of our employees contributed more than 125,000 volunteer hours and provided their expertise and knowledge, to strengthen various community programmes.

We made good strides in scaling up our Sustainability efforts in 2014. Moving forward, we will be guided by the 20/20 Sustainability Plan, which sets forth our commitments in the areas of environmental, social and governance (ESG) which includes community and citizenship, employee engagement as well as products and services. Testaments of our current efforts include a Top 20 ranking in the FTSE4Good Bursa Malaysia Index and multiple awards for our sustainability reports.

Our Sustainability Report 2014

Our sustainability report is in line with the Global Reporting Initiative (GRI) G4 – Core framework. Our report articulates what sustainability means to us and how it is incorporated throughout our business as well as our key commitments. In 2014, we have incorporated more stakeholder perspectives, both internal and external. As far as possible, we have also identified gaps in our key priorities and our efforts in bridging them.

Sustainability reports provide stakeholders with a more integrated performance of the organisation. We have been able to show stellar financial performances every year. However, these results do not fully capture the spirit of the organisation. We keep the interests of our people, our customers and our communities close to our hearts. Sustainability reporting gives us the opportunity to focus on how we operate as a regional leading financial services provider with a strong presence in ASEAN.

For the second consecutive year, Maybank emerged as the overall winner in the Best Sustainability Report category at the annual Association of Chartered Certified Accountants Malaysia Sustainability Reporting Awards (ACCA MaSRA) 2014. We were also awarded the Best Workplace Practices accolade for our extensive discussion on our workplace practices in the sustainability report, which included diversity and inclusion initiatives that engage talents across key markets and demographics.

Corporate Responsibility

COMMUNITY AND CITIZENSHIP



In order to grow our business, we need to deepen our relationships with the communities we serve, creating enduring connections through our products and services that will assist them in the long term. To achieve that, we invest in programmes that empower communities to help them to flourish.

In 2013, we benchmarked our community investments with our peers and invested in the five focus areas of education, community empowerment, healthy living, arts and culture, as well as environmental diversity. Our flagship employee volunteerism programme, *Cahaya Kasih*, registered over 125,000 volunteer hours by over 20,000 employees, who contributed their expertise and knowledge to develop and strengthen various communities.

DRIVING EDUCATION AT ALL LEVELS



Maybank Foundation Scholarships



PEERS



Financial Literacy

Maybank Foundation Scholarships

Since its inception in 1972, Maybank has sponsored more than 1,000 scholars as well as provided them with employment opportunities. Driving education at all levels will enable us to build human capital throughout the region where we operate. Our major investments in scholarships and school programmes will cultivate talents in the next generation to steer future economic growth. Our initiatives have already produced impact in communities, both rural and urban alike.

Through the Maybank Foundation, we support and encourage some of the brightest young talents in Asia especially students who are academically inclined from lower income families to pursue higher education. Our scholarship support encompasses tuition fees, living allowances, laptops and paid practical training for the scholars. For 2014, the total scholarships disbursed exceeded RM12 million, which accounted for 112 existing scholars pursuing their studies locally and abroad.

The Maybank Foundation Scholarship			
Year	2012	2013	2014
Number of students	41	51	65
Tuition fees	RM9,368,500 in year-to-year expenses	RM11,260,504.50 in year-to-year expenses	RM13,760,497 in year-to-year expenses



This year, Maybank introduced the 'Sponsorship Category' for outstanding students from families with a household income of less than RM24,000 a year. The Award has no obligatory bond and was awarded to 15 recipients to pursue their higher education at local public or private universities in Malaysia in any finance-related or key national priority area subjects.

Corporate Responsibility



Another 50 Scholarships were awarded to deserving students to pursue their tertiary education locally and abroad in courses related to business management or financial services. Maybank Foundation also offered scholarships to 33 students in Indonesia to pursue their tertiary education in Indonesia, Malaysia and Singapore. The regionalisation of our scholarship awards will be a key driver in our support of educational programmes moving forward.

Promote Education Excellence in Rural Schools (PEERS)

Under our schools adoption programme, PEERS, we commit to improve the standard of education in rural schools through academic support as well as personal development and capacity building. Together with selected partners, we adopted 15 schools in three areas under the PEERS programme, rewarding achievements, providing ICT facilities as well as promoting language proficiency in English. ICT facilities are provided to narrow the information technology divide, expand knowledge as well as promote innovation and creativity.

Financial Literacy through CashVille Kidz

Our financial literacy programme educates students about the importance of sound money management and focuses on financial lessons in a fun way. In 2013, we launched season two of our award-winning animated series, CashVille Kidz with the aim of educating young people on sound money management. The pilot episode reached 1.5 million viewers which is more than ten times its initial target. The programme also reached out to 660 schools involving 102,580 students and 2,660 teachers. In 2014, we extended the programme to cover 42.5 percent more students. We also assessed the impact and progression of the programme through the number of participation in organised competitions, financial literacy challenges as well as interests through social media. Online engagement via Facebook and YouTube was primarily to create awareness, run contests, share educational posts, obtain feedback and share experiences.

2013

CashVille Kidz reached

180 schools
72,000 students
540 teachers

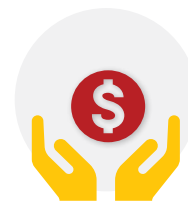
2014

CashVille Kidz reached

660 schools
102,580 students
2,660 teachers

We are committed to support financial inclusion by reaching out to the most disenfranchised communities in Asia, encourage gender equality and women empowerment, and alleviate human suffering caused by natural calamities. Providing access to finance is the first step to help the underserved. We invest in impactful initiatives that will provide communities with capability building tools and skills to help them earn income for years to come

COMMUNITY EMPOWERMENT



Cash Up



Family Protection
Programme



R.I.S.E.



Microfinance

CashUP Programme

The programme aims to encourage low-income families to cultivate the habit of saving money. Maybank Singapore works together with the Central Singapore Community Development Council to enable selected families to participate in a nine-month financial literacy programme. The CashUp programme provides 1 to 1 ratio matching payment to participating families which essentially doubles their savings. The programme has impacted about 150 families in 2014, and is targeted to reach 200 families in 2015. Since the initiation of the programme, a total sum RM876,000 has been contributed to 664 participants.

Maybank Family Protection Programme

The programme has benefited 600 families, insuring the breadwinners of the family by covering work related accidents and injuries. The targeted beneficiaries were chosen from families with total household income of less than RM5,000. We have invested RM800,000 to insure the beneficiaries for five years, which works out to a maximum cover of RM130,000 per individual. The policy protects the beneficiaries around the clock, worldwide. The programme, which has impacted 700 families to date, will target an additional 350 families in 2015.

Corporate Responsibility

Microfinance

Microfinance has the potential to empower women in home-based and cottage industries, enabling them to earn income through improved knowledge and skills. Since 2012, our BII Berbagi microfinance programme has impacted over 6,000 women across 200 microenterprises in six provinces. We started in 2012, through a partnership with Koperasi Mitra Dhuafa (KOMIDA), an Indonesian microfinance institution. In 2013, BII expanded efforts by launching two additional microfinance programmes with Baitul Maal wat Tamwil (BMT) and Asosiasi Perempuan Usaha Kecil (ASPUK). Each programme has a revolving fund of RP1 billion (approximately RM300,000). BMT focusses on microenterprises while ASPUK specifically targets women microbusiness owners. ASPUK now has 9,812 microfinanced women entrepreneurs located in 22 provinces.

Reach Independence & Sustainable Entrepreneurship (R.I.S.E.)

Began in September 2014, R.I.S.E. is an economic empowerment programme for people with disabilities (PWDs). The objective of R.I.S.E. is to improve the income generation abilities for PWDs to help them achieve financial independence without the need for financial grants. The one-year pilot programme will run with bespoke training modules for the PWDs and a target of 280 participants has been set.

Taking into account the aftermath, including cost of cleaning-up and recovery, we increased users' credit limit. Etiqa expedited claim processes for customers who had flood insurance policies. We took account of the "frozen" businesses, opened applications for additional working capital facilities to facilitate businesses affected by the floods. Affected SMEs were given discounts in interest rates, in addition to moratorium on repayment.

Apart from assisting through products and services, Maybankers truly embodied the spirit of Bank with a Heart by coming together and volunteering help, distributing hygiene kits and food items to the flood victims. Together with Maybank Foundation, we extended financial support amounting to RM1 million to MERCY Malaysia. The contribution is part of a three-year partnership between Maybank Foundation and MERCY Malaysia.

The partnership is focused on disaster response, rebuilding efforts (post-disaster) and risk reduction programmes. Funding provided to MERCY Malaysia will be used for the deployment of emergency responses, purchase of medical supplies and prepositioning of Disaster Risk Reduction (DRR) preparedness programmes. Maybank Foundation is also developing an internal pool of abled volunteers in all ASEAN countries where Maybank is present.

DISASTER RELIEF AND POST DISASTER SUPPORT

Floods in Malaysia



Floods in Malaysia



Post disaster relief: Xavier Ecoville



Post disaster relief: Mount Merapi

During the massive floods that ravaged the East Coast of Malaysia in December 2014, over 200,000 people from various walks of life were affected. We were the first bank to offer a moratorium on payment of loans as well as waivers of certain charges. Victims with Maybank loans were offered a six-month moratorium and waiver of certain charges on case-to-case basis. We helped victims with existing mortgage and unit trust finance, who had repaid part of their loans to redraw from loan accounts with a limit of RM50,000 per individual. Our support covered both conventional and Islamic facilities. There was also waiver of charges for victims replacing ATM cards, cheque books and credit cards.



Post Disaster Relief

BII supported the revitalisation of 15 biogas reactors (or biodigesters) through the Mount Merapi Biogas Development Programme, which were damaged by the eruption of Mount Merapi in 2010. Those energy sources from the said biodigesters can already be used by 240 residents in nine hamlets on the slopes of Merapi. In addition, through this programme, BII will also support the construction of ten new biodigesters which can potentially be used by about 150 villagers in seven hamlets. Previously, through the Merapi Rehabilitation Programme, BII supported the construction and revitalisation of water infrastructure in 10 hamlets in Muntilan, where the clean water reached more than 1,800 residents. At the same time, BII also provided agricultural equipment such as tractors, corn hullers, rice thresher machines, thrasher grass machines and water pumps as well as assisted in the planting of 10,000 trees. These efforts were part of our environmental conservation programme on the slopes of Merapi.

Maybank Philippines continued to support the Xavier Ecoville Resettlement Community which is home to some 600 families. The five-hectare eco-friendly resettlement community was built for survivors of Typhoon Sendong in 2011. The Maybank Community Centre supports the community through various activities and skills building to enable the families to have a better life.



Corporate Responsibility

ARTS AND CULTURE

We support the Nukilan Jiwaku Art Exhibition annually. The programme showcases the work of disabled artists throughout Malaysia. In 2014, we started the Nukilan Jiwaku - V.S.A (Very Special Arts) Mentorship Programme with the objective of upgrading technical skills and confidence levels of disabled artists via a structured learning programme.

Year	2013	2014
No. of artists supported	23	28

In 2014, we also co-organised the Abilympics for 28 disabled artists who participated in the state level Abilympics for Selangor and Federal Territory at Menara Maybank. The Abilympics is a vocational skill competition for PWDs to enable them to showcase and enhance their artistic talent. The competition also helps to create public awareness of their abilities.

Employee Volunteerism

Maybank's flagship employee volunteerism programme, *Cahaya Kasih* encourages Maybankers to come together as agents of change. At the same time, through their involvement, Maybankers establish long-term relationships with stakeholders, promoting trust, fostering greater bond and goodwill. This year, the fifth edition of our Global CR day was themed 'Inspiring Global Community'. Over 96 initiatives were organised.

Year	2012	2013	2014
Volunteers	21,147 employees,	23,000 employees,	24,971 employees,
	178,422 volunteer hours	119,000 volunteer hours	129,921 volunteer hours



HEALTHY LIVING

Institut Jantung Negara

To promote access to healthcare, Maybank Islamic has made a five-year commitment via the Maybank Foundation to contribute RM1.7 million to Institut Jantung Negara's Regional Paediatric Heart Centre. The programme went into high gear in 2014, when for the first time, a cycling event was organised to raise funds. Also, for the first time, two Indonesian children were brought to Kuala Lumpur and underwent successful heart surgeries. The Cycle Save a Child's Heart Programme raised RM50,000, bringing the total contribution to RM2.25 million to the Centre. This collaboration has benefited 42 children since 2012.



Maybank Liver Transplant Centre at Hospital Selayang

Established in 2002, the Liver Transplant Centre in Selayang Hospital provides affordable liver transplants, thus allowing better healthcare access to those unable to afford the fees charged by private hospitals in Malaysia and abroad. Subsequent contributions have been made since the initial sum of RM5 million. In 2010, Maybank donated RM50,000 to the Centre through the (then) Tabung Kebajikan Kumpulan Maybank (TKKM) for the purchase of medical equipment. As a show of continuing support, in 2014 Maybank Foundation contributed RM250,000 to fund the purchase and maintainance of the medical equipment for organ procurement within Malaysia. To date, the Centre has carried out 63 transplants. It is estimated that about six to ten patients undergo liver transplants at the Centre annually. With the support of Maybank Foundation, the number is expected to increase to 15 patients a year. Over the years, we have also run various healthy liver campaigns and raised more funds during our annual Maybank Malaysian Open (MMO) sporting events.

Sports

Our annual Maybank-MGA Junior Golf Camp Champions Academy training and junior golf clinics during the Maybank Malaysian Open provide opportunities for all juniors aged six to 12 to be introduced to golf as well as to be selected and trained through a combination of golf skills training (fundamentals) and physical development (golf oriented exercises). As of 2014, we have 20 juniors under the academy. This annual programme will be repeated over four years (2012 - 2015), thereby allowing a greater pool of juniors with potential to be trained and developed further as golfers.

Since 2006, we have also been supporting the Maybank Junior Golf - National Camp. Junior golfers from around the nation undergo a three-day intensive training camp for a year. The programme runs annually and supports 100 junior golfers, focusing on imparting advanced level golfing techniques and knowledge to junior golfers between the ages of 12 and 16.



Corporate Responsibility

ENVIRONMENT



As we expand our operations and further understand our role in contributing to a low carbon economy, we have been consciously managing our direct impact. With 2011 as the base year, we have widened boundaries in measuring and monitoring our greenhouse gas (GHG) emissions to include branches throughout Malaysia. With the expanded boundaries, our baseline GHG emissions was revised to 121,368 tCO₂e as at 2011*. We were the first financial institution to have participated in the Carbon Disclosure Project (CDP) in Malaysia in 2012 and we currently support the National Corporate GHG Reporting Programme for Malaysia, MyCarbon.

**Scopes 1 and 2 only.*

This year, our total GHG emissions is 104,667 tCO₂e, a 13.76 percent reduction from 2011. In addition to expanding our operations, we are also putting initiatives in place to further minimise our GHG emissions. Some of our efforts towards this end include using jet fan air conditioning technology, procuring eco-friendly IT equipment, teleconferencing and videoconferencing.

Moving forward, we plan to incorporate business travel in our GHG emissions. We are on target to meet our ten percent reduction in our GHG emissions by 2015.

GHG EMISSIONS (Scopes 1 and 2 only)				
Year	2011	2012	2013	2014
Total (tCO ₂ e)	121,368	122,671	105,143	104,667

Note: tCO₂e – tonnes of carbon dioxide equivalent
 Scope 1 – All direct GHG emissions (air conditioning)
 Scope 2 – All direct GHG emissions (purchase of electricity - usage)
 Scope 3 – Other indirect emissions (business travel)

Our IT Transformation Programme (ITTP) together with Property Go Green Council (PGGC) had been working to improve our other direct consumption in usage of paper, water and wastes. We have also moved towards paperless banking for our customers. Apart from internet banking via Maybank2U, credit card customers have the option to receive statements online instead of printed ones. We encourage our customers to use our electronic bill payment services and switch to online statements.



PEOPLE



We are constantly working towards providing our people with the tools and support in order for them to perform better. In 2014, we created an inclusive working environment through various employee engagement programmes, employee training programmes as well as rewarding our people fairly for their work.

For information about Maybank's policies and initiatives in the workplace, please refer to the Group Human Capital section on pages 72 to 75.

Corporate Responsibility

ACCESS TO PRODUCTS AND SERVICES



We are committed to having deep knowledge of our clients, including understanding their social and environmental needs. At the same time, we believe that our business will only thrive when embedded with elements of good governance, social innovation and environmental integrity. Our efforts to-date were made to enhance our services by improving the accessibility and convenience for our customers and to make valuable contributions to the communities where we operate.

Focus on Customers

In 2014, we continued on our mission to humanise financial services regionally with the launch of various products and services aimed at our improving the accessibility and efficiency of our services, reaching out to the financially underserved, and expanding our physical and digital footprint without compromising the security of our customers' data and information.

The Maybank Group Digital Strategy looks at tapping into the shift in customer behaviour where the social and personal space is intertwined in essence, moving banking closer to the customer.

Access to Finance

As a financial institution, our services provide access to finance that spreads across Asia. We have one of the widest networks in Malaysia and the only bank with branches in 18 rural areas in the country. 16 of our branches in Malaysia are disabled-friendly whilst all 55 Maybank branches in the Philippines are catered to people with disabilities. We pioneered an SME clean

loan to allow maximum processing time of seven days and also the seven-in-one product, Maybank One solution, which can be activated in ten minutes and provides easier and faster access to customers and SMEs.

Product Stewardship

Our commitment to enhance access to financing for all levels of SMEs was reflected in the Portfolio Guarantee (PG) agreement with the Credit Guarantee Corporation (CGC). A sum of RM1 billion was set aside to provide financing to viable SMEs under the PG schemes, a portion of which will be allocated to the Bumiputera segment, thus making it the largest agreement of its kind to be inked between CGC and any financial institution in Malaysia. We provided further support to SMEs by partnering the Bumiputera Agenda Steering Unit (TERAJU) to provide RM600 million funding to high-performing Bumiputera SMEs. This partnership expanded the Teras Fund to RM2.2 billion. This fund, created by TERAJU, will assist SMEs to obtain working capital to grow their businesses.

Our corporate citizenship continued with a partnership with the East Coast Economic Region Development Council (ECERDC) to provide RM110 million in funding to east coast entrepreneurs, which is expected to benefit some 2,000 micro and small and medium-sized enterprises in the East Coast Economic region and Mersing by 2015.



