



Reflections From Our Group Chief Financial Officer

OVERVIEW

The year 2022 saw economic recovery as ASEAN countries recorded a strong rebound in economic activities driven by improved mobility and lifting of border restrictions. Consumer demand also returned in tandem with full economic reopening. On the back of an improved economic environment, we delivered a commendable set of financial results with good loans growth in FY2022. It was by no means an easy feat against rising inflationary pressures, tightening global monetary conditions and geopolitical tensions, among others. Our priorities remained on preserving liquidity and capital strengths for us to continuously support our customers' funding needs and our business growth. With the gradual reduction of pandemic-related fiscal support measures by governments, we stepped up efforts to proactively engage with customers on a targeted basis to extend additional support for those in need, while retaining adequate provision buffers for potential weakening in asset quality.

TOP ACHIEVEMENTS IN 2022



Net operating income rose 8.5% YoY on stronger net fund based and non-interest income



Credit cost improved to 40 bps from 51 bps in the previous year given 17.6% YoY reduction in net loan loss provision



Healthy Group gross loans growth of 6.0% YoY supported by growth from home markets



Sustained shareholder returns with 84.6% dividend payout ratio



Robust capitalisation with Group CET1 capital ratio and Group total capital ratio at 15.67% and 19.08% respectively

ANALYSIS OF INCOME STATEMENT FOR FY2022

RM million	FY2022	FY2021	YoY
Net fund based income	20,685.1	19,089.0	8.4%
Non-interest income	6,930.0	6,359.4	9.0%
Net operating income	27,615.1	25,448.4	8.5%
Overhead expenses	(12,807.1)	(11,518.5)	11.2%
Pre-provisioning operating profit¹	14,808.0	13,929.9	6.3%
Net impairment losses	(2,785.6)	(3,229.4)	(13.7)%
Operating profit	12,022.4	10,700.4	12.4%
Profit before taxation and zakat	12,153.3	10,886.6	11.6%
Net profit²	8,234.9	8,096.2	1.7%
EPS – basic (sen)	68.8	69.7	(1.2)%

¹ Pre-provisioning operating profit (PPOP) is equivalent to operating profit before impairment losses

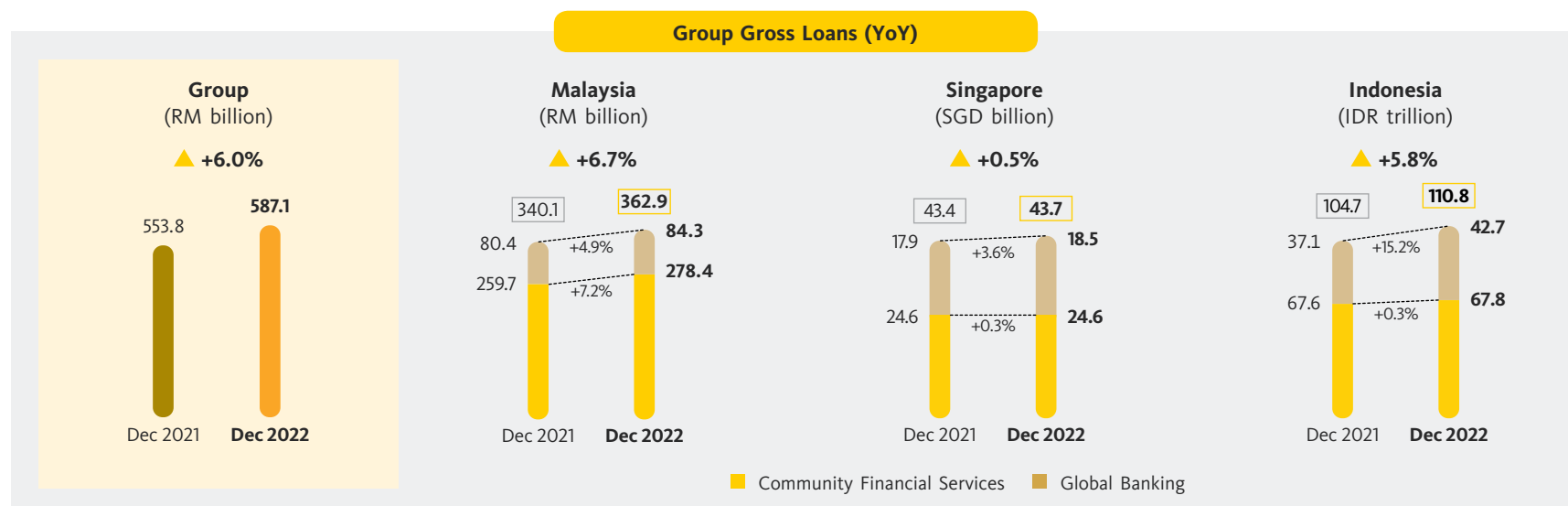
² Net profit is equivalent to profit attributable to equity holders of the Bank