MOVING FORWARD

Through our 20/20 Sustainability Plan, we will continue to enhance our programmes further for long-term impact and easy tracking. We are rethinking our growth to confront the hard issues facing our business. Our plan is to create paths to new thinking and partnerships as we forge ahead. Sustainability is an on-going journey that we have crafted for ourselves. Next year, we will be able to report against the 20/20 Sustainability Plan. We want to avoid focusing on an indicator-based approach with year-on-year targets. Instead, we aim to adopt an impact-based approach that will make our sustainability practices more manageable, build alignments to accelerate improvements and encourage innovation. As a financial institution that reports on its sustainability efforts annually, we recognise the challenges surrounding access to finance, resource scarcity, skilled human capital and social development. The 20/20 Sustainability Plan will guide us in embedding sustainability into our business and prepare ourselves for the future.

For more information on our sustainability efforts, please refer to the Maybank Sustainability Report 2014.



Visit www.maybank.com/sustainability
for more information.

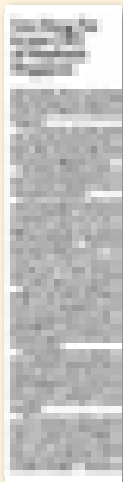
Maybank in the News

JANUARY

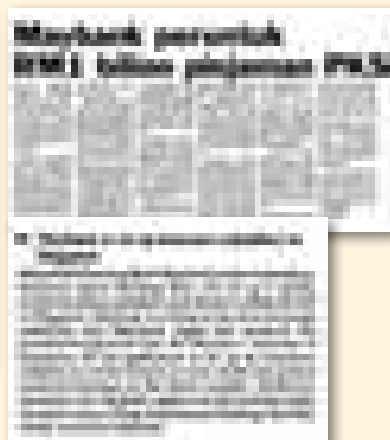
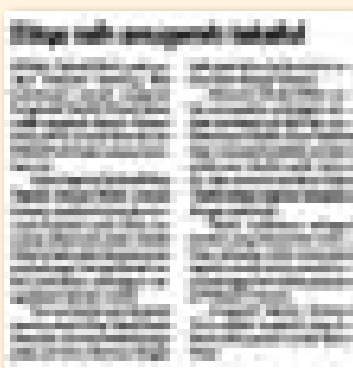
 Visit www.maybank.com/news for more information.



FEBRUARY



MARCH



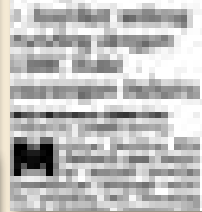
Maybank In the News



APRIL

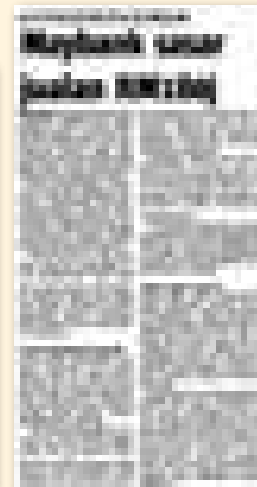
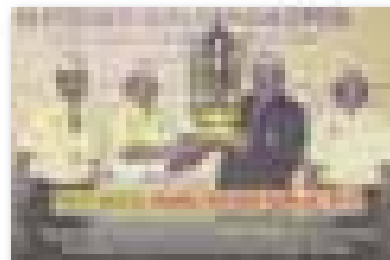


Maybank mahu pertluas operasi di China



Maybank Islamic teroka antarabangsa

Langkah L10' India pelbagai pasaran antarabangsa Islam antarabangsa operasi

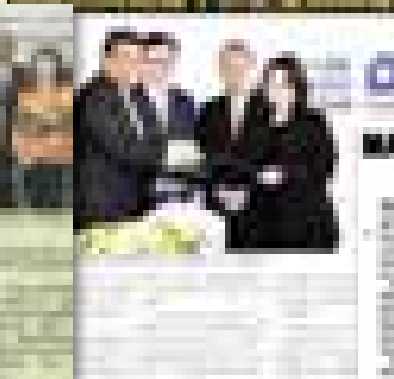


MAY

BIU, Garuda Indonesia perkuat kerjasama



Maybank dan CIMB Group berkolaborasi



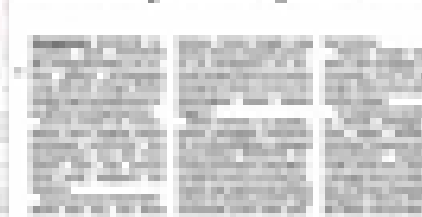
Maybank dan CIMB Group berkolaborasi



Maybank bersetiausaha pelanggan di China dalam ringgit

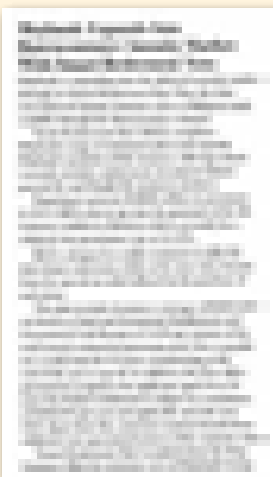
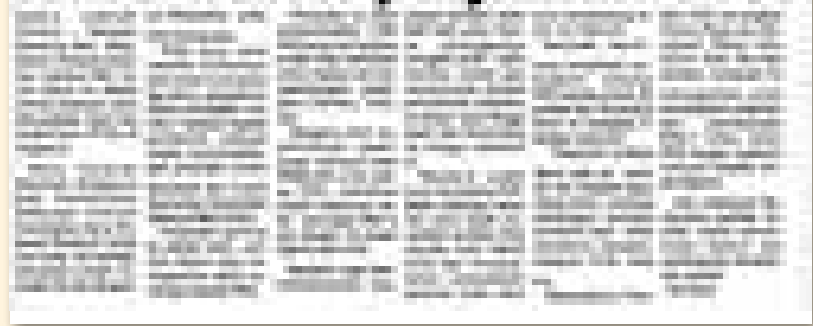


Maybank perkenalkan aplikasi baru



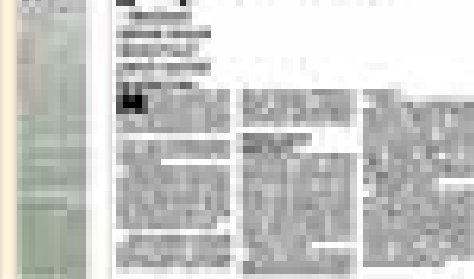
JUNE

Maybank peruntuk RM1 bilion pinjaman PKS



Maybank prihatin

Bad kredit tawar ganjaran umrah



Maybank In the News

JULY

 Visit www.maybank.com/news for more information.



AUGUST



SEPTEMBER



Maybank In the News



OCTOBER



NOVEMBER



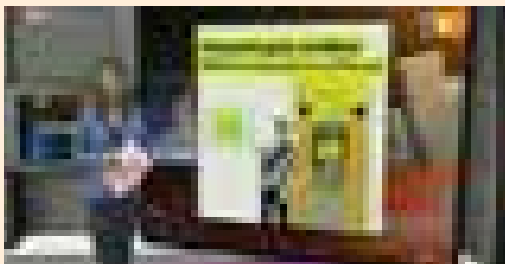
DECEMBER



Maybank In the News



06 JANUARY



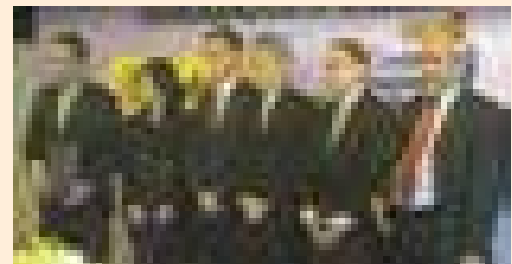
TV3 - Maybank introduces Cardless Withdrawal service to enable customers to withdraw money without an ATM card.

20 FEBRUARY



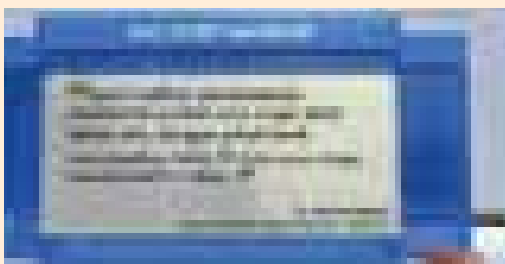
TV1 - BII posted pre-tax earnings for the fourth quarter with an increase of 29% from the previous quarter.

19 MARCH



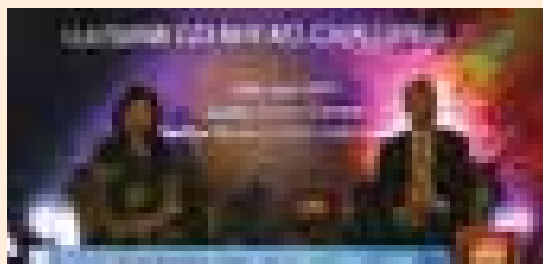
TV2 - Maybank allocated RM1 billion for Bumiputera Small and Medium Enterprise (SME) financing.

02 MAY



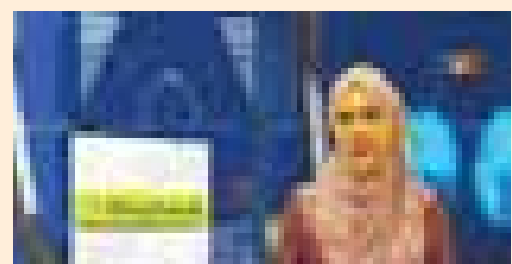
Astro Awani - Maybank introduced Visa Platinum Debit card, the first Visa Debit Platinum Card enabled with Visa payWave in Malaysia.

10 JUNE



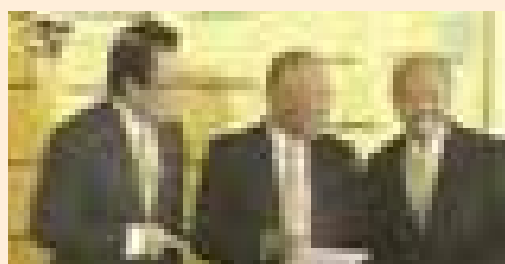
Astro Awani - Maybank Go Ahead. Challenge is back for the third year with an estimate of 10,000 applicants who've applied for the programme.

20 JULY



TV3 - Maybank was again ranked in the second year running in Bloomberg's Top 20 Strongest Banks list.

28 AUGUST



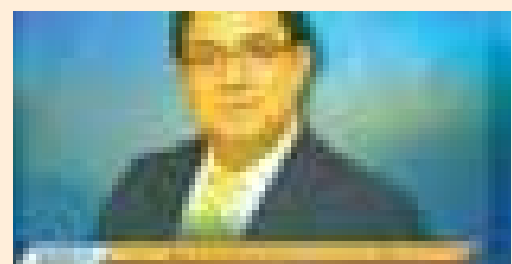
Bernama TV - Maybank announced profit before tax (PBT) for the Group for half year ended 30 June 2014 rose 5.7% from a year earlier to RM4.45 billion.

09 SEPTEMBER



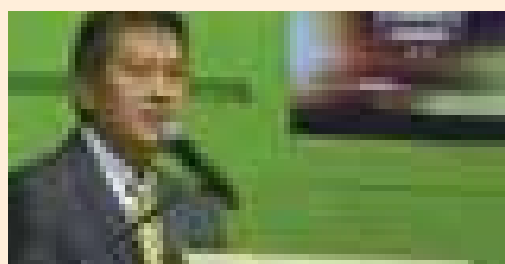
Bernama TV - Maybank launched the Maybank2U App.

01 OCTOBER



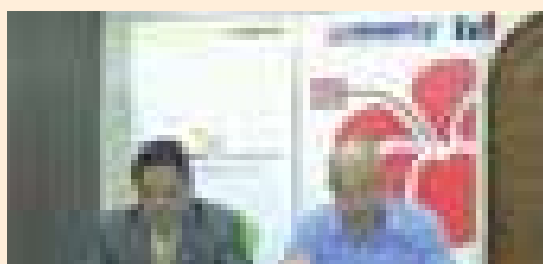
TV3 - Maybank obtains a banking license in Myanmar in move to boost its presence in the country.

03 NOVEMBER



Astro Awani - Maybank announced myTrade2Cash targeted to facilitate some RM5 billion worth of trade financing to SME exporters.

10 DECEMBER



TV1 - Maybank Foundation extended financial aid amounting RM1 million to MERCY Malaysia to be donated to the victims of the Hagupit Typhoon.

Maybank In the News



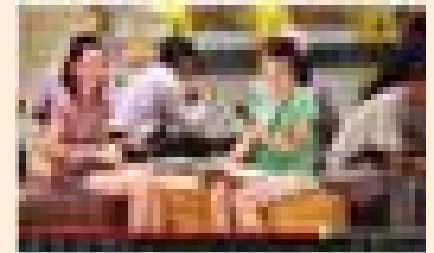
Maybank continues to grow from strength to strength as a leader in the use of digital media. Maybank is ranked #10 globally in The Power 100 Banks on Social Media in 2014.

Beyond news, marketing and promotions, our use of social media such as Facebook and Twitter enables us to engage in casual communication to encourage conversation, address customer problems, gain honest feedback, and build trustworthiness in the community while projecting a personality of putting people first.

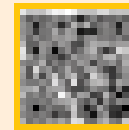


29 SEPTEMBER

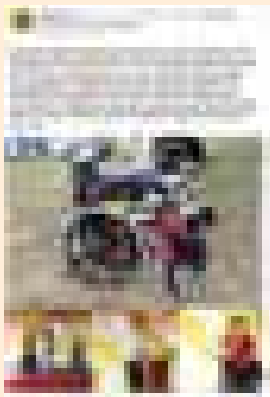
1.5 million views for Maybank 54th birthday campaign, the highest viewership on Maybank's YouTube channel



Scan to view the video

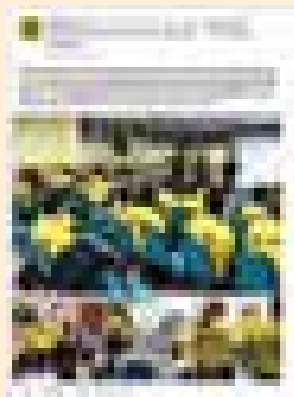


17 FEBRUARY



Donation of wheelchairs for Chinese New Year.

25 JUNE



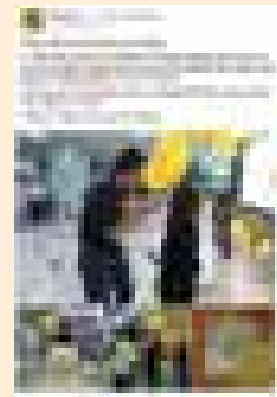
Campus Level of the Maybank GO Ahead Challenge 2014.

28 JUNE



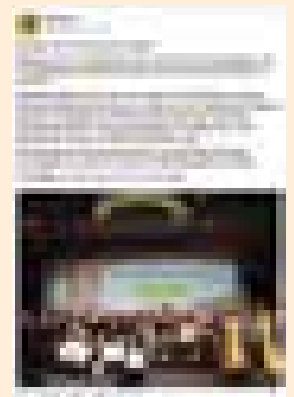
Behind the scenes pictures of the Maybank Raya video shoot.

8 SEPTEMBER



Events to promote the launch of the new Maybank2u app.

9 NOVEMBER



#1 Graduate Employer of the Year 2014 awards ceremony.



11 JANUARY



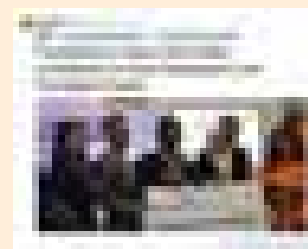
Charity badminton event held in conjunction with the Malaysian Badminton Open 2014.

26 FEBRUARY



Promotion of a financial product: SME Micro Financing.

12 MAY



Maybank Foundation makes RM1 million contribution to Hospital Selayang's Liver Transplant Centre.

29 DECEMBER



Informal posting about a crisis meeting convened for the East Coast Malaysia floods.

13 OCTOBER



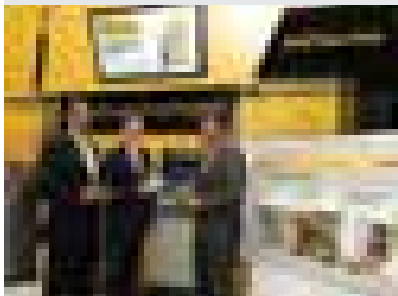
Announcement of winning the Brand of the Year Award.

Event Highlights 2014

JANUARY

06 JANUARY

Maybank launched its Cardless Withdrawal service via ATMs - bringing to the market Malaysia's first such service where cash withdrawals can be made without an ATM card. This service enables Maybank customers with an online banking account to "send" money directly to any person in Malaysia using a Malaysian registered mobile phone number.



15 JANUARY

Maybank Premier Wealth was launched in Singapore and Malaysia as part of our regional segmentation strategy which offered personalised wealth advisory services to High Net Worth (HNW) individuals. Premier Wealth clients enjoy priority access and preferential treatment across all Maybank branches in Singapore and Malaysia as well as Bank Internasional Indonesia (BII) branches in Indonesia.

16 JANUARY

Maybank established the 'Maybank Tiger Cubs Childcare Centre' (MT3C), for children of employees, aimed at providing drop-in emergency childcare facilities or backup childcare services. The centre is the first childcare centre of its kind to operate on an emergency basis in Malaysia.

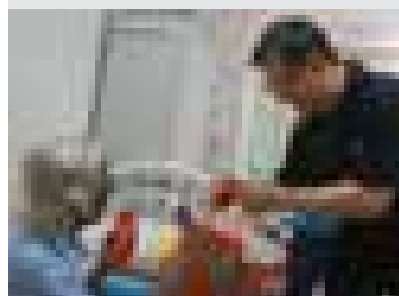


23 JANUARY

BII Syariah launched "BII Corporate Leasing IB" for the corporate segment. This product is a financing solution for investment with sharia leasing schemes.

25 JANUARY

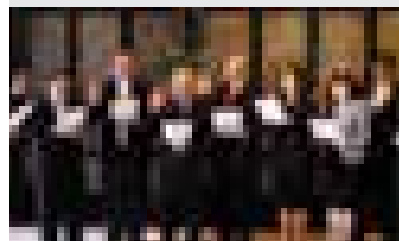
More than 100 Maybank volunteers in Singapore brought festive cheer and gift packs to 140 elderly from AWWA Community Home, over a Lunar New Year reunion lunch sponsored by the Bank. The event was part of the SMILES campaign in which the Bank recognised excellent service provided by staff by pledging SGD1 for every SMILES compliment card received. Over 5,000 SMILE cards were received from customers and staff.



FEBRUARY

04 FEBRUARY

Maybank Philippines' Senior Vice President and Head for Investment and Asset Management, Atty. Arlene Joan T. Agustin inducted to the ACI Philippines Board, the country's official business organization for financial market professionals and a member of the Association CambisteInternationale. Bangko Sentral ng Pilipinas (BSP) Governor Amando M. Tetangco, Jr. led the joint induction ceremony held at Sofitel Philippine Plaza Manila and was attended by key representatives of member banks and financial institutions.



04 FEBRUARY

Maybank became the first bank to offer customers across China trade financing in Malaysian Ringgit (RM) through its branches in Beijing and Shanghai. Through this service, customers in China would be able to enjoy the convenience of settling their cross-border trade transactions with their Malaysian counterparts directly in RM.

13 FEBRUARY

Maybank announced the appointment of John Chong as CEO of Maybank Kim Eng Group and Maybank IB.

14 FEBRUARY

BII launched a strategic partnership with GSB BII to be the servicing bank for GSB customers in Indonesia, including retail and corporate customers. These services include account services, funding, lending, remittances, trade finance, foreign exchange, and other treasury products.

14 FEBRUARY

Maybank organised a Chinese New Year celebration at the Beautiful Gate Foundation (BGF), where it presented wheelchairs worth RM100,000. The Foundation operates eight centres nationwide, offering career development, rehabilitation, education, counselling and various training skills for the physically impaired.



18 FEBRUARY

The lunar new year celebration was brought to a joyful close when Maybank hosted a Chinese New Year celebration in Menara Maybank for 50 elderly and 20 disabled guests from Tong Sim Senior Citizens Center, Little Sisters of the Poor and Persatuan Kanak-Kanak Cacat Klang.



19 FEBRUARY

PT Bank Internasional Indonesia Tbk announced a net profit of IDR1.55 trillion for the year ended 31 December 2013, a 28% increase from IDR1.2 trillion in the previous corresponding period ended 31 December 2012, its highest ever PATAMI achievement for a full year. The Bank's profit before tax increased by 29% to IDR2.2 trillion from IDR1.7 trillion in the corresponding period.

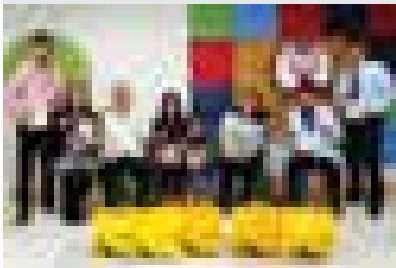
Event Highlights 2014

MARCH

APRIL

24 FEBRUARY

Maybank Philippines and Maybank ATR Kim Eng donated over 200 children's books to the Paediatric Institute, St. Luke's Medical Center. The books were collected during a recent Book Donation Drive among Maybankers.



25 FEBRUARY

Maybank Philippines received a Special Recognition Award from the Bureau of Internal Revenue (BIR) for the bank's increase in income tax due, totalling more than PHP100 million and growth rate of more than 20% for 2013, demonstrating support to the Philippine economy. MPI was the only foreign bank recognized by BIR.

27 FEBRUARY

Maybank reported that net profit for the financial year ended 31 December 2013 rose 14.0% to a new high of RM6.55 billion. Group profit before tax for the year came in 12.3% higher at RM8.87 billion compared with RM7.90 billion in 2012.

28 FEBRUARY

Maybank Cambodia launched a "Bundle of Prosperity" Donation Drive, the first essential items donation drive initiated by the Group to benefit selected disabled homes across the country.



02 MARCH

Maybank Cambodia held a prize giving ceremony to announce the grand prize winners of its Yippie Children Account Colouring Contest, which aimed to inculcate the savings habit among youths. Maybank presented a contribution of USD1,000 to the school which won first prize to support community service based initiatives.



06 MARCH

BII entered into a strategic partnership with PT Asuransi Bintang Tbk (ASBI) to provide auto insurance for BII credit cardholders. Under this partnership, BII customers can conveniently pay their monthly insurance premiums through any BII credit card.

10 MARCH

BII and Maybank Foundation supported art and culture conservation by restoring the Maimun Palace park and building in Medan, as well as supporting annual art and culture festival in order to preserve the traditional music and dance of the area.

13 MARCH

BII and Japan International Cooperation Agency (JICA) signed two-step loan facility which is the first given through the Private Sector Investment Finance.

17 MARCH

Maybank Singapore introduced FAST offering customers a near real-time funds transfer service to 13 other participating banks.

18 MARCH

Credit Guarantee Corporation Malaysia Berhad (CGC) and Maybank sealed a new Portfolio Guarantee (PG) agreement that aims to enhance access to financing for small and medium enterprises (SMEs) in the country. Maybank also announced that it will set aside RM1 billion for financing viable SMEs under the PG schemes, of which a portion will be allocated for the Bumiputera segment.

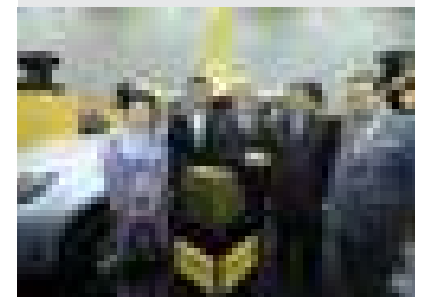


22 MARCH

Maybank Foundation presented transport grants to 411 under-privileged secondary school students in Singapore to help them cope with rising transport costs. Over the past three years, Maybank Singapore has contributed a total of SGD318,600 for this programme which has benefited 885 students.

09 APRIL

The Minister of International Trade & Industry Malaysia, Dato' Sri Mustapa Mohamed officially launched Maybank Islamic's new "Save and Drive" Campaign in conjunction with Malaysia International Halal Showcase 2014 (MIHAS) at Kuala Lumpur. The year-long campaign offered Small and Medium-size Enterprises a chance to win a 4WD Toyota HILUX and Petronas Gift cards.



15 APRIL

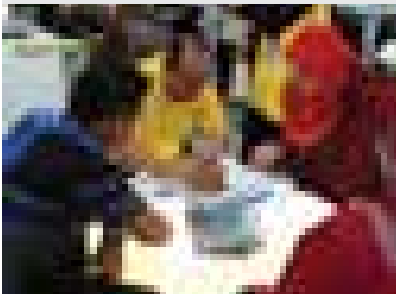
Maybank Foundation organised a "Star Experience for Charity" event where golf enthusiasts were invited to take part in a charity golf game with four star players of the Maybank Malaysia Open namely Lee Westwood, Louis Oosthuizen, Matteo Manassero and Thongchai Jaidee. Funds raised from the event were channelled to the United Nations International Children's fund (UNICEF). The RM50,000 donated by 10 generous individuals was matched ringgit-for-ringgit by the Maybank Foundation, raising the total to RM100,000.

Event Highlights 2014

APRIL

20-27 APRIL

Maybank Group was once again premier partners of the Minggu Saham Amanah Malaysia in Kota Bahru, to help create awareness on the importance of saving and investing for the future. The Group's insurance arm, Etiqa staged satellite booths at various locations in Kota Bahru where families and children had the opportunity to take part in fun activities including outdoor cinema screenings, batik painting and colouring contests.

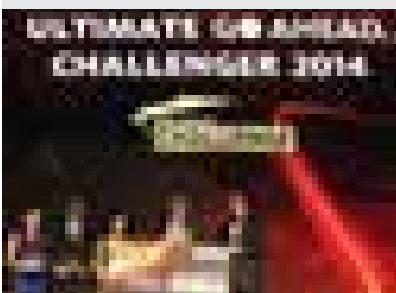


22 APRIL

Maybank expanded into the deferred annuity market through its 'Smart Retirement Xtra' Plan, the first-ever deferred annuity insurance plan in Malaysia made available through the Bancassurance channel.

24 APRIL

Maybank launched "Maybank GO Ahead Challenge 2014", an exciting international business case competition which offered the brightest young minds from and across the globe the opportunity to nurture their potential in a multi-discipline and multi-national initiative with world-class experience.



28 APRIL

BII held its Annual General Meeting of Shareholders.

29 APRIL

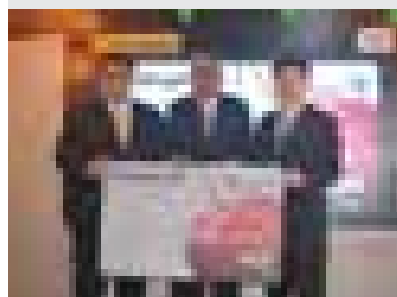
The BII-Maybank Scholarship Program Batch II was launched, providing an opportunity for students across 34 provinces to study at nine universities in Indonesia as well as five in Malaysia and two in Singapore.

29 APRIL

BII announced that profit after tax and minority interest (PATAMI) for the first quarter of 2014 was IDR189 billion, 39% lower than the previous corresponding period.

30 APRIL

Maybank introduced its new Maybank Visa Platinum Debit card – the first Visa Debit Platinum card enabled with Visa payWave in Malaysia. The card enables holders to make payments for purchases by simply waving their card in-front of a Visa payWave reader.



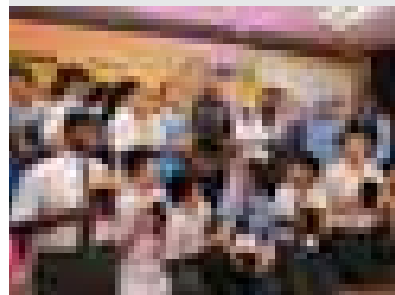
MAY

05 MAY

BII launched a strategic partnership with Garuda Indonesia to provide BII Corporate On Line Payment (BII CoOLPAY) facility which enables travel agents to make online payments to Garuda Indonesia and its subsidiary, Citilink.

07 MAY

Maybank Foundation presented special incentives in the form of tablets and cash awards for academic excellence to top students in four primary schools in Selangor under its PEERS (Promoting Educational Excellence in Rural Schools) programme.



08 MAY

BII presented prizes to the contest winners of "Katy Perry Live in London concert" drawing program and 2014 FIFA World Cup courtesy of VISA.

12 MAY

BII launched its successful "Biingkisan Beruntung 2014" contest for the fifth consecutive year offering a grand prize of a tour package to five continents for the winner and their family.

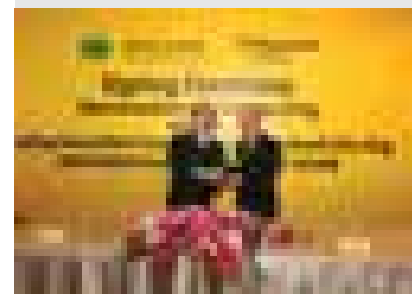
12 MAY

Maybank Group reaffirmed its commitment to the Hospital Selayang's Liver Transplant Centre with a further contribution of RM1 million to assist the hospital to continue providing affordable transplants and other treatment for patients with liver diseases. The cheque presentation was witnessed by the Minister of Health Malaysia, Dato' Seri S Subramaniam who was present to launch Hospital Selayang's "Healthy Liver Campaign".



17 MAY

Maybank Islamic and Maybank jointly organised the 'Maybank Property Talk 2014' in Kuala Lumpur and Penang which were attended by over 900 Ultra High Networth and High Networth customers in total.



23 MAY

Maybank successfully launched its inaugural TOKYO PRO-BOND Market listed transaction, raising JPY 31.1 billion (circa USD305 million) with a three year tenor. This was the first Pro-Bond issued out of the Maybank's USD5 billion Multicurrency Medium Term Notes (MTN) programme.

Event Highlights 2014

JUNE

28 MAY

Maybank Philippines closed a loan deal with local distributors of Subaru cars in the country, covering PHP 120.0 million 3-year Term Loan with Motor Image Manila Inc. and PHP 30.0 million Omnibus Line with Motor Image Pilipinas Inc.

29 MAY

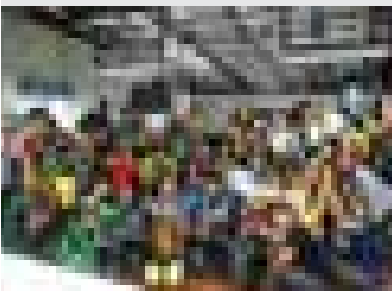
Maybank reported that net profit for the first quarter ended 31 March 2014 was 6.3% higher at RM1.60 billion. Group profit before tax (PBT) for the quarter rose 3.8% to RM2.21 billion compared with RM2.13 billion a year earlier.

29 MAY

Maybank joined Singapore's biggest EFTPOS network to offer customers the convenience of making PIN-based, secured payments using their Maybank ATM and Debit Cards.

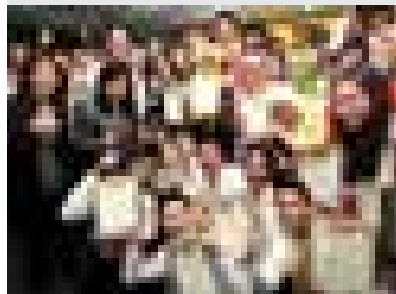
29 MAY

Maybank Philippines presented 163 elementary, high school and vocational school level hearing-impaired children with backpacks and school supplies for the beginning of the semester in June. The recipients were from My Children's House of Hope, a community centre for the hearing-impaired, which was the bank's chosen beneficiary for its volunteerism projects for the year.



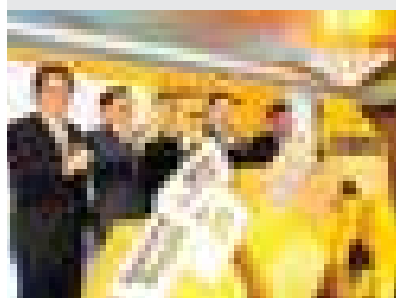
17 JUNE

Maybank Foundation presented its annual Maybank Scholarship Awards valued at RM2.5 million to 65 deserving students as part of its on-going corporate responsibility commitment towards education.



17 JUNE

Maybank Islamic launched its MasterCard Ikhwan Card-i, the first of its kind which rewards customers with an all-expense-paid Umrah trip and contribution to charity for every single cent spent. At the same event, Maybank Islamic also contributed hand luggages and prayer mats worth RM1.5 million to Haj pilgrims under the Sahabat Korporat Tabung Haji 2014 programme.

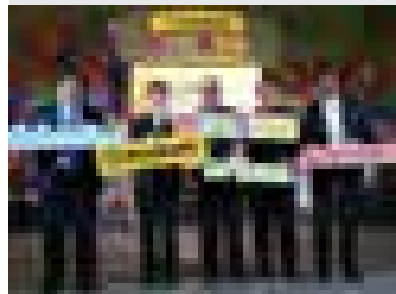


18 JUNE

BII issued subordinated debt of IDR 1.5 trillion and Mudharabah Sukuk of IDR 300 billion which will be used for developing BII business.

19 JUNE

Maybank held its annual four-day Treats Fair 2014, the largest one-stop redemption fair for cardholders in Kuala Lumpur.

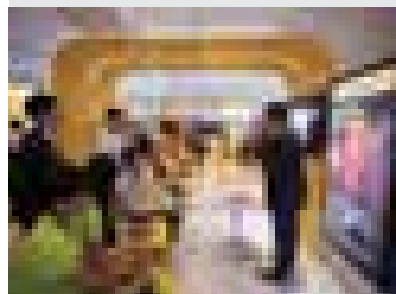


20 JUNE

Maybank Foundation launched Season 2 of its international award winning animated TV series, CashVille Kidz in 3D. The revolutionary financial literacy programme was jointly developed with MoneyTree Malaysia, Southeast Asia's largest financial literacy training provider.

21 JUNE

Maybank (Cambodia) Plc. participated in a Career Forum 2014 organised by EuroCham Cambodia. Approximately 15,000 visitors were present at the Forum.

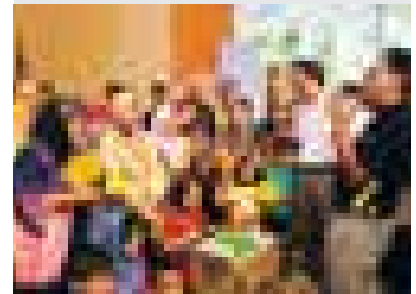


21 JUNE

Etiqa hosted the Etiqa & Friends Golf Tournament where 110 golfers, ranging mainly from corporate associates, clients and business partners vied for the tournament title at the Kelab Golf Seri Selangor in Petaling Jaya.

21 JUNE

Maybank Islamic contributed food items such as rice, cooking oil, flour and sugar to nearly 9,000 needy families nationwide in conjunction with the holy month of Ramadan.



28 JUNE

Maybank Singapore launched the "Maybank Education Loan for Charity" campaign. For every successful education loan application, Maybank will donate SGD30 to The Straits Times School Pocket Money Fund, to provide pocket money for school children from low-income families. To mark the event, 150 Maybank volunteers brought 100 student recipients to the River Safari for a day of fun and adventure, before the end of the school holidays.



30 JUNE

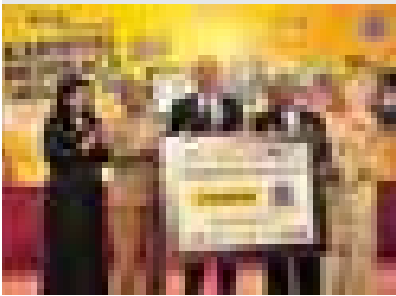
Maybank launched its Premier 1 Account Campaign – the first-of-its-kind account in Malaysia to reward customer loyalty. This campaign offers customers additional interest of up to 1.5% per annum which is paid over and above the prevailing Premier 1 account interest rate, simply for conducting other day-to-day transactions with the Bank.

Event Highlights 2014

JULY

08 JULY

Maybank helped Malaysians to gain greater accessibility to books through its contribution of 500 e-books to Perpustakaan Negara Malaysia (PNM), which can be conveniently accessed and downloaded online by members whenever they are. It was the first such collaboration between the national library and a corporation in Malaysia.



14 JULY

Maybank Private Wealth contracted an executive suite in Asia's newest venue for premier sports and entertainment – the Singapore National Stadium. Maybank Private Wealth has since hosted our HNW Clients to Mariah Carey's concert and high-profile football matches of Singapore vs Juventus and Japan vs Brazil in our executive suite, donned in Maybank Private Wealth branding to complete the experience.