Reflections From Our Group Chief Financial Officer

Robust Performance Amid Strong Economic Growth in Home Markets

- The Group's net operating income grew 8.5% YoY driven by higher net fund based income of 8.4% YoY and non-interest income (NOII) growth of 9.0% YoY.
- Net fund based income growth was mainly supported by strong loans growth in Malaysia and Indonesia and net interest margin (NIM) expansion of 7 bps YoY from higher interest rates. The improvement in NIM met the Group's guidance for expansion of above 5 bps for FY2022.
- Meanwhile, NOII increased due to mark-to-market gains on financial liabilities and foreign exchange gains. However, higher NOII was offset by lower banking core fees, which declined by 6.6% YoY on lower commissions, underwriting fees and brokerage income due to market volatility.
- The Group's cost to income ratio (CIR) stood at 46.4% in FY2022 as overheads grew 11.2% on higher personnel costs due to inflationary adjustments, IT expenses, and revenue-related spend such as marketing expenses and fees facilitated by improved regional economic activity in 2022.
- The Group's net impairment losses reduced by 13.7% to RM2.79 billion in FY2022. This was led by lower net loan loss provision of RM2.19 billion as compared with RM2.66 billion for FY2021, given lower provisioning for individually impaired accounts and management overlays.
- On the back of the strong net operating income growth, profit before tax improved by 11.6% YoY to RM12.15 billion. Net profit rose to a record of RM8.23 billion in FY2022. Return on equity (ROE) stood at 10.0%, hitting the higher end of the Group's guidance of between 9.5% and 10.0% for FY2022.
- We delivered on our commitment to reward our shareholders by declaring a total dividend of 58.0 sen per share for FY2022, which translates to a dividend payout of 84.6% that is well ahead of our dividend payout policy rate of 40% to 60%.