17 JULY

Maybank introduced M2U Pay 'Snap&Sell', a first of its kind innovative mobile application that enables individuals the convenience of selling their products anywhere and at any time on social media platforms. The application combines the simplicity of smartphone photography with the convenience of personal online commerce through a secured online transaction service.



18 JULY

BII launched a micro banking service, called BII Pilihan Bijak Mitra Usaha (BII Pijar). BII Pijar is a community empowerment banking programme which creates, fosters, and develops micro communities for both direct collaborations and third-party partnerships. BII also cooperated with nine rural banks to develop micro businesses by forming micro units.

24 JULY

BII reported that net profit after tax and minority Interest (PATAMI) for the first half ended 30 June 2014 of IDR336 billion while profit before tax stood at IDR511 billion, compared with IDR681 billion and IDR966 billion the year before.

24 JULY

BII handed over full scholarships to Indonesia students to continue their studies in selected universities in Singapore and Malaysia.

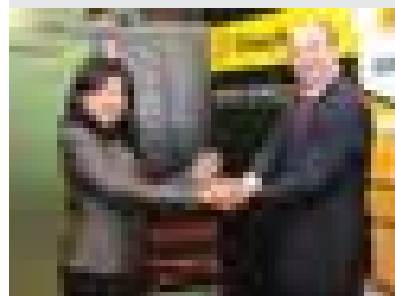
30 JULY

Maybank tapped further into the premium card segment with the introduction of its new Maybank Visa Signature credit card, bringing to the market Malaysia's first credit card to offer cash back on a daily basis as well as flexibility to convert Treatspoints into cash.



31 JULY

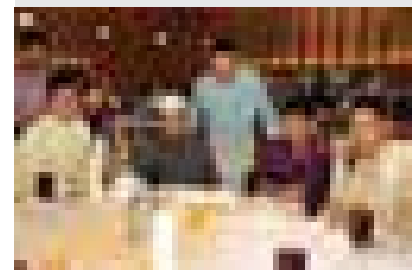
Maybank and ICAEW signed a first-of-its-kind collaboration to launch the Global Maybank Apprentice Programme (GMAP) Plus, a unique Maybank apprentice programme with an aim to produce high calibre individuals with skills required by the financial services sector. Under the collaboration, exceptional young graduates with strong academic credentials and leadership potential will undergo a two-year rotational training programme with Maybank while also simultaneously embarking on the ACA qualification from ICAEW.



AUGUST

07 AUGUST

Some 100 special children from Generating Opportunities for Learning Disabled, Rumah Kasih Harmoni, Taman Sinar Harapan and Persatuan Kebajikan Teratak Shifa Kuala Lumpur & Selangor celebrated Hari Raya Aidilfitri with Maybank as part of the Group's efforts to spread festive cheer to the underprivileged.



11 AUGUST

BII provided a IDR 1.5 trillion loan to PT Angkasa Pura II for its airport development project including Soekarno-Hatta International Airport. The loan facility was also part of BII's efforts to help the government in developing Indonesia's infrastructure.

12 AUGUST

Maybank Group enhanced its presence in Singapore with the launch of its life insurance arm, Etiqa Insurance Pte. Ltd., which would see its life insurance products being sold at Maybank branches in Singapore. Etiqa has been providing general insurance solutions in Singapore for the past 50 years.

Event Highlights 2014

SEPTEMBER

16 AUGUST

Maybank Islamic recognised the success of about 200 students from underprivileged families who've achieved excellent results in their SPM examination in 2013. The students had been sponsored under the Maybank Islamic Education Programme which was conducted at 23 MRSM locations nationwide. At the same ceremony, Maybank Islamic handed over educational assistance of RM280,000 to ten selected state universities nationwide.



28 AUGUST

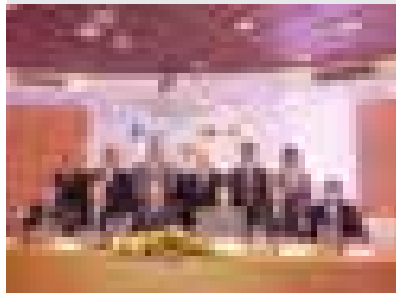
Maybank announced that profit before tax (PBT) for the Group for the half year ended 30 June 2014 rose 5.7% from a year earlier to RM4.45 billion. Net profit rose 3.4% to RM3.18 billion.

29 AUGUST

Maybank announced the appointment of Amirul Feisal Wan Zahir as its Group Head of Global Banking (GB), effective 1 October, 2014.

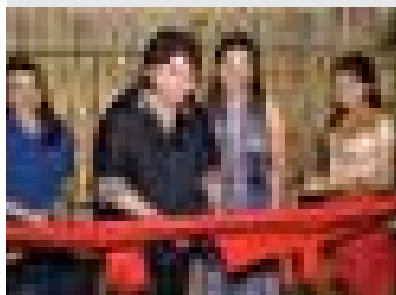
03 SEPTEMBER

Maybank Philippines signed a PHP 2 Billion syndicated loan deal with P.A. Alvarez Properties & Development Corp., in partnership with state-run Land Bank of the Philippines. Maybank ATR Kim Eng served as financial advisor and joint lead arranger, along with Land Bank, for the transaction.



03 SEPTEMBER

Maybank (Cambodia) Plc. launched a vocational training programme by sponsoring 10 students from the People Improvement Organization for a 12-month course in dress making. The sponsorship included support for the hiring of teachers, workshop materials, electricity and equipment and is an extension of the existing Maybank Child Sponsorship initiative: 'A Way Out of the Dump'.



08 SEPTEMBER

Maybank launched its Maybank2u App, a mobile application for smart phones which not only enables customers to perform all transactions available through Maybank2u, but also provides a host of other innovative features like mobile-to-mobile transfer, updates on latest customer promotions as well as stock market information and news feeds.

12 SEPTEMBER

Volunteers from Maybank Kim Eng Singapore visited the elderly from the AWWA community home to share the joy of mid-autumn festival. Participants distributed moon cakes, food and essential items to the elderly, taking the opportunity to have a chat with them as well.



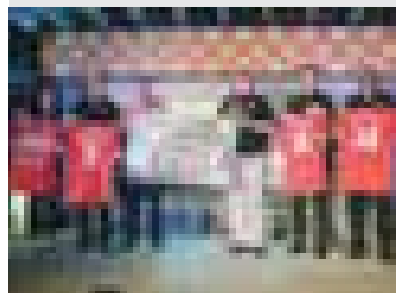
14 SEPTEMBER

"Push Your Limit" was the theme for BII Maybank Bali Marathon 2014 for the third time at Gianyar, Bali which saw the participation of over 4,400 runners from 43 countries.



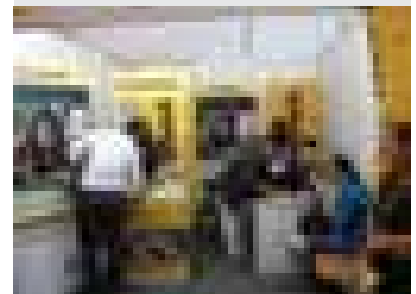
18 SEPTEMBER

Maybank Philippines launched its Manchester United credit card offering exclusive privileges and discounts.



18 SEPTEMBER

Maybank Philippines took part in the 5th Philippine International Motorshow in Manila. Maybank was the only participating bank during the four-day event which brought together 16 car brands under one roof.



27 SEPTEMBER

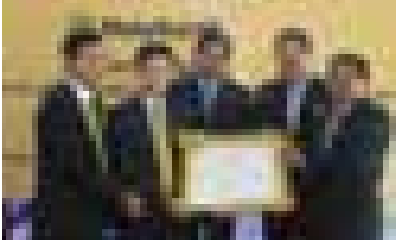
Over 20,000 Maybank employees globally participated in the fifth Maybank Global CR Day, coming together to reaffirm their commitment to social development and welfare as well as environmental conservation through various community programmes.

Event Highlights 2014

OCTOBER

01 OCTOBER

Maybank was granted a banking license to open a branch in Myanmar.



01 OCTOBER

Maybank Singapore launched the first rewards programme in the market targeted solely at HNW and affluent segments. Premier Wealth Total Rewards aims to reward customer loyalty based on their total banking relationship, through an expanded product suite.

05 OCTOBER

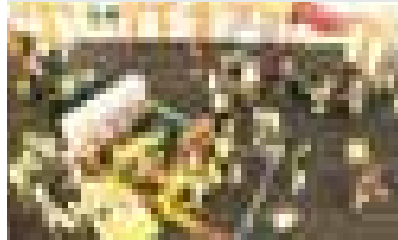
Twelve lucky Maybank cardmembers from Malaysia and Singapore were the first of our most privileged guests to experience Premier League match, 'Live' from the exclusive Maybank Executive Box in Old Trafford, Manchester, where they've witnessed Manchester United trounce Everton 3-1.

10 OCTOBER

Maybank Philippines signed a loan deal with five banks in connection with \$90 million refinancing agreements for working capital lines for Carmen Copper, a subsidiary of Atlas Consolidated Mining.

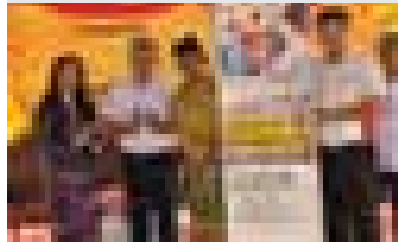
11 OCTOBER

Maybank (Cambodia) Plc. launched a Maybank Rewards Day to reward loyal customers at the popular AEON Mall in Phnom Penh which also witnessed the launch of Maybank Cambodia's "One Wish, Enriching Many Lives" programme. This is a first-of-its-kind programme aimed at helping customers to help their own communities.



16 OCTOBER

Maybank extended its agent banking services to POS Malaysia's Tasik Chini branch in Pahang bringing the number of POS Malaysia offices nationwide to 347 to offer such services for over-the-counter transactions such as cash deposits, cash payments, cash withdrawals and repayment for loan/hire purchase/credit card.



16 OCTOBER

BII developed a biogas programme for communities surrounding Mt Merapi to provide them an alternative and renewable source of energy. Through this programme, BII has built 25 biogas plants to provide renewable energy to approximately 400 people in 15 villages.

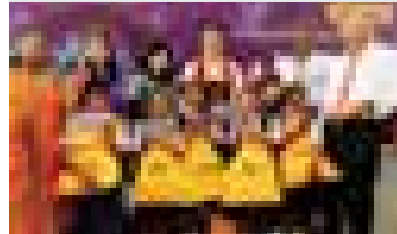
17 OCTOBER

Maybank Philippines was one of the Mandated Lead Arrangers and Book Runner in connection with a USD315.0 million syndicated loan facility for EDC Burgos Wind Power Corporation, an affiliate of Energy Development Corporation. Maybank Philippines' contribution was USD22.0 Million.



17 OCTOBER

Some 86 special children from Yayasan Seribu Harapan orphanage, Klang and the community of Carey Island, Klang celebrated Deepavali with Maybank as part of the Group's efforts to spread festive cheer to the underprivileged.



19 OCTOBER

BII continued to provide scholarships for 50 University Gadjah Mada students from low-income families. This initiative has been implemented since 2008 and has helped 262 students to complete their undergraduate studies up to 2014.

22 OCTOBER

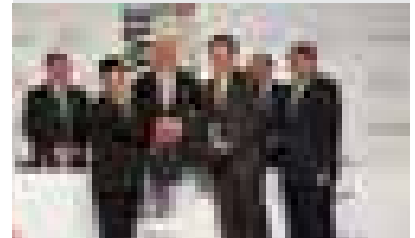
PT Bank Internasional Indonesia Tbk reported that net profit after tax and minority Interest (PATAMI) for the first nine months 2014 stood at IDR340 billion while profit before tax was IDR478 billion compared with IDR1,098 billion and IDR1,562 billion respectively the previous year.

27 OCTOBER

BII launched a strategic partnership with Hamamatsu Shinkin Bank to provide a series of banking products and services for the latter's customers.

28-30 OCTOBER

Maybank Islamic participated as a strategic partner of the 10th World Islamic Economic Forum (WIEF) held in Dubai, United Arab Emirates. During the event, Maybank Islamic announced two unique and innovative collaborations. The first was with Malaysia's religious body, Majlis Agama Islam Wilayah Persekutuan for the country's first Corporate Cash Waqf Fund amounting to RM20 million and the second collaboration was with the developer of the multi-billion ringgit Battersea Power Station (BPS) project in London.



28 OCTOBER

Two lucky customers of Maybank Islamic each drove home a 4WD Toyota HILUX, after winning the bank's first round of the 'Save & Drive Deposit Campaign', while 20 other customers each won Petronas petrol vouchers worth RM2,000.



31 OCTOBER

Maybank launched myTrade2Cash, a centralised online trade financing service which enables SMEs to conveniently apply for trade finance facilities from Maybank through DNex's online platform. The service is the first of its kind in ASEAN.

31 OCTOBER

BII became one of the partners of the Jakarta Government, for Land and Building tax to be made via BII ATMs.

Event Highlights 2014

NOVEMBER

01 NOVEMBER

Maybank Philippines launched Maybank Treats Fair to offer exciting deals and fantastic discounts to Maybank cardholders for the whole month of November.



15 NOVEMBER

Maybank Philippines announced the transformation of its Maybank Resorts World Branch into a 24/7 Maybank branch - the first in the country. The Maybank Resorts World branch will operate 24 hours a day, seven days a week to cater primarily to financial requirements of business establishments and retail customers in the area.



18 NOVEMBER

Maybank in collaboration with Visa International launched M2u Visa Direct, a first of its kind remittance service in Malaysia that offered an innovative alternative to sending money to beneficiaries in over 200 countries. Customers can transfer funds in any currency via Maybank2u to any eligible overseas issued Visa credit, debit or prepaid card cardholder internationally.

25 NOVEMBER

Maybank Singapore gave its Mobile Banking app a facelift with a series of innovative new features to enhance user experience. A key differentiator is the ability to create icons for frequently-used services to be placed right on the home screen for upfront access.

26 NOVEMBER

Maybank announced that Group profit before tax (PBT) for the nine months ended 30 September 2014 rose 1.7% from a year earlier to RM6.68 billion. Net profit was RM4.79 billion, compared with RM4.82 billion a year earlier.

28 NOVEMBER

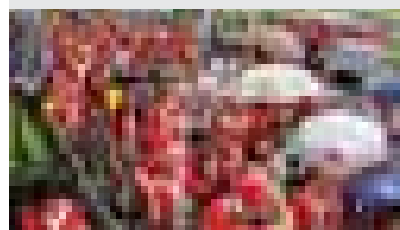
BII held an Extraordinary General Meeting which approved the Bank's plan for a rights issue of IDR1.5 trillion.

28 NOVEMBER

Maybank launched an inaugural GreTai Securities Market listed transaction in Taiwan raising USD500 million, issued out of Maybank's USD5 billion Multi-Currency Medium Term Note Programme and is Maybank's first 30 year callable zero coupon notes.

29 NOVEMBER

Maybank was title sponsor for the inaugural Maybank Santa Run for Wishes, which took place at The Promontory@Marina Bay, Singapore. This first-ever Santa-themed run in the republic was organised by Make-A-Wish Foundation Singapore to raise funds to grant wishes for children with life-limiting medical conditions. About 4,500 participants participated to show support for the cause.



DECEMBER

2 DECEMBER

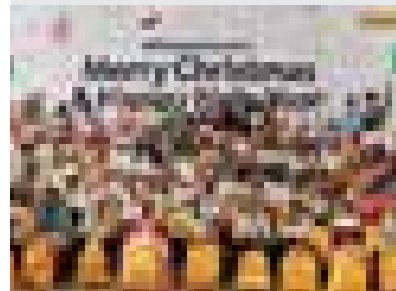
BII launched a new credit card targeting young customers called the "BII White Card".

11 DECEMBER

Maybank Foundation extended a financial aid amounting to RM1 million to Mercy Malaysia as part of a 3-year partnership. A portion of the donation will be used to provide assistance to Typhoon Hagupit victims in the Philippines.

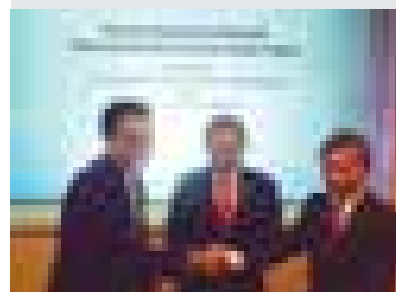
17 DECEMBER

Some 140 children from four different orphanages were treated to a Christmas celebration and presented with Christmas gifts as part of the Group's efforts to spread festive cheer to the underprivileged.



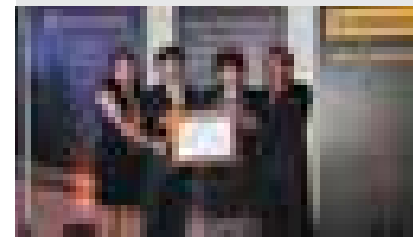
18 DECEMBER

Maybank Islamic Berhad (MIB) signed a collaboration agreement with Unit Peneraju Agenda Bumiputera (TERAJU) to provide RM600 million funding to high-performing Bumiputera small and medium enterprises (SMEs), and assist them to obtain working capital to grow their businesses and buy assets.



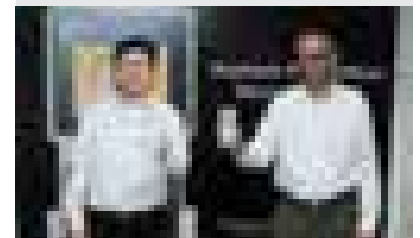
18 DECEMBER

Maybank (Cambodia) Plc. launched its latest service, Maybank Premier Wealth to cater to affluent customers through personalised and comprehensive financial solutions during a special ceremony in conjunction with the Official Opening Ceremony of Maybank's 18th Branch in Cambodia.



22 DECEMBER

Maybank achieved another first in the Malaysian market with the launch of the Maybank Visa payWave Micro Tag – a new and convenient way for payments riding on the Visa payWave technology but through the use of a Micro Tag that can be placed separately on a cardholder's belongings such as mobile phone, wallet, car key or any handheld item. Linked to a Visa payWave credit card, it would enable contactless payments to be effected in just a few seconds by waving the item containing the Micro Tag in front of a Visa payWave terminal.



23 DECEMBER

Maybank announced that it would offer a six month moratorium on instalment payments for loans and waiver of certain charges based on a case-to-case basis for customers who were affected by the floods in various states in Malaysia.

29 DECEMBER

BII signed a partnership with PT Dragon Computer & Communications in providing its 'BII Sinergi' product, a card based loan facility with distributor financing concept which was developed to reach Micro Small Medium Enterprise businesses.

Awards & Recognition



Maybank was honoured to receive the 'Brand of the Year' award at the World Branding Forum in London. Maybank was the only brand accorded in the Banking category under the National winners' for Malaysia. The evaluations were made based on four criteria which included Brand Valuation, Consumer Market Research, Public Online Voting and World Branding Forum Advisory Council Voting.



Maybank won two prestigious awards, the Best Retail Bank Malaysia Country Award 2014 and the Best Automobile Lending Business Award for Asia 2014 by The Asian Banker, a provider of strategic business intelligence for the financial services community in Asia which also published The Asian Banker Journal. The two awards were presented to Datuk Lim Hong Tat, Head, Group Community Financial Services and CEO Maybank Singapore who was also named the 'Retail Banker of the Year 2014' during the International Excellence in Retail Financial Services Awards 2014 ceremony held in Sydney.



Maybank clinches ACCA Malaysia Sustainability Awards 2014 trophy for second consecutive year.

NATIONAL ANNUAL CORPORATE REPORT AWARDS 2014



NACRA 2014
Overall Excellence Award - Gold

NACRA 2014
Industry Excellence Awards

NACRA 2014
Best Corporate Social Responsibility Reporting - Silver



ACSSA 2014
Sustainability Report category - Winner



ASIAN CORPORATE SUSTAINABILITY SUMMIT & AWARDS

2014

Visit www.maybank.com/awards for more information.

Awards & Recognition

NACRA 2014
Best Annual
Report in Bahasa
Malaysia - Silver



Best
Sustainability
Report

Best
Workplace
Practices

**ACCA MALAYSIA
SUSTAINABILITY
REPORTING
AWARDS
2014**

GROUP AWARDS

World Branding Awards

- Brand of the Year 2014-2015. Banking - Malaysia National Award

Putra Brand Awards 2014

- Banking, Investment and Insurance category – Gold

CFO Innovation Asia

- Chief Financial Officer (CFO) of the Year Award 2014

Association of Chartered Certified Accountants (ACCA)

- Malaysia Sustainability Reporting Awards (MaSRA)
- Overall winner

The ASEAN Corporate Sustainability Summit & Awards (ACSSA) 2014

- Winner of the 'Sustainability Report' category

The 6th Global CSR Summit & Awards (GCSA) 2014

- Excellence in Provision of Literacy and Education - Winner

The Asian Banker Awards 2014

- The Best Reporting and Compliance Implementation

National Annual Corporate Report Awards (NACRA) 2014

- Overall Excellence Award – Gold
- Industry Excellence Award for Finance
- Best Annual Report in Bahasa Malaysia – Silver
- Best Corporate Social Responsibility – Silver

The International ARC Awards 2014

- Grand Award for Best of International Asia/Pacific:
Maybank Annual Report 2013 - Gold

Alpha Southeast Asia

- 4th Annual Institutional Investor Corporate Awards 2014
- Most Organised Investor Relations
- Best Senior Management Investor Relations Support
- Strongest Adherence to Corporate Governance
- Most Consistent Dividend Policy
- Best Strategic Corporate Social Responsibility

Minority Shareholders Watchdog Group (MSWG)

- Top 5 Corporate Governance - Overall Recognition
- Corporate Governance Industry Excellence – Finance Sector
- Exemplary Environment Social and Governance (ESG) Practices

COMMUNITY FINANCIAL SERVICES

The Asian Banker Awards 2014

- Best Retail Bank Malaysia Country Award 2014
- Best Automobile Lending Business Award for Asia 2014
- Retail Banker of the Year 2014

Technology Implementation Awards

- Best Single Country Mobile Banking Project - Maybank Singapore

Euromoney Private Banking Awards 2014

- Best Private Banking Services Overall in Malaysia
- Best Relationship Management
- Best Range of Investment Products
- Best Range of Advisory Services
- Best Net-Worth-Specific Services
– Super Affluent Clients (USD500,000 to USD1million)
- Best Net-Worth-Specific Services
– High Net Worth I Clients (USD1 million to USD10 million)
- Best Net-Worth-Specific Services
– High Net Worth II Clients (USD10 million to USD30 million)
- Best Net-Worth-Specific Services
– Ultra High Net Worth Clients (Greater than USD30 million)

Global Private Banking Awards 2014

- Best Private Bank for Islamic Services 2014

Awards & Recognition

Asiamoney Private Banking Poll

- Best Domestic Private Bank in Malaysia

Global Finance

- World's Best Internet Bank Awards 2014
- Best Mobile Banking App – Asia Pacific

Retail Banker International

Asia Trailblazer Awards 2014

Maybank Malaysia

- Winner, Strategy Excellence in Dynamic Third Party Partnerships
- Highly Commended, Channel Excellence in Social Media - Customer Relations and Brand Engagement

Maybank Singapore

- Highly Commended, Product Excellence in P2P Payments

Association of Customer Experience Industry of Malaysia

15th National Customer Experience Industry Awards

- Best Contact Centre - Banking - 1st Place
- Best In-House Inbound Contact Centre (Over 100 Seats) - 1st Place
- Corporate Social Responsibility - 1st Place
- Best In-House Inbound Contact Centre (Below 100 Seats) - 2nd Place
- People Contact Centre - 2nd Place

GLOBAL BANKING

The Banker

Investment Banking Awards 2014

- Most Innovative Investment Bank from Asia-Pacific - Maybank Kim Eng

Deal of the Year 2014

- Infrastructure & Project Finance Deal of the Year in Asia-Pacific - Banten Power Plant
- Islamic Finance Deal of the Year in Asia-Pacific - Cagamas Berhad

Global Finance

World's Best Foreign Exchange Bank 2014 - Malaysia

World's Best Trade Finance Bank 2014 - Malaysia

World's Best Corporate/Institutional Internet Banks in Asia Pacific 2014

- Best Corporate/Institutional Internet Banks - Malaysia
- Best Mobile Banking App - Asia Pacific

Asian Banking & Finance

Wholesale Banking Awards 2014

- Malaysia Domestic Trade Finance Bank of the Year
- Malaysia Domestic Project Finance Bank of the Year
- International Technology & Operations Bank of the Year

The Asian Banker

The Asian Banker Transaction Banking Awards 2014

- The Best Trade Finance Bank in Malaysia
- The Best Cash Management in Malaysia
- The Leading Counterparty Bank in Malaysia

The Asian Banker Financial Market Awards 2014

- Broker of the Year - Malaysia
- Broker of the Year – Thailand

The Asset Triple A

Transaction Banking Awards 2014 – Treasury, Trade and Risk Management

- Best Service Providers in Malaysia - Transaction Bank, Liquidity Management, Trade Finance, eSolutions Provider
- Best Service Providers in Malaysia - Non-bank Financial Institution
- Best Regional Cash Management Solution - Keppel Logistics

Islamic Finance Awards 2014

- Best Islamic Trade Finance Bank, Malaysia

Asset Servicing Awards 2014

- Best Domestic Custodian, Malaysia
- Best Corporate Trust Mandate, Malaysia - KLCC REIT

Country Awards 2014

- Best Brokerage House - Malaysia, Singapore, Thailand

Alpha Southeast Asia

8th Annual Deal & Solution Awards is Southeast Asia

- Best Equity House in ASEAN
- Best Islamic Finance Deal Of the Year In Southeast Asia - Cagamas' RMB1.5 billion (US\$244 million) offshore RMB bond
- Best REIT Deal Of the Year In Southeast Asia - Impact Growth REIT's THB15.7 billion (US\$487 million) REIT
- Best Islamic REIT Deal Of the Year In Southeast Asia - KLCC's RM3 billion Sukuk REIT
- Best Yuan Trade Settlement Of the Year In Southeast Asia - Wilmar Offshore
- Best Custody Solution Of the Year In Southeast Asia - National Bank of Abu Dhabi

8th Annual Best Financial Institution Awards 2014

- Best Broker in Southeast Asia 2013-2014
- Best Institutional Broker
 - Malaysia: Maybank Investment Bank
 - Philippines: Maybank ATR Kim Eng Securities Inc.
 - Singapore: Maybank Kim Eng Securities Pte Ltd.
- Best Retail Broker
 - Malaysia: Maybank Investment Bank
 - Philippines: Maybank ATR Kim Eng Securities Inc.
 - Thailand: Maybank Kim Eng Securities (Thailand)
 - Vietnam: Maybank Kim Eng Vietnam Securities Ltd.
- Best Trade Finance House - Malaysia
- Best Cash Management Bank - Malaysia
- Marquee Award

Asiamoney

Cash Management Poll

- Best local currency cash management services in Malaysia as voted by financial institutions
- Best Local Cash Management in Malaysia as voted by corporates 1999-2013
- Best Domestic Provider of FX Bank in Malaysia as voted by corporates 1999-2013

Brokers Poll 2014

- Best in Sales Trading in Malaysia
- Best Salesperson in Malaysia
- Best Research Coverage in Malaysia - Banks, Energy, Health Care, Real Estate, Utilities, Technology, Hardware & Equipment
- Best for Events and/or Conferences in Malaysia
- Most Improved Brokerage over the last 12 months in the Philippines

Deals of the year 2014 - Malaysia

- 7-eleven Malaysia Holdings MYR834 million IPO

Regional Capital Markets Awards 2014

- Best Investment Grade Syndicated Loan: Xiaomi HK US\$1billion loan

Deals of the year 2014 - Indonesia

- CT Corporation USD1.275 billion triple tranche syndicated loan

Finance Asia

Fixed Income Poll 2014

- Best Borrower Award (Malaysia)

Country Award for Achievement 2014

- Best Broker, Malaysia
- Best Broker, Thailand

Achievement Awards 2014

- Best Renminbi (Offshore) Offering - Cagamas Global's RMB1.5 billion bond
- Best Project Financing - Banten Power Plant's USD730 million debt financing

Global Custodian

Awards of Excellence - London 2014

Cross Border Non Affiliated Global Custodian Award

- Top Rated in Emerging Markets
- Awards of Excellence - Asia 2014
- Best sub-custody, Malaysia (Top 3 Nominees)
- Cross Border Non Affiliated Global Custodian Award
- Top Rated in Emerging Markets
- Domestic Global Custodian Award
- Commended in Malaysia
- 4 Best in Class Awards
- Asset Servicing

Global Banking & Finance Review Awards 2014

- Best Investment Bank in Malaysia - Maybank Kim Eng

Euromoney

Real Estate Awards 2014

- Best M&A Advisory - Maybank Kim Eng

Islamic Finance Awards 2014

- Best Islamic Project Finance Deal - DanaInfra MYR300 million Exchange Traded Sukuk

CFO Innovation

CFO Innovation Awards 2014

- Best Malaysia Bank Provider of Cash Management Services

GTR

Asia Leaders in Trade

- Best Trade Finance Bank, Malaysia

Hong Kong's Most Valuable Companies Award

- Best ASEAN Broker

MTN-i

Asia Pacific Awards 2014

- Rising Star Award

Investment Trends

Singapore Broking Report 2014

- Best Mobile Platform: Singapore
- Best Trading Ideas and Strategies: Singapore

Securities Investors Association (Singapore)

Investors' Choice Awards

- Maybank Kim Eng Singapore - runner-up for the Best Retail Broker Award 2014

RAM

RAM League Awards 2014

- BluePrint Award 2013: Innovation in Islamic Finance - Telekom Malaysia Berhad

Investment Analysts Association of Thailand

IAA Awards for Analysts 2014

- Best Analysts for Food & Services Sector, Energy & Petrochemical, Small Caps (Retail Category)

Thomson Reuters

Starmine Analyst Awards 2014

- Top Analyst in Construction & Engineering Sector - Asia

Awards & Recognition

ISLAMIC BANKING

Global Finance Awards 2014

- Best Islamic Financial Institution in Asia, Malaysia and Singapore - Maybank Islamic Berhad

The Banker

Islamic Bank of the Year Awards 2014

- Global Islamic Bank of the Year
- Islamic Bank of the Year (Asia Pacific)
- Islamic Bank of the Year (Indonesia - through PT Bank Internasional Indonesia Unit Usaha Syariah and PT Maybank Syariah Indonesia)

Islamic Finance News Awards 2014

- Real Estate Deal of the Year 2014
 - Midciti Sukuk's RM3.0 billion IMTN/ICP Programme
- Murabahah and Trade Finance Deal of the Year 2014
 - Exim Sukuk Malaysia Berhad's USD1.0 billion Multi-currency Sukuk Programme
- Malaysia Deal of the Year 2014
 - Midciti Sukuk's RM3.0 billion IMTN/ICP Programme

The Asset

Triple A Awards 2014 – Islamic Finance

- Best Corporate Sukuk / New Sukuk
 - Sime Darby Global USD1.5 billion Multi-Currency Sukuk Programme
- Most Innovative Deal 2014
 - Telekom Malaysia Berhad RM3.0 billion IMTN /ICP Programme
- Best Deal, Singapore 2014
 - Swiber Capital USD500.0 million Multi-Currency Sukuk Programme

Alpha Southeast Asia

8th Annual Deal and Solution Awards

- Most Innovative Islamic Finance Deal in Southeast Asia 2014
 - EXIM Sukuk's USD300.0 million Sukuk Wakalah
- Best Islamic REIT Deal in Southeast Asia 2014
 - Midciti Sukuk's RM3.0 billion IMTN/ICP Programme

RISK MANAGEMENT

The Asian Banker Awards 2014

- The Risk Manager of the Year Award 2014

Disaster Recovery Regional Awards of Excellence

- Best Certified Business Continuity Professional

GROUP TECHNOLOGY

17th Regional Asian Shared Services & Outsourcing Excellence Awards 2014

- Excellence in Creating a Customer Centric Organisation - Winner
- The Best Technology Transformation - 2nd place

GROUP HUMAN CAPITAL

Malaysia's 100 Leading Graduate Employers Awards 2014

- Top Employer of the Year
- Winner of the Banking & Financial Services Category
- Winner, Best Innovation on Campus for Maybank GO Ahead Challenge
- Winner, Best Internship Experience.
- Top three Finalist for Best Management Trainee Programme (Global Maybank Apprentice Programme) and Best Social Media Usage.

Towers Watson

- Recognition as the only Malaysian founded organisation in the Towers Watson Global High Performing Company Norm list

Association of Chartered Certified Accountant

- Malaysia Sustainability Reporting Awards 2014
- Winner, Best Workplace Practices
- Winner, Best Sustainability Report

Talent Corporation Malaysia Berhad

Life at Work Award 2014

- Best Malaysian Organisation - Winner

National Council for Occupational Safety and Health

National OSH Excellence Award 2014

- Finance, Insurance and Real Estate category - "Main Award" winner

Asia HR Excellence Award 2014

- Gold winner in Graduate Development category

Singapore Quality Class Award

- Star Certification for Excellence - Maybank Singapore

Annual Asian Shared Services & Outsourcing Week

- Excellence in Creating a Customer Centric Organisation - Winner
- Best Technology Transformation Award - 2nd place

BANK INTERNASIONAL INDONESIA

Top 50 Most Valuable Indonesian Brand from Brand Finance

Excellent Service Experience Award from CARE -CCSL and Bisnis Indonesia newspaper

- Regular Domestic Banking category

Islamic Finance Award from KARIM Consulting Indonesia

- 3rd rank for top growth financing in sharia business unit with assets >IDR1 trillion

Indonesian Banking Loyalty Award (IBLA) 2014 from Markplus Insight and Infobank Magazine

- Loyalty Programme for Saving Account Conventional Bank
- Top 5 Loyalty Champion for "Saving Account Conventional Banking"
- Top 3 Saving Account Islamic Banking for sharia business unit (category with assets more than Rp100 trillion)

Financial Insight Innovation Award from IDC Financial Insight as a reward and recognition on innovative and successful programme in Risk Management

- Asia's Most Dependable Bank

Call Center Service Excellence Award (CCSEA) 2014 from CARRE-CCSL and Service Excellence magazine

- Excellence category for Email Customer Service
- Excellence category for Platinum Credit Card
- Excellence category for Regular Credit Card
- Excellence category for Regular Banking

Rekor Bisnis (ReBI) Indonesia Recognition Night from TERA Foundation and Seputar Indonesia newspaper

- Fastest growth for Mobile Banking User in Banking Industry
- Initiator of community-based financing for Micro and SME with supply chain scheme

Service Quality Award 2014 from CARE-CCSL and Service Excellence magazine

- Service Quality Golden Award for Industry Regular Banking Domestic
- Service Quality Golden Award for Industry Regular Credit Card

Citi FI Awards from Citi Group

- FI Trade Finance Partnership Award 2013-2014
- FI Trade Service Partnership Award 2013-2014

Most Innovative FI Partner for Payment Award from Deutsche Bank AG

Properti Indonesia Award (PIA) 2014 from Properti magazine

- The Progressive Mid Bank for "Property Services" category

Infobank Sharia Finance Award 2014 from Infobank magazine

- "Very Good" category for sharia business unit with assets more than IDR1 trillion

Indonesia Top 100 Ideal Employers from Universum

Annual Report Award 2013 from Komite Nasional Kebijakan Governance (KNKG), Bursa Efek Indonesia, Bank Indonesia, Otoritas Jasa Keuangan, Dirjen Pajak, Kementerian BUMN and Ikatan Akuntansi Indonesia

- Annual Report 2013 in Private Financial Listed category - 3rd place

Forsel Awards 2014 from Forsel magazine

- Best Mobile Banking Application

Residence Indonesia Award (REWARD) 2014 from Residence Indonesia magazine

- Fastest mortgage services

JP Morgan Recognition Award 2014 from JP Morgan

- MT 103 Elite Quality Recognition Award for STP Award category

Citi Performance Excellence Award from Citi Group

- STP Award

Indonesia Most Experiential Brand Activation 2014 from Mix Marcomm Magazine

- BII Maybank Bali Marathon achieved the Best Running Activation

HR Excellence 2014 Award from SWA magazine and Lembaga Manajemen Fakultas Ekonomi Universitas Indonesia

- Good Recruitment & Attraction - 3rd place
- Best People Development - 2nd place

The 6th IICD Corporate Governance Conference & Award from Indonesian Institute for Corporate Directorship (IICD)

- Best Responsibility of the Board

Sustainability Reporting Award (SRA) 2014 from National Center for Sustainability Reporting (NCSR)

- Commendation for 1st time G4 Report 2013
- Commendation for 1st year sustainability report 2013

STP Award Payment Processing from Standard Chartered Bank

- Anugerah Perbankan Indonesia from Perbanas Institute and Economic Review magazine



Visit www.maybank.com/awards for more information.