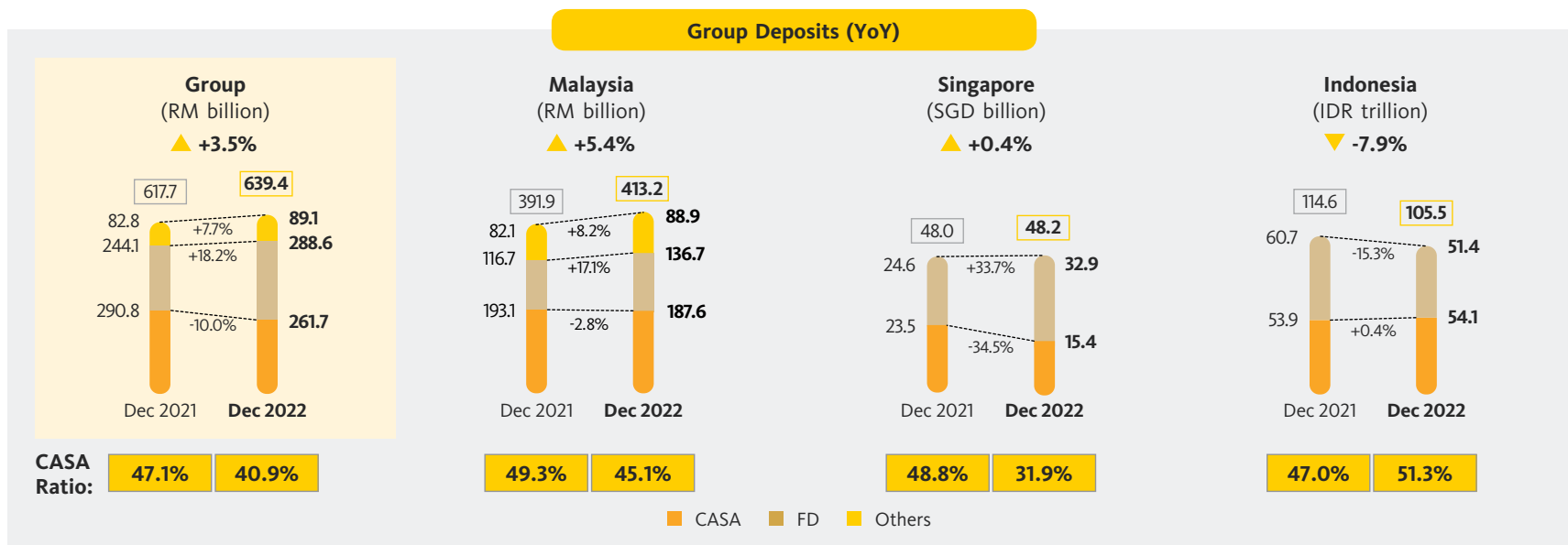
ANALYSIS OF BALANCE SHEET AS AT 31 DECEMBER 2022



Healthy Loans Growth Especially in Malaysia and Indonesia

- In 2022, the Group focused on driving loans growth in key business segments to capitalise on the rising interest rate environment. Group gross loans expanded 6.0% YoY, driven by good growth from the Community Financial Services (CFS) franchise and the Global Banking (GB) operations across our home markets.
- Malaysia's loans grew 6.7% YoY supported by the growth in both CFS and GB portfolios of 7.2% and 4.9% respectively. The expansion in CFS loans was led by consumer, retail SME (RSME) and business banking (BB) lines. The consumer book rose 7.0% YoY, as mortgages grew 6.8% driven by demand in residential properties in our targeted customer segment as well as immediate loan disbursements in the secondary market. Similarly, auto finance grew 9.0% YoY as customers took advantage of the expiring tax exemptions and higher disbursement from clearing of stock backlog. Credit cards also showed good growth momentum at 19.9% YoY, in tandem with the pick-up in consumer spending as mobility normalised on economic reopening. RSME loans increased by 9.1% YoY supported by higher term loans, overdraft and trade business facilities. BB portfolio expanded 6.8% YoY driven by draw down of loan and trade facilities. Meanwhile, the 4.9% YoY improvement in GB portfolio was mainly attributed to disbursement of short-term revolving credits.
- In Singapore, our loans expanded marginally by 0.5% YoY as GB's growth of 3.6% was moderated by slower CFS growth of 0.3%. The growth in our corporate lending portfolio was mainly contributed by segments such as real estate, financial institutions, large corporate and government-linked companies while CFS' growth came mainly from RSME and BB.
- The healthy loans growth of 5.8% YoY in Indonesia came predominantly from GB's growth of 15.2% due to the resumption of trade and business activities. Our retail segment also grew across all lines of business as consumers' purchasing power improved on economic recovery. However, the growth was offset by the contraction in the non-retail loan segment of CFS, namely BB and SME+ segments.

Reflections From Our Group Chief Financial Officer



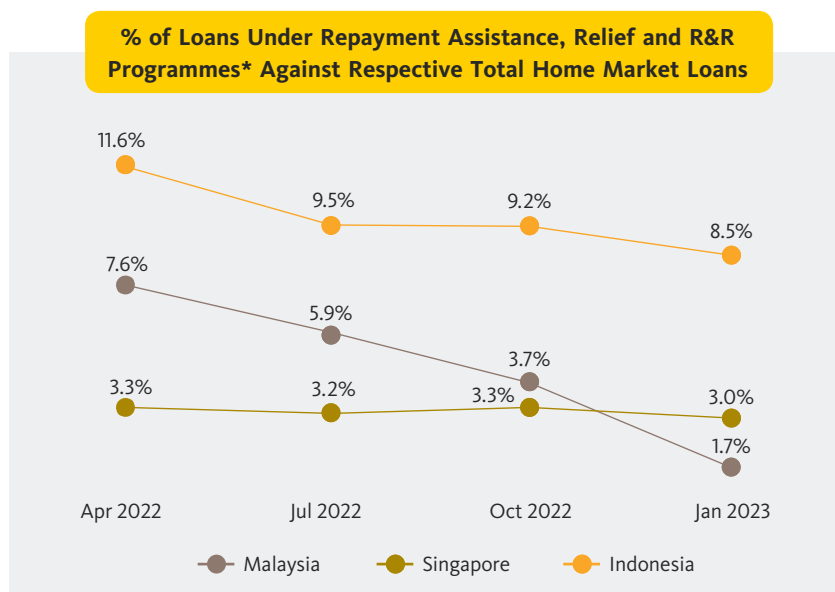
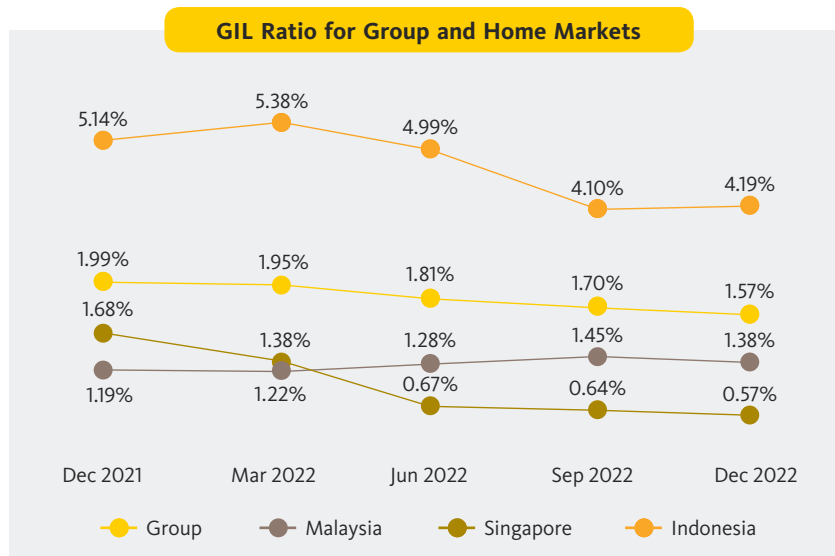
Customer Deposits Expansion Led by Malaysia

- The Group's gross deposits expanded 3.5% YoY led by the 5.4% growth in Malaysia.
- In Malaysia, CASA deposits stood at RM187.62 billion compared to RM193.06 billion in FY2021 given increased consumer and business spending due to normalisation of economic activities. Meanwhile, fixed deposits (FD) grew 17.1% YoY and other deposits, namely money market deposits, increased 8.2% driven by clients' cash flow requirements. Malaysia's CASA ratio remained strong at 45.1% as at 31 December 2022.
- In Singapore, CASA deposits declined by one third from the previous year to SGD15.37 billion as companies accelerated their spending on resumption of business activities and the widening interest rate differential between FD and savings resulted in outflows towards higher yielding deposits. As such, FD rose 33.7% YoY. Given the sharper FD growth and lower CASA base, CASA ratio stood at 31.9%. Total Singapore deposits grew slightly at 0.4% YoY.
- Meanwhile, Indonesia's CASA grew by 0.4% YoY to IDR54.10 trillion while FD declined by 15.3% in tandem with the Bank's strategy to reduce costlier deposits through effective cash management and digital banking services. As a result, CASA ratio improved significantly to 51.3% from 47.0% as at 31 December 2021.

Maintained Prudence in Preserving Asset Quality

- The Group's total loan provisioning for FY2022 was lower YoY at RM2.19 billion due to the sizeable pre-emptive provisioning taken over the previous two financial years and as economic activities resumed to normal levels post-pandemic. The provisions made for FY2022 were mainly attributed to pre-emptive provisions as well as provisions made for newly and existing impaired accounts.
- We remained prudent by maintaining MOA of RM1.70 billion to cover potential asset quality deterioration for loans upon expiry of the repayment assistance and targeted repayment assistance programmes, as well as to cater for vulnerable accounts in view of heightened external risks.
- Meanwhile, the Group's annualised net credit charge off rate improved YoY to 40 bps from 51 bps in FY2021, and was on the lower end of the FY2022 guidance of between 40 bps and 50 bps.
- Our loan loss coverage increased to 131.2% from 111.9% a year ago, bolstered by the provisioning made in FY2022 coupled with low formation of impaired loans. Our gross impaired loans (GIL) ratio stood lower at 1.57% against 1.99% a year ago due to some recoveries and repayments of specific borrowers as well as write-offs of impaired accounts.
- As for loans under relief, restructuring and rescheduling (R&R) as well as repayment assistance programmes, our home markets continued to see the expiry of these programmes in 2022.