Analysis of Shareholdings

As at 10 February 2015

Authorised Share Capital	:	10,000,000,000
Paid-Up Share Capital	:	9,319,146,241
Class of Shares	:	Ordinary Share of RM1 each
Voting Right	:	1 vote per Ordinary Share

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Capital
Less than 100	4,094	6.39	141,899	0.00
100 to 1,000 shares	13,405	20.94	8,477,793	0.09
1,001 to 10,000 shares	34,622	54.08	120,868,093	1.30
10,001 to 100,000 shares	10,193	15.92	271,145,902	2.91
100,001 to less than 5% of issued shares	1,706	2.66	3,652,645,572	39.20
5% and above of issued shares	3	0.01	5,265,866,982	56.50
TOTAL	64,023	100.00	9,319,146,241	100.00

SUBSTANTIAL SHAREHOLDERS AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDERS

No.	Name of Shareholders	No. of Shares Held	% of Shares
1.	AmanahRaya Trustees Berhad (B/O : Skim Amanah Saham Bumiputera)	3,571,785,584	38.33
2.	Citigroup Nominees (Tempatan) Sdn Bhd (B/O : Employees Provident Fund Board)	1,195,057,286	12.82
3.	Permodalan Nasional Berhad	499,024,112	5.35

TOP THIRTY SHAREHOLDERS AS PER THE RECORD OF DEPOSITORS

No.	Name of Shareholders	No. of Shares Held	% of Shares
1.	AmanahRaya Trustees Berhad (B/O: Skim Amanah Saham Bumiputera)	3,571,785,584	38.33
2.	Citigroup Nominees (Tempatan) Sdn Bhd (B/O: Employees Provident Fund Board)	1,195,057,286	12.82
3.	Permodalan Nasional Berhad	499,024,112	5.35
4.	Kumpulan Wang Persaraan (Diperbadankan)	224,077,484	2.40
5.	Lembaga Kemajuan Tanah Persekutuan (FELDA)	185,598,941	1.99
6.	AmanahRaya Trustees Berhad (B/O: Amanah Saham Wawasan 2020)	169,534,320	1.82
7.	AmanahRaya Trustees Berhad (B/O: Amanah Saham Malaysia)	138,582,325	1.49
8.	Cartaban Nominees (Asing) Sdn Bhd (B/O: Exempt AN for State Street Bank & Trust Company (West CLT OD67))	128,514,875	1.38
9.	HSBC Nominees (Asing) Sdn Bhd (B/O: Exempt AN for JPMorgan Chase Bank, National Association (USA))	97,092,724	1.04
10.	HSBC Nominees (Asing) Sdn Bhd (B/O: BBH and Co Boston for Vanguard Emerging Markets Stock Index Fund)	87,974,588	0.94
11.	AmanahRaya Trustees Berhad (B/O: AS 1Malaysia)	80,989,786	0.87
12.	Cartaban Nominees (Asing) Sdn Bhd (B/O: GIC Private Limited for Government of (Singapore C))	73,656,228	0.79
13.	Malaysia Nominees (Tempatan) Sendirian Berhad (B/O: Great Eastern Life Assurance (Malaysia) Berhad (Par 1))	73,420,027	0.79
14.	Cartaban Nominees (Tempatan) Sdn Bhd (B/O: Exempt AN for Eastspring Investments Berhad)	70,971,018	0.76
15.	HSBC Nominees (Asing) Sdn Bhd (B/O: HSBC BK PLC for Saudi Arabian Monetary Agency)	70,157,924	0.75
16.	HSBC Nominees (Asing) Sdn Bhd (B/O: Exempt AN for the Bank of New York Mellon (Mellon Acct))	58,321,807	0.63
17.	Lembaga Tabung Angkatan Tentera	50,396,069	0.54

Analysis of Shareholdings

As at 10 February 2015

TOP THIRTY SHAREHOLDERS AS PER THE RECORD OF DEPOSITORS (CONT'D.)

No.	Name of Shareholders	No. of Shares Held	% of Shares
18.	Citigroup Nominees (Tempatan) Sdn Bhd (B/O: Exempt AN for AIA Bhd.)	42,661,631	0.46
19.	Citigroup Nominees (Tempatan) Sdn Bhd (B/O: Employees Provident Fund Board (NOMURA))	40,350,139	0.43
20.	Maybank Nominees (Tempatan) Sdn Bhd (B/O: MaybankTrustees Berhad for Public Regular Savings Fund (N14011940100))	35,703,577	0.38
21.	UOB Kay Hian Nominees (Asing) Sdn Bhd (B/O : Exempt AN for UOB Kay Hian Pte Ltd (A/C Clients))	31,933,408	0.34
22.	Cartaban Nominees (Asing) Sdn Bhd (B/O: RBC Investor Services Bank for Vontobel Fund - Emerging Markets Equity)	28,928,964	0.31
23.	AmanahRaya Trustees Berhad (B/O: Amanah Saham Bumiputera 2)	28,672,867	0.31
24.	HSBC Nominees (Asing) Sdn Bhd (B/O: Exempt AN for JPMorgan Chase Bank, National Association (Taiwan))	28,334,170	0.30
25.	HSBC Nominees (Asing) Sdn Bhd (B/O: Exempt AN for JPMorgan Chase Bank, National Association (Saudi Arabia))	27,825,061	0.30
26.	HSBC Nominees (Asing) Sdn Bhd (B/O: HSBC BK PLC for Abu Dhabi Investment Authority (AGUS))	27,224,183	0.29
27.	HSBC Nominees (Asing) Sdn Bhd (B/O: Pictet and CIE (EUROPE) for Pictet Global Selection Fund - Global High Yield Emerging Equities Fund)	26,664,434	0.29
28.	HSBC Nominees Asing Sdn Bhd (B/O: Exempt AN for JPMorgan Chase Bank Luxembourg S.A)	23,743,133	0.25
29.	CIMB Group Nominees (Tempatan) Sdn Bhd (B/O : Exempt AN for Khazanah Nasional Berhad (VCAM))	22,008,100	0.24
30.	HSBC Nominees (Asing) Sdn Bhd (B/O : HSBC BK PLC for Abu Dhabi Investment Authority (TRANG))	21,021,113	0.23
TOTAL		7,160,225,878	76.82

Classification of Shareholders

As at 10 February 2015

Category	No. of Shareholders		No. of Shareholdings		% of Total Shareholdings	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
INDIVIDUAL						
a. Bumiputera	3,041		23,750,439		0.25	
b. Chinese	43,315		325,732,283		3.50	
c. Indian	1,646		10,943,570		0.12	
d. Others	267	2,139	1,995,877	52,243,468	0.02	0.56
BODY CORPORATE						
a. Banks/Finance	71	2	4,810,164,643	16,120	51.62	0.00
b. Investment/Trust	12		14,107,203		0.15	
c. Societies	20		583,522		0.01	
d. Industrial	768	48	90,431,247	15,321,091	0.97	0.16
GOVERNMENT AGENCIES/ INSTITUTION	14		241,684,063		2.59	
NOMINEES	9,858	2,821	1,794,570,876	1,937,519,369	19.26	20.79
OTHERS	1		82,470		0.00	
TOTAL	59,013	5,010	7,314,046,193	2,005,100,048	78.49	21.51

Changes in Share Capital

AUTHORISED SHARE CAPITAL

The present authorised share capital of the Bank is RM10,000,000,000 divided into 10,000,000,000 ordinary shares of RM1-00 each. Details of changes in its authorised share capital since its incorporation are as follows :-

Date	Increase in Authorised Share Capital	Total Authorised Share Capital
31-05-1960	20,000,000	20,000,000
06-09-1962	30,000,000	50,000,000
09-04-1977	150,000,000	200,000,000
17-01-1981	300,000,000	500,000,000
06-10-1990	500,000,000	1,000,000,000
09-10-1993	1,000,000,000	2,000,000,000
19-06-1998	2,000,000,000	4,000,000,000
11-08-2004	6,000,000,000	10,000,000,000

Changes in Share Capital

ISSUED AND PAID-UP SHARE CAPITAL

Details of changes in the Bank's issued and paid-up share capital since its incorporation are as follows:-

Date of Allotment	No. of Ordinary Shares Allotted	Par Value RM	Consideration	Resultant Total Issued and Paid-Up Capital RM'000
31-05-1960	1,500,000	5.00	Cash	7,500,000
18-05-1961	500,000	5.00	Cash	10,000,000
31-05-1962	1,000,000	5.00	Rights Issue (1:2) at RM7.00 per share	15,000,000
21-08-1968	1,500,000	5.00	Rights Issue (1:2) at RM7.00 per share	22,500,000
04-01-1971	22,500,000	1.00*	Rights Issue (1:1) at RM1.50 per share	45,000,000
06-05-1977	15,000,000	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:3)	60,000,000
23-06-1977	30,000,000	1.00	Rights Issue (1:2) at RM3.00 per share	90,000,000
21-02-1981	30,000,000	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:3)	120,000,000
10-04-1981	60,000,000	1.00	Rights Issue (1:2) at RM4.00 per share	180,000,000
14-11-1984	45,000,000	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:4)	225,000,000
28-12-1984	45,000,000	1.00	Rights Issue (1:4) at RM6.00 per share	270,000,000
31-11-1985	68,249	1.00	Conversion of Unsecured Notes	270,068,249
15-11-1986	9,199,999	1.00	Issued in exchange for purchase of Kota Discount Berhad (Now known as Mayban Discount Berhad)	279,268,248
01-12-1986	10,550	1.00	Conversion of Unsecured Notes	279,278,798
29-07-1987 to 20-10-1987	90,000	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	279,368,798
30-11-1987	11,916	1.00	Conversion of Unsecured Notes	279,380,714
08-06-1988	27,938,071	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:10)	307,318,785
30-11-1988	10,725	1.00	Conversion of Unsecured Notes	307,329,510
16-03-1989 to 21-06-1989	9,198,206	1.00	Exchange for Kwong Yik Bank Berhad ("KYBB") shares	316,527,716
11-07-1989 to 23-11-1989	7,555,900	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	324,083,616
30-11-1989	46,174,316	1.00	Conversion of Unsecured Notes	370,257,932
01-12-1989 to 24-10-1990	4,508,900	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	374,766,832
16-11-1990	187,383,416	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:2)	562,150,248
27-11-1990	11,550	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	562,161,798
30-11-1990	280,497	1.00	Conversion of Unsecured Notes	562,442,295
03-01-1991	3,300	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	562,445,595
03-01-1991	188,991,002	1.00	Rights Issue (1:2) at RM5.00 per share	751,436,597
04-01-1991	4,950	1.00	Rights Issue (1:2) upon ESOS at RM5.00 per share	751,441,547
25-01-1991 to 28-11-1991	726,000	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	752,167,547
30-11-1991	35,197	1.00	Conversion of Unsecured Notes	752,202,744
11-12-1991 to 20-05-1992	5,566,000	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	757,768,744
30-11-1992 to 30-11-1993	3,153,442	1.00	Conversion of Unsecured Notes	760,922,186
18-01-1994	380,461,093	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:2)	1,141,383,279
29-12-1994	2,030,428	1.00	Conversion of Unsecured Notes	1,143,413,707
19-06-1998	1,143,413,707	1.00	Capitalisation of Share Premium and Retained Profit Account (Bonus Issue 1:1)	2,286,827,414
21-09-1998 to 09-10-2001	72,909,000	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	2,359,736,414
23-10-2001	1,179,868,307	1.00	Capitalisation of Retained Profit Account (Bonus Issue 1:2)	3,539,604,721
25-10-2001 to 05-08-2003	60,567,200	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	3,600,171,921
29-09-2004 to 14-02-2008	304,058,100	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	3,904,230,021
20-02-2008	976,057,505	1.00	Capitalisation of Share Premium Account (Bonus Issue 1:4)	4,880,287,526
27-02-2008 to 30-10-2008	859,625	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	4,881,147,151
27-04-2009	2,196,516,217	1.00	Rights Issue (9:20) at RM2.74 per share	7,077,663,368

Changes in Share Capital

Date of Allotment	No. of Ordinary Shares Allotted	Par Value RM	Consideration	Resultant Total Issued and Paid-Up Capital RM'000
29-07-2009 to 26-08-2009	319,400	1.00	Exercise of Employees' Share Option Scheme ("ESOS")	7,077,982,768
20-12-2010	244,257,623	1.00	Dividend Reinvestment Plan ("DRP") at RM7.70 per share	7,322,240,391
12-05-2011	155,965,676	1.00	Dividend Reinvestment Plan ("DRP") at RM7.70 per share	7,478,206,067
05-07-2011 to 09-12-2011	10,000	1.00	Exercise of Employees' Share Scheme ("ESS")	7,478,216,067
28-12-2011	161,221,416	1.00	Dividend Reinvestment Plan ("DRP") at RM7.30 per share	7,639,437,483
10-01-2012 to 26-01-2012	3,600	1.00	Exercise of Employees' Share Scheme ("ESS")	7,639,441,083
26-03-2012 to 09-05-2012	8,100	1.00	Exercise of Employees' Share Scheme ("ESS")	7,639,449,183
04-06-2012	202,854,119	1.00	Dividend Reinvestment Plan ("DRP") at RM8.00 per share	7,842,303,302
28-06-2012 to 08-10-2012	12,233,400	1.00	Exercise of Employees' Share Scheme ("ESS")	7,854,536,702
11-10-2012	412,000,000	1.00	Private Placement	8,266,536,702
16-10-2012 to 22-10-2012	52,400	1.00	Exercise of Employees' Share Scheme ("ESS")	8,266,589,102
25-10-2012	173,144,233	1.00	Dividend Reinvestment Plan ("DRP") at RM8.40 per share	8,439,733,335
30-10-2012 to 28-05-2013	38,147,500	1.00	Exercise of Employees' Share Scheme ("ESS")	8,477,880,835
29-05-2013	201,462,948	1.00	Dividend Reinvestment Plan ("DRP") at RM8.80 per share	8,679,343,783
29-05-2013 to 24-10-2013	47,955,100	1.00	Exercise of Employees' Share Scheme ("ESS")	8,727,298,883
25-10-2013	130,326,898	1.00	Dividend Reinvestment Plan ("DRP") at RM9.20 per share	8,857,625,781
25-10-2013 to 29-05-2014	24,164,342	1.00	Exercise of Employees' Share Scheme ("ESS")	8,881,790,123
30-05-2014	229,810,271	1.00	Dividend Reinvestment Plan ("DRP") at RM8.95 per share	9,111,600,394
02-06-2014 to 27-10-2014	40,406,200	1.00	Exercise of Employees' Share Scheme ("ESS")	9,152,006,594
28-10-2014	165,329,047	1.00	Dividend Reinvestment Plan ("DRP") at RM9.30 per share	9,317,335,641
28-10-2014 to 04-02-2015	1,810,600	1.00	Exercise of Employees' Share Scheme ("ESS")	9,319,146,241

* The par value of the Bank's shares was changed from RM5.00 to RM1.00 on 25 November 1968

Properties Owned by Maybank Group

Area	No. of Properties		Land Area (sq. m.)	Book Value as at 31.12.2014 RM'000
	Freehold	Leasehold		
Maybank				
Kuala Lumpur	11	15	49,717.62	188,817
Johor Darul Takzim	29	9	19,088.86	56,253
Kedah Darul Aman	11	5	6,111.83	8,909
Kelantan Darul Naim	1	4	1,691.00	2,456
Melaka	1	4	3,253.00	4,847
Negeri Sembilan Darul Khusus	11	5	23,469.20	7,479
Pahang Darul Makmur	9	14	16,053.74	11,212
Perak Darul Ridzuan	13	12	10,559.85	15,591
Perlis Indera Kayangan	1	3	1,475.00	1,468
Pulau Pinang	22	3	13,421.52	22,632
Sabah	-	20	15,949.17	27,761
Sarawak	9	13	6,625.57	18,231
Selangor Darul Ehsan	24	18	104,268.87	124,017
Terengganu Darul Iman	6	2	4,329.00	4,134
Hong Kong	-	2	193.00	HKD1,009
London	1	4	1,097.00	GBP4,101
Singapore	11	12	20,858.00	SGD96,203
Aurea Lakra Holdings Sdn Bhd (Formerly known as Mayban P.B. Holdings Sdn Bhd)				
Kuala Lumpur	-	1	294.00	740
Johor Darul Takzim	2	1	1,330.00	2,206
Pahang Darul Makmur	1	2	595.42	910
Perak Darul Ridzuan	1	1	857.74	2,345
Pulau Pinang	1	-	445.93	706
Sabah	-	1	257.62	1,041
Sarawak	-	1	314.00	846
Selangor Darul Ehsan	2	1	1,269.13	2,901
Maybank International (L) Ltd				
W.P. Labuan	-	3	1,089.81	USD178
Maybank Investment Bank Berhad				
Negeri Sembilan Darul Khusus	1	2	549.25	386
Pahang Darul Makmur	1	1	229.11	278
Pulau Pinang	1	-	84.04	134
ETIQA				
Kuala Lumpur	2	4	24,258.47	627,820
Johor Darul Takzim	1	-	286.00	599
Kedah Darul Aman	2	1	1,127.97	1,143
Melaka	-	1	452.00	1,112
Negeri Sembilan Darul Khusus	3	1	1,659.64	2,480
Pahang Darul Makmur	1	2	18,334.57	2,940
Pulau Pinang	1	1	624.00	3,440
Sabah	-	2	443.34	2,058
Selangor Darul Ehsan	1	1	38,927.49	47,417
Maybank Kim Eng				
Singapore	-	3	5,172.50	SGD149,710
Philippines	-	3	1,550.00	Peso75,008
PT Bank Internasional Indonesia Tbk				
Indonesia	148	-	85,143.00	IDR292,951,463
Maybank (PNG) Limited				
Papua New Guinea	-	1	2,892.00	PGK11,175