- As at 31 January 2023, total loans under relief in Malaysia reduced to 1.7% with reduction seen across all CFS' lines of businesses and the GB portfolio. Loans under relief in Singapore hovered at 3.0% as the majority of the outstanding loans under relief are government-backed ESG-related loans and attributed to the CFS portfolio. Indonesia also saw a reduction in loans under relief to 8.5%.



* Excludes all loans under expired programmes and loans that have commenced repayments

Reflections From Our Group Chief Financial Officer

INVESTOR KEY FOCUS AREAS AND OUR RESPONSES



HOME MARKETS' BANKING SECTOR TRENDS & POLICIES

Given deposit price sensitivity in a rising interest rate environment, preservation of low-cost deposits was key. This led to questions on the Group's strategy to maintain CASA levels and outlook on NIM. We responded that our tactical strategy in preserving CASA would benefit NIM while we remained selective on our asset expansion to drive sustained growth. Meanwhile, investors were interested in the Prosperity Tax's impact on profit.



GROWTH DRIVERS

We provided clarity on our refined corporate strategy, M25+, which focuses on five strategic thrusts to sustain the Group's growth over the long term. We also explained our plans to create an Islamic wealth hub and focus on targeted growth segments (including RSME and SME+) under key markets to support revenue growth.



DIGITAL

With the emergence of new digital banking players, investors were interested to find out Maybank's approach in defending its leadership position as well as investment plans to enhance digital and technology capabilities. Through M25+ engagements, we shared plans to allocate 77% of investments to be made (i.e. RM3.50 billion - RM4.50 billion) to better our digital infrastructure to drive greater customer-centricity.

Refer to Pervasively Digital on pages 69 to 71



M25+ STRATEGY

We hosted an Investor Day to explain the Group's refined corporate strategy, M25+, in October 2022 to provide clarity on the refinements, growth opportunities, investment plans, long-term financial and non-financial targets under M25+. We undertook dedicated investor engagements through one-to-one and group meetings to further elaborate on the strategy.

Refer to Our Strategy, Group Community Financial Services, Group Global Banking, Group Insurance & Takaful, Group Islamic Banking, Pervasively Digital and Sustainability Review on pages 40, 57, 60, 63, 66, 69 and 119



ASSET QUALITY

Investor queries were focused on repayment assistance trends, level of provisioning required and expected formation of impaired loans arising from the expiry of the relief programmes as well as for vulnerable corporate accounts. We addressed these concerns by disclosing the repayment status of the loans under relief measures as well as the staging of the outstanding portion as part of our quarterly results' investor presentations, which can be found on our corporate website. Investors were also curious about the prospects of potential write-backs for pre-emptive provisions made previously.

Refer to pages 13 to 16 of the Financial Statements



SHAREHOLDER RETURNS

Investors wanted to know if Maybank would reduce the scrip portion under the Dividend Reinvestment Plan (DRP) to limit growth in the equity base for better ROE uplift. The Group continues to maintain optimal capital levels to support growth plans while improving returns to shareholders. There were also questions on potential plans to unlock shareholder value through a listing of Etiqa or divestment of non-core assets, to which we responded that we will continue to evaluate opportunities as they arise.

Refer to page 49 for the dividend payout chart



SUSTAINABILITY

Investors were interested in Maybank's decarbonisation strategy and progress especially since more investors are embedding ESG considerations into their investment evaluations. Arising from meaningful progress in achieving our long-term 2025 sustainability targets, investors also wanted to know if these targets would be revised upwards (revision announced in February 2023). A Sustainability Investor Day was held to provide insights into our decarbonisation strategy and progress, including transition roadmap, given the significant interest in climate change. Additionally, updates on our four sustainability commitments were featured in the quarterly results' investor presentations, annual and sustainability reports.