List of Top 10 Properties Owned by Maybank Group

As at 31 December 2014

Location	Description	Current Use	Tenure	Remaining Lease Period (Expiry Date)	Age of Building	Land Area (sq.m.)	Year of Acquisition	Net Book Value RM'000
Etiqa Twins No.11 Jalan Pinang Kuala Lumpur	27-storey Twin Office Buildings	Office & Rented out	Freehold	-	19 years	6,612.00	1994	320,000
50 North Canal Road Singapore	Office Building	Office	Leasehold	92 years (expiring 2106)	3 years	1,283.30	2007	SGD87,647
Maybank Tower 2 Battery Road Singapore	32-storey Office Building	Office	Leasehold 999 years	811 years (expiring 2825)	12 years	1,135.70	1962	SGD64,032
Dataran Maybank No.1 Jalan Maarof Bangsar	2 Blocks of 20 storey and a block 22 storey Office Buildings	Office & Rented out	Leasehold 99 years	71 years (expiring 3.12.2085)	13 years	9,918.00	2000	125,280
Menara Maybank 100 Jalan Tun Perak Kuala Lumpur	58-storey Office Building	Head office & Rented out	Freehold	-	26 years	35,494.00	1978	113,564
Suntec #12, 13 & 39, 9 Temasek Boulevard, #12-00 Suntec Tower Two, Singapore	3 office units on 12, 13 & 39 floor of a 45-storey Office Buildings	Office	Leasehold	74 years (expiring 2088)	18 years	3,563.00	1989	SGD41,872
Lot 153 Section 44 Jalan Ampang Kuala Lumpur	Commercial Land	Vacant	Freehold	-	-	3,829.00	2008	90,500
Akademi Etiqa 23, Jalan Melaka Kuala Lumpur	25-storey Office Building	Office & Rented out	Leasehold 99 years	51 years (expiring 2065)	18 years	1,960.47	1994	70,000
48 North Canal Road Singapore	Office Building	Office	Leasehold	97 years (expiring 2111)	2 year	326.20	2012	SGD20,190
1079, Section 13 Shah Alam	Commercial Land	Vacant	Leasehold 99 years	88 years (expiring 11.3.2102)	-	38,417.00	1994	46,000

Corporate Information

BOARD OF DIRECTORS

TAN SRI DATO' MEGAT ZAHARUDDIN MEGAT MOHD NOR

DPCM, PJN, PSM

Non-Independent Non-Executive Chairman

DATO' MOHD SALLEH HJ HARUN

DSDK

Independent Non-Executive Vice Chairman

DATUK ABDUL FARID ALIAS

DMSM

Non-Independent Executive Director (Group President @ Chief Executive Officer)

TAN SRI DATUK DR HADENAN A. JALIL

PhD, PSM, PNBS, SIMP, DMSM, JMN, KMN, AMN

Independent Non-Executive Director

DATO' SERI ISMAIL SHAHUDIN

SPMP

Independent Non-Executive Director

DATO' DR TAN TAT WAI

PhD, DMPN

Independent Non-Executive Director

ZAINAL ABIDIN JAMAL

Non-Independent Non-Executive Director

(Retired upon conclusion of the 54th AGM on 7 April 2014)

CHEAH TEIK SENG

Independent Non-Executive Director

DATO' JOHAN ARIFFIN

DPTJ

Independent Non-Executive Director

DATUK MOHAIYANI SHAMSUDIN

PJN

Independent Non-Executive Director

ERRY RIYANA HARDJAPAMEKAS

Independent Non-Executive Director

DATUK R. KARUNAKARAN

DSDK, DMSM, KMN, AMN

Independent Non-Executive Director

(Appointed with effect from 16 July 2014)

CHENG KEE CHECK

Non-Independent Non-Executive Director

(Appointed with effect from 19 November 2014)

MOHD NAZLAN MOHD GHAZALI

(LS0008977)

Group General Counsel @ Company Secretary

REGISTERED OFFICE

14th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur, Malaysia

Tel : (6)03-20708833

: 1300-88-6688 (Local)
(6)03 – 78443696 (Overseas)
(Maybank Group Customer Care)

: (6)03-20748075
(Customer Feedback & Resolution
Management)

Fax : (6)03-20324775
(Group Business Planning &
Investor Relations)

: (6)03-27113421
(Customer Feedback & Resolution
Management)

: (6)03-20310071
(Group Corporate Secretarial)

: 1300-88-8899 (Local)
(6)03-78459858 (Overseas)
(Maybank Group Customer Care)

SWIFT : MBBEMYKL

Website : <http://www.maybank.com>

E-Mail : corporateaffairs@maybank.com.my
cfrn@maybank.com.my

SHARE REGISTRAR

Malayan Banking Berhad

14th Floor, Menara Maybank
100, Jalan Tun Perak

50050 Kuala Lumpur, Malaysia

Tel : (6)03-2074 7822

Fax : (6)03-2072 0079

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Berhad

(Listed since 17 February 1962)

EXTERNAL AUDITORS

Ernst & Young (AF : 0039)

Chartered Accountants

Level 23A, Menara Milenium

Jalan Damanlela

Pusat Bandar Damansara

50490 Kuala Lumpur, Malaysia

Tel : (6)03-7495 8000

Fax : (6)03-2095 9076/78

AGM Helpdesk

Tel : (6)03-2264 3883

(Tricor Investor Services Sdn Bhd)

: (6)03-2074 8256

(Group Corporate Secretarial,
Maybank)

Group Directory

COMMERCIAL BANKING

Malayan Banking Berhad

14th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur
Tel : (6)03- 2070 8833
Fax : (6)03-2031 0071
Corporate website : www.maybank.com
Email : publicaffairs@maybank.com.my

Maybank Banking Berhad

Singapore Branch

Maybank Tower
2 Battery Road
Maybank Tower
Singapore 049907
Tel : 1800-629 2265; (65) 6533 5229 (Overseas)
Website : www.maybank2u.com.sg
Email : cs@maybank.com.sg

Malayan Banking Berhad

Hong Kong Branch

18/F, CITIC Tower
1 Tim Mei Avenue Central
Hong Kong
Tel : 852-35188888
Fax : 852-35188889

Malayan Banking Berhad

Shanghai Branch

15th Floor Marine Tower
No 1 Pudong Avenue
Shanghai 200120
China
Tel : 86-216 8860003
Fax : 86-216 8860132

Malayan Banking Berhad

Bahrain Branch

8th Floor, Al-Jasrah Tower
Diplomatic Area
P.O. Box 10470
Manama
Kingdom of Bahrain
Tel : 973-17-535733
Fax : 973-17-533895

Malayan Banking Berhad

Bandar Seri Begawan Branch

Unit 5-8, Simpang 22, Jalan Dato Ratna
Kiarong Sentral, Kampong Kiarong
Negara Brunei Darussalam
Tel : 673-2-226462
Fax : 673-2-225404

Malayan Banking Berhad

London Branch

74 Coleman Street
London EC2R 5BN
United Kingdom
Tel : 44-20-7638 0561
Fax : 44-20-7638 9329

Malayan Banking Berhad

Ho Chi Minh City Branch

Sun Wah Tower
9th Floor, 115 Nguyen Hue Street
District 1 - Ho Chi Minh City
Vietnam
Tel : 84-8-3-8278188
Fax : 84-8-3-8278166

Malayan Banking Berhad

Laos Branch

Lot 43, 45 & 47 Lane Xang Avenue
Hatsady Village, Chanthabouly District
PO Box 1663 Vientiane, Lao PDR
Tel : 856-21-263100
Fax : 856-21-263113

Malayan Banking Berhad

New York Branch

11th Floor, 400 Park Avenue
New York, NY 10022
United States of America
Tel : 1-212-3031300
Fax : 1-212-3080109

Maybank Islamic Berhad

Level 10, Tower A
Dataran Maybank
No. 1, Jalan Maarof
59000 Kuala Lumpur
Tel : (6)03-2297 2001
Fax : (6)03-2297 2002
Website : www.maybankislamic.com.my
Email : mgcc@maybank.com.my

P.T. Bank Internasional Indonesia Tbk

Gedung Sentral Senayan 3, 26th Floor
Jl. Asia Afrika No. 8
Senayan Gelora Bung Karno
Jakarta 10270
Indonesia
Tel : (62)-21-2922 8888
Fax : (62)-21-2922 8914
Website : www.bii.co.id
Email : cs@bii.co.id

P.T. Bank Maybank Syariah Indonesia

1st-3rd Floor, Sona Topas Tower
Jl. Jend. Sudirman Kav. 26
Jakarta 12920
Indonesia
Tel : (62)-21-250 6446
Fax : (62)-21-250 6445
Corporate website: www.maybanksyariah.co.id

Maybank Philippines Incorporated

Maybank Corporate Center,
7th Avenue Corner 28th Street
Bonifacio High Street Central, Bonifacio Global City,
Taguig City, 1634
Philippines
Tel : (632) 588 3777
Fax : (632) 808 2669
Website : www.maybank2u.com.ph

Maybank (PNG) Ltd

Port Moresby Branch
Corner Waigani Drive/Islander Drive
P.O. Box 882 Waigani, National Capital District
Port Moresby
Papua New Guinea
Tel : (675)-325 0101
Fax : (675)-325 6128
Corporate website : www.maybank.com
Email: maybankpom@datec.net.pg

Maybank International (L) Ltd

Level 16 (B), Main Office Tower
Financial Park Labuan
Jalan Merdeka
87000 Wilayah Persekutuan Labuan
Tel : (6)087-414 406
Fax : (6)087-414 806
Corporate website : www.maybank.com

Maybank (Cambodia) Plc.

No. 4B Street 114 (Kramoun Sar),
Sangkat Phsar Thmey 1,
Khan Daun Penh, Phnom Penh
Kingdom of Cambodia
Tel : (855)-23-210 123
Fax : (855)-23-210 099
Website : www.maybank2u.com.kh

Group Directory

INVESTMENT BANKING

Maybank Investment Bank Berhad

32nd Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur
Tel : (6)03-2059 1888
Fax : (6)03-2078 4217
Website : www.maybank-ib.com
Email : enquiries@maybank-ib.com

Mayban IB Holdings Sdn Bhd

32nd Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur
Tel : (6)03-2059 1888
Fax : (6)03-2078 4217

Maybank Kim Eng Holdings Limited Maybank Kim Eng Securities Pte. Ltd.

50, North Canal Road
#03-01, Singapore 059304
Tel : (65)- 6231 5000
Fax : (65)- 6636 4296
Website : www.maybank-ke.com.sg

Maybank Kim Eng Securities (Thailand) Public Company Limited

999/9 The Offices at Central World
20th - 21st and 25th Floor Rama 1 Road Pathumwan
Bangkok, 10330 Thailand
Tel : (+66)-2 658 6300
Fax : (+66)-2 658 6301
Website : www.maybank-ke.co.th
Email : IB@maybank-ke.co.th

Maybank ATR Kim Eng Capital Partners, Inc

9th and 17th Floors, Tower One & Exchange Plaza
Ayala Triangle, Ayala Avenue
Makati City, Philippines
Tel : (632)- 849 8988 / 849 8888
Website : www.maybank-atrke.com

Maybank ATR Kim Eng Securities, Inc

9th and 17th Floors, Tower One & Exchange Plaza
Ayala Triangle, Ayala Avenue
Makati City, Philippines
Tel : (632) 849 8988 / 849 8888
Websites: www.maybank-atrke.com

PT. Maybank Kim Eng Securities

Plaza Bapindo-Citibank Tower 17th Floor
Jl Jenderal Sudirman Kav 54-55
Jakarta 12190 Indonesia
Tel : (62)-21-2557 1188
Fax : (62)-21-2557 1189
Website : www.maybank-ke.co.id

Kim Eng Securities (Hong Kong) Limited

Level 30, Three Pacific Place
1, Queen's Road East
Hong Kong
Tel : 852-2268 0800
Fax : 852- 2845 3772
Website : www.kimeng.com.hk
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Kim Eng Securities India Private Limited

2nd Floor, The International
16, Maharishi Karve Marg
Churchgate, Mumbai 400 020
India
Tel : 91-22 6623 2600
Fax : 91-22 6623 2604
Email : ajain@maybank-ke.co.in

Maybank Kim Eng Securities Limited

(formerly known as Maybank Kim Eng Securities Joint
Stock Company)
4A Floor-15+16, Vincom Center Dong Khoi,
72 Le Thanh Ton Street, Ben Nghe Ward, District 1,
Ho Chi Minh City, Vietnam
Tel : +84 8 44 555 888 / +84 8 38 271 020
Fax : +84 8 3827 1030
Website : maybank-kimeng.com.vn
Email : info@maybank-kimeng.com.vn

Maybank Kim Eng Securities (London) Limited

5th Floor, Aldermay House
10-15 Queen Street
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EC4N 1TX, United Kingdom
Tel : 44-20 7332 0221
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Email : sales@maybank-ke.co.uk

Maybank Kim Eng Securities USA, Inc.

777 Third Avenue 21st Floor
New York NY 10017
USA
Tel : 212-688 8886
Fax : 212-688 3500
E-mail : sales@maybank-keusa.com

INSURANCE & TAKAFUL

Maybank Ageas Holdings Berhad

Level 19, Tower C
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No. 1, Jalan Maarof
59000 Kuala Lumpur
Tel : (6)03-2297 3888
Fax : (6)03-2297 3800
Website : www.etiqa.com.my
Email : info@etiqa.com.my

Etiqua Insurance Berhad

Etiqua Takaful Berhad
Level 19, Tower C
Dataran Maybank
No. 1, Jalan Maarof
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Fax : (6)03-2297 3800
Website : www.etiqa.com.my
Email : info@etiqa.com.my

Etiqua Life International (L) Ltd

Etiqua Offshore Insurance (L) Ltd
Level 11B, Block 4 Office Tower
Financial Park Labuan Complex
Jalan Merdeka
87000 Wilayah Persekutuan Labuan
Tel : (6)087-582 588
(6)087-417 672
Fax : (6)087-583 588
(6)087-452 333
Website : www.etiqa.com.my
Email : info@etiqa.com.my

Etiqua Insurance Pte. Ltd.

One Raffles Quay
#22-01 North Tower
Singapore 048583
Tel : (65) - 6336 0477
Fax : (65) - 6339 2109
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Email : customer.service@etiqa.com.sg

Group Directory

ASSET MANAGEMENT

Maybank Asset Management Group Berhad

Level 5, Tower A
Dataran Maybank
No 1, Jalan Maarof
59000 Kuala Lumpur
Tel : (6)03-2297 7833
Fax : (6)03-2297 7997
Corporate website : www.maybank-am.com

Maybank Asset Management Sdn Bhd

Level 12, Tower C
Dataran Maybank
No. 1, Jalan Maarof
59000 Kuala Lumpur
Tel : (6)03-2297 7836
Fax : (6)03-2715 0071
Corporate website : www.maybank-am.com

Maybank Islamic Asset Management Sdn Bhd

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No. 1, Jalan Maarof
59000 Kuala Lumpur
Tel : (6)03-2297 7873
Fax : (6)03-2297 7998

Maybank Private Equity Sdn Bhd

Level 5, Tower A
Dataran Maybank
No 1, Jalan Maarof
59000 Kuala Lumpur
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Fax : (6)03-2297 7878

Maybank Asset Management Singapore Pte Ltd

9 Temasek Boulevard
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Singapore 038989
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Fax : +65 6339 1003
Corporate website : www.maybank-am.com

Maybank Asset Management (Thailand) Co Ltd

The Offices of Central World
25th Floor, 999/9 Rama 1 Road
Pathumwan
Bangkok 10330
Thailand
Tel : +66(0)-2264 5111
Fax : +66(0)-2264 5132
Corporate website : www.maybank-am.co.th

PT Maybank GMT Asset Management

Setiabudi Atrium, 5th Floor - Suite 505
Jl. HR Rasuna Said Kav. 62
Kuningan, Jakarta
12920 Indonesia
Tel : (62) 21 521 0672
Fax : (62) 21 521 0673
Corporate website : www.maybank-am.com

OTHERS

Maybank Trustees Berhad

8th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur
Tel : (6)03-2078 8363
Fax : (6)03-2070 9387
Corporate website : www.maybank.com
Email : mtb@maybank.com.my

Maybank (Nominees) Sendirian Berhad Maybank Nominees (Tempatan) Sdn Bhd Maybank Nominees (Asing) Sdn Bhd

14th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur
Tel : (6)03-2070 8833 / (6)03-2070 1522
Fax : (6)03-2032 1505

Maybank Securities Nominees (Tempatan) Sdn. Bhd. Maybank Securities Nominees (Asing) Sdn. Bhd.

Level 8, Tower C
Dataran Maybank
No.1, Jalan Maarof
59000 Kuala Lumpur
Tel : (6)03-2297 8888
Fax : (6)03-2282 5136

Notice of the 55th Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 55th Annual General Meeting of Malayan Banking Berhad (Maybank/the Company) will be held at the Grand Ballroom, Level 3, Kuala Lumpur Convention Centre, Kuala Lumpur City Centre, 50088 Kuala Lumpur on Tuesday, 7 April 2015 at 10.00 a.m. for the following businesses:-

AS ORDINARY BUSINESSES:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2014 together with the Reports of the Directors and Auditors thereon. **(Ordinary Resolution 1)**
2. To approve the payment of a Final Single-Tier Dividend in respect of the financial year ended 31 December 2014 of single-tier dividend of 33 sen per ordinary share as recommended by the Board. **(Ordinary Resolution 2)**
3. To re-elect the following Directors, each of whom retires by rotation in accordance with Articles 96 and 97 of the Company's Articles of Association:-
 - i) Tan Sri Datuk Dr Hadenan A. Jalil **(Ordinary Resolution 3)**
 - ii) Dato' Johan Ariffin **(Ordinary Resolution 4)**
 - iii) Datuk Mohaiyani Shamsuddin **(Ordinary Resolution 5)**
4. To re-elect the following Directors, each of whom retires in accordance with Article 100 of the Company's Articles of Association:-
 - i) Datuk R. Karunakaran **(Ordinary Resolution 6)**
 - ii) Mr Cheng Kee Check **(Ordinary Resolution 7)**
5. To consider and, if thought fit, to pass the following resolution in accordance with Section 129(6) of the Companies Act, 1965:-

"That Dato' Mohd Salleh Hj Harun, retiring pursuant to Section 129(6) of the Companies Act, 1965, be re-appointed as a Director of the Company to hold office until the next Annual General Meeting;" **(Ordinary Resolution 8)**
6. To approve the payment of directors' fees amounting to RM610,000 per annum for the Non-Executive Chairman, RM440,000 for the Non-Executive Vice Chairman and RM295,000 for each of the Non-Executive Directors effective 1 January 2014; and **(Ordinary Resolution 9)**
7. To re-appoint Messrs Ernst & Young as Auditors of the Company for the financial year ending 31 December 2015 and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 10)**

AS SPECIAL BUSINESSES:

To consider, and if thought fit, to pass the following Resolutions:-

8. AUTHORITY TO DIRECTORS TO ISSUE SHARES

"THAT subject always to the Companies Act, 1965, the Company's Articles of Association and approval of the relevant government/regulatory authorities, the Directors be and are hereby authorised pursuant to Section 132D of the Companies Act, 1965, to issue shares in the Company at any time until the conclusion of the next Annual General Meeting and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares to be issued does not exceed 10% of the issued share capital of the Company for the time being" **(Ordinary Resolution 11)**

9. ALLOTMENT AND ISSUANCE OF NEW ORDINARY SHARES OF RM1.00 EACH IN MAYBANK ("MAYBANK SHARES") IN RELATION TO THE RECURRENT AND OPTIONAL DIVIDEND REINVESTMENT PLAN THAT ALLOWS SHAREHOLDERS OF MAYBANK ("SHAREHOLDERS") TO REINVEST THEIR DIVIDEND TO WHICH THE DIVIDEND REINVESTMENT PLAN APPLIES, IN NEW ORDINARY SHARES OF RM1.00 EACH IN MAYBANK ("DIVIDEND REINVESTMENT PLAN")

"THAT pursuant to the Dividend Reinvestment Plan as approved by the Shareholders at the Extraordinary General Meeting held on 14 May 2010, approval be and is hereby given to the Company to allot and issue such number of new Maybank Shares for the Dividend Reinvestment Plan until the conclusion of the next Annual General Meeting upon such terms and conditions and to such persons as the Directors may, in their absolute discretion, deem fit and in the interest of the Company PROVIDED THAT the issue price of the said new Maybank Shares shall be fixed by the Directors at not more than ten percent (10%) discount to the adjusted five (5)-day volume weighted average market price ("VWAMP") of Maybank Shares immediately prior to the price-fixing date, of which the VWAMP shall be adjusted ex-dividend before applying the aforementioned discount in fixing the issue price;

AND THAT the Directors and the Secretary of the Company be and are hereby authorised to do all such acts and enter into all such transactions, arrangements and documents as may be necessary or expedient in order to give full effect to the Dividend Reinvestment Plan with full power to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed or agreed to by any relevant authorities or consequent upon the implementation of the said conditions, modifications, variations and/or amendments or at the discretion of the Directors in the best interest of the Company;" **(Ordinary Resolution 12)**

10. PROPOSED INCREASE IN AUTHORISED SHARE CAPITAL

"THAT subject to the relevant approvals being obtained, the authorised share capital of the Company be and is hereby increased from RM10,000,000,000 comprising 10,000,000,000 ordinary shares of RM1.00 each to RM15,000,000,000 comprising 15,000,000,000 ordinary shares of RM1.00 each, all ranking pari passu with one another" **(Ordinary Resolution 13)**

11. PROPOSED AMENDMENTS TO THE MEMORANDUM AND ARTICLES OF ASSOCIATION OF THE COMPANY

"THAT subject to the passing of Ordinary Resolution 13 above, Clause 5 of the Memorandum of Association and Article 3(1) of the Articles of Association ("Proposed Amendments") be and are hereby amended as follows:-

- (a) By deleting and substituting the existing Clause 5 of the Memorandum of Association with a new Clause 5 of the Memorandum of Association as follows:-

Existing Clause

The capital of the Company is RM10,000,000,000 divided into 10,000,000,000 Ordinary shares of RM1.00 each.

Notice of the 55th Annual General Meeting

New Clause

The capital of the Company is RM15,000,000,000 divided into 15,000,000,000 Ordinary shares of RM1.00 each.

- (b) By deleting and substituting the existing Article 3(1) of the Articles of Association with a new Article 3(1) of the Articles of Association as follows:-

Existing Article

The authorised capital of the Company of RM10,000,000,000 is divided into 10,000,000,000 Ordinary shares of RM1.00 each.

New Article

The authorised capital of the Company of RM15,000,000,000 is divided into 15,000,000,000 Ordinary shares of RM1.00 each.

AND THAT the Directors and Secretary be and hereby authorised to sign, do and execute all relevant documents, acts and things as may be required for or in connection with and to give effect to the Proposed Amendments with full power to assent to any conditions, modifications, variations and/or amendments as may be required by the relevant authorities.” **(Special Resolution 1)**

12. To transact any other business of the Company for which due notice shall have been received in accordance with the Companies Act, 1965.

BY ORDER OF THE BOARD

MOHD NAZLAN MOHD GHAZALI

LS0008977

Company Secretary

Kuala Lumpur

13 March 2015

NOTES:

- A member entitled to attend, speak and vote at the Annual General Meeting is entitled to appoint a proxy to attend, speak and on a show of hands or on a poll, to vote in his stead. A proxy may but need not be a member of the Company. The instrument appointing a proxy shall be in writing under the hand of the appointer or his attorney duly authorised in writing, or if the appointer is a corporation, under its common seal or in some other manner approved by its directors.
- A member shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the meeting.
 - Notwithstanding the above, an exempt authorised nominee may appoint multiple proxies in respect of each Omnibus Account held.
 - A member who is an authorised nominee as defined under the Securities Industry (Central Depository) Act 1991 may appoint at least one proxy but not more than two proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.
 - Where a member appoints more than one proxy, the appointments shall be invalid unless he specifies the proportions of his holding to be represented by each proxy.
- Duly completed Form of Proxy must be deposited at the office of the appointed share registrar for this Annual General Meeting, Tricor Investor Services Sdn Bhd at Level 17, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur no later than 5 April 2015 at 10.00 a.m.
- For a Form of Proxy executed outside Malaysia, the signature must be attested by a Solicitor, Notary Public, Consul or Magistrate.
- Only members registered in the Record of Depositors as at 1 April 2015 shall be eligible to attend the Annual General Meeting or appoint proxy to attend and vote on his/her behalf.

6. Explanatory notes on Ordinary Businesses :-

(i) Ordinary Resolution 2 – Payment of Final Single-Tier Dividend

The proposed Final Single-Tier Dividend as per Resolution 2 consists of a cash portion of 10 sen single-tier dividend per ordinary share and an electable portion of 23 sen single-tier dividend per ordinary share. The electable portion can be elected to be reinvested into new ordinary shares in accordance with the Dividend Reinvestment Plan as disclosed in Note 31 of the financial statements.

Pursuant to Section 8.26 of the Main Market Listing Requirements, the Final Single-Tier Dividend, if approved, shall be paid not later than three (3) months from the date of the shareholders' approval. The Book Closure Date will be announced by the Company after the Annual General Meeting.

(ii) Ordinary Resolution 3, 4, 5, 6 and 8 - Assessment of Independence of Independent Directors

The independence of Dato' Mohd Salleh Hj Harun, Tan Sri Datuk Dr Hadenan A. Jalil, Dato' Johan Ariffin, Datuk Mohaiyani Shamsuddin and Datuk R. Karunakaran who have served as Independent Non-Executive Directors of the Company has been assessed by the Nomination & Remuneration Committee and affirmed by the Board.

(iii) Ordinary Resolution 9 – Payment of Directors' Remuneration

All the Non-Executive Directors who are shareholders of the Company will abstain from voting on Resolution 9 in relation to the remuneration of Non-Executive Directors at the 55th Annual General Meeting.

7. Explanatory notes on Special Businesses :-

(i) Ordinary Resolution 11 - Authority to Directors to Issue Shares

The Company has not issued any new shares under the general mandate for issuance and allotment of shares up to 10% of the issued and paid-up capital of the Company, which was approved at the 54th Annual General Meeting held on 7 April 2014 and which will lapse at the conclusion of the 55th Annual General Meeting to be held on 7 April 2015. A renewal of this mandate is sought at the 55th Annual General Meeting under Proposed Ordinary Resolution 11.

The Proposed Ordinary Resolution 11 is a renewal of the general mandate pursuant to Section 132D of the Companies Act, 1965 obtained from the shareholders of the Company at the previous Annual General Meeting and, if passed will give powers to the Directors to issue ordinary shares in the capital of the Company up to an aggregate amount not exceeding 10% of the issued and paid-up share capital of the Company for the time being without having to convene a general meeting. This general mandate, unless revoked or varied at a general meeting, will expire at the next Annual General Meeting.

The general mandate from shareholders is to provide the Company flexibility to undertake any share issuance during the financial year without having to convene a general meeting. The rationale for this proposed mandate is to allow for possible share issue and/or fund raising exercises including placement of shares for the purpose of funding current and/or future investment project, working capital and/or acquisitions as well as in the event of any strategic opportunities involving equity deals which may require the Company to allot and issue new shares on urgent basis and thereby reducing administrative time and costs associated with the convening of additional shareholders meeting(s). In any event, the exercise of the mandate is only to be undertaken if the Board considers it to be in the best interest of the Company.

(ii) Ordinary Resolution 12 – Dividend Reinvestment Plan

This proposed Ordinary Resolution 12 will give authority to the Directors to allot and issue shares for the Dividend Reinvestment Plan in respect of dividends declared in this Annual General Meeting and subsequently until the next Annual General Meeting. A renewal of this authority will be sought at the next Annual General Meeting.

(iii) Ordinary Resolution 13 – Proposed Increase in Authorised Share Capital

The Proposed Increase in Authorised Share Capital (“Proposed Increase”) is to accommodate the possibility of the future issuance of new shares arising from the full exercise of any mandate granted under Section 132D of the Companies Act, 1965, the issuance of new shares by the Company pursuant to the Company's Dividend Reinvestment Plan and/or the existing Employees' Share Scheme as well as to allow for possible new shares to be issued for future corporate exercises of the Company, if any.

The Proposed Increase is subject to the approval of Bank Negara Malaysia.

(iv) Special Resolution 1 – Proposed Amendments to the Memorandum and Articles of Association of the Company

The proposed amendments to the Memorandum and Articles of Association of the Company are consequential to the Proposed Increase as highlighted in Explanatory Note 7 (iii) on Ordinary Resolution 13 above.

8. Statement Accompanying the Notice of Annual General Meeting

Additional information pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad is set out in Annexure A in Maybank's Annual Report 2014.

Statement Accompanying Notice of the 55th Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

The profile of the Directors who are standing for re-election and re-appointment (as per Ordinary Resolutions 3 to 8 as stated above) at the 55th Annual General Meeting of Malayan Banking Berhad which will be held at the Grand Ballroom, Level 3, Kuala Lumpur Convention Centre, Kuala Lumpur City Centre, 50088 Kuala Lumpur on Tuesday, 7 April 2015 at 10.00 a.m. are stated on pages 50 to 56 of the Annual Report 2015.

The details of any interest in the securities of Maybank and its subsidiaries (if any) held by the said Directors are stated on pages 21 to 22 of the Financial Statements book Annual Report 2014.

Financial Calendar

27 FEBRUARY 2014

Announcement of the audited results of Maybank and the Group and announcement of the final dividend for financial year ended 31 December 2013

14 MARCH 2014

Notice of the 54th Annual General Meeting and issuance of annual report for the financial year ended 31 December 2013

7 APRIL 2014

54th Annual General Meeting

2 MAY 2014

Book closure for determining the entitlement of the dividends

29 MAY 2014

Announcement of the unaudited results of Maybank and the Group for the first quarter of the financial year ended 31 December 2014

30 MAY 2014

Date of payment of the single-tier final cash dividend 31 sen per share, of which the Dividend Reinvestment Plan was applied to the final cash dividend, in which an electable portion of 27 sen per share can be elected to be reinvested into new shares and the remaining portion dividend of 4 sen per share be paid in cash in respect of the financial year ended 31 December 2013

28 AUGUST 2014

Announcement of the unaudited results of Maybank and the Group for the second quarter of the financial year ended 31 December 2014

30 SEPTEMBER 2014

Book closure for determining the entitlement of the dividends

28 OCTOBER 2014

Date of payment of a single-tier interim cash dividend of 24 sen per share, of which the Dividend Reinvestment Plan was applied to the interim cash dividend, in which an electable portion of 20 sen per share can be elected to be reinvested into new shares and the remaining portion cash dividend of 4 sen per share be paid in cash in respect of the financial year ended 31 December 2014

26 NOVEMBER 2014

Announcement of the unaudited results of Maybank and the Group for the third quarter of the financial year ended 31 December 2014

26 FEBRUARY 2015

Announcement of the audited results of Maybank and the Group and announcement of the final dividend for financial year ended 31 December 2014

13 MARCH 2015

Notice of the 55th Annual General Meeting and issuance of annual report for the financial year ended 31 December 2014

7 APRIL 2015

55th Annual General Meeting



Visit www.maybank.com/calendar for more information.

Form of Proxy

For the 55th Annual General Meeting

MALAYAN BANKING BERHAD
(Company No. 3813-K)
(Incorporated in Malaysia)

Number of shares held	CDS Account No. of the Authorised Nominee*												

Please refer to the notes below before completing this Form of Proxy.

I/We _____ NRIC/Passport/Co. No. _____
(full name in block letters)

of _____ Telephone No. _____
(full address)

a shareholder/shareholders of MALAYAN BANKING BERHAD, hereby appoint _____
(full name in block letters)

_____ NRIC/Passport/Co. No. _____

of _____
(full address)

or failing him/her _____ NRIC/Passport/Co. No. _____
(full name in block letters)

of _____
(full address)

or failing him/her, the Chairman of the meeting, as my/our proxy to vote for me/us on my/our behalf at the 55th Annual General Meeting ("AGM") of Malayan Banking Berhad to be held at the Grand Ballroom, Level 3, Kuala Lumpur Convention Centre, Kuala Lumpur City Centre, 50088 Kuala Lumpur on Tuesday, 7 April 2015 at 10.00 a.m. and any adjournment thereof for the following resolutions as set out in the Notice of the 55th Annual General Meeting:-

No.	Resolution	For	Against
	Ordinary Resolutions :		
1.	Receipt of Audited Financial Statements and Reports		
2.	Declaration of Final Single-Tier Dividend		
	Re-election of the following Directors in accordance with Articles 96 and 97 of the Company's Articles of Association:-		
3.	i. Tan Sri Datuk Dr Hadenan A. Jalil		
4.	ii. Dato' Johan Ariffin		
5.	iii. Datuk Mohaiyani Shamsuddin		
	Re-election of the following Directors in accordance with Article 100 of the Company's Articles of Association:-		
6.	i. Datuk R. Karunakaran		
7.	ii. Mr Cheng Kee Check		
	Re-appointment of the following Director in accordance with Section 129 (6) of the Companies Act, 1965:-		
8.	i. Dato' Mohd Salleh Hj Harun		
9.	Payment of directors' fees amounting to RM610,000 per annum for the Non-Executive Chairman, RM440,000 for the Non-Executive Vice Chairman and RM295,000 for each of the Non-Executive Directors effective 1 January 2014		
10.	Re-appointment of Messrs Ernst & Young as Auditors		
11.	Authorisation for Directors to issue shares pursuant to Section 132D of Companies Act, 1965		
12.	Allotment and issuance of new ordinary shares of RM1.00 each in Maybank in relation to the recurrent and optional dividend reinvestment plan (Dividend Reinvestment Plan)		
13.	Increase in Authorised Share Capital		
	Special Resolution:		
14.	Proposed amendments to the Memorandum and Articles of Association of the Company relating to the Proposed Increase in Authorised Share Capital		

My/Our proxy is to vote on the resolutions as indicated by an "X" in the appropriate space above. If no indication is given, my/our proxy shall vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2015

Signature(s) of shareholder(s)

Notes:

1. A member entitled to attend, speak and vote at the AGM is entitled to appoint a proxy to attend, speak and on a show of hands or on a poll, to vote in his stead. A proxy may but need not be a member of the Company. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing, or if the appointor is a corporation, under its common seal or in some other manner approved by its directors.
 2. (i) A member shall not be entitled to appoint more than two (2) proxies to attend, speak and vote at the meeting.
(ii) Notwithstanding the above, an exempt authorised nominee may appoint multiple proxies in respect of each Omnibus Account held.
(iii) A member who is an authorised nominee as defined under the Securities Industry (Central Depository) Act 1991 may appoint at least one proxy but not more than two proxies in respect of each Securities Account it holds with ordinary shares of the Company standing to the credit of the said Securities Account.
(iv) Where a member appoints more than one proxy, the appointments shall be invalid unless he specifies the proportions of his holding to be represented by each proxy.
 3. Duly completed Form of Proxy must be deposited at the office of the appointed share registrar for this AGM, Tricor Investor Services Sdn Bhd at Level 17, The Gardens North Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur no later than 5 April 2015 at 10.00 a.m.
 4. For a Form of Proxy executed outside Malaysia, the signature must be attested by a Solicitor, Notary Public, Consul or Magistrate.
 5. Only members registered in the Record of Depositors as at 1 April 2015 shall be eligible to attend the AGM or appoint proxy to attend and vote on his/her behalf.
- * Applicable to shares held through a nominee account.

Fold here

AFFIX STAMP

Share Registrar for Maybank's 55th AGM
Tricor Investor Services Sdn Bhd
Level 17, The Gardens North Tower
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur
Malaysia

Fold here



The things that set us apart.



The things that bring us together.



Let's bridge those gaps by being human.

We may live on the same planet but often we're worlds apart because there are gaps between us. Gaps that keep us from life's best experiences. Gaps between those who have and those who don't. Gaps that are formed because of our differences. At Maybank, we believe we can cross each of these gaps, because at the bottom of it all, we're all human. We can work together, learn together and understand each other.

Which is why together, we can build bridges. The bridges that can unite people at all times from all backgrounds and from all places. The bridges that can carry us across the ups, the downs and the unexpected. Connecting us with the future we've always been planning for and helping us lead the lives we wish to live. Maybank. Humanising Financial Services.

www.maybank.com

Humanising Financial Services.