Refer to Sustainability Review on pages 119 to 122

Refer to Sustainability Report which is available on www.maybank.com/ar for more details while Sustainability Day Investor Presentation can be found on www.maybank.com/iwov-resources/documents/pdf/presentations-and-webcasts/2022/Maybank-Investor-Day-Sustainability-20220901.pdf

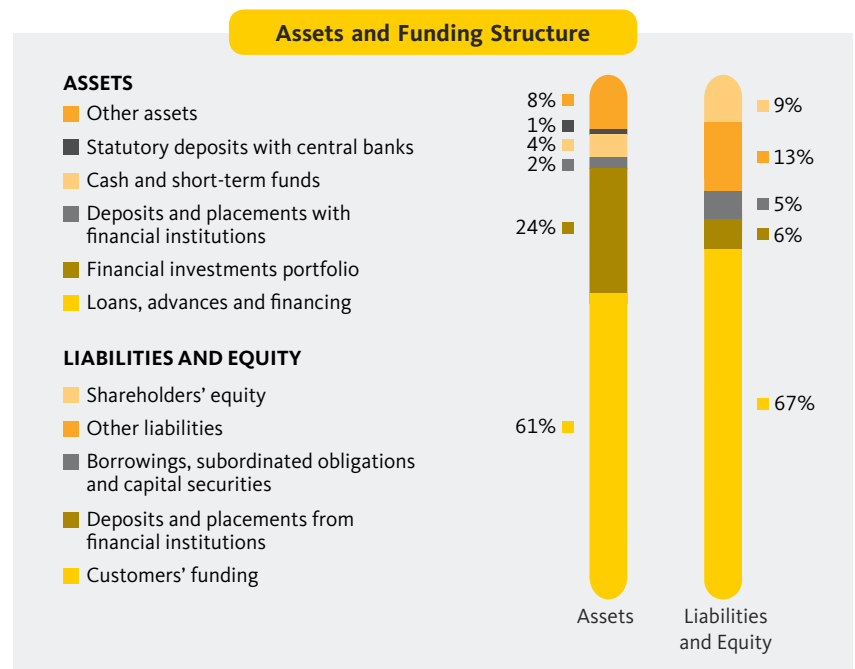
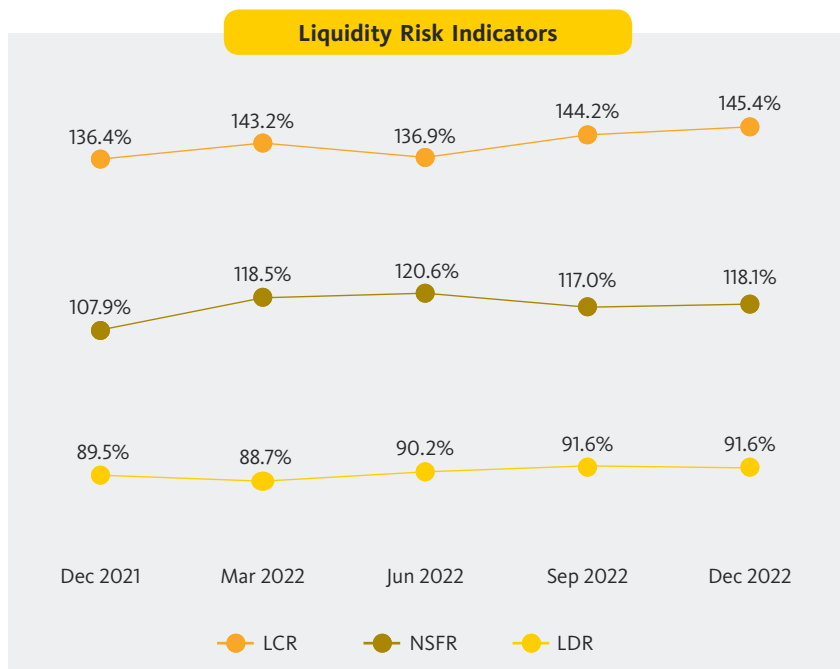
Reflections From Our Group Chief Financial Officer

EFFECTIVE CAPITAL AND LIQUIDITY MANAGEMENT

Funding and Liquidity Profile is Stable and Well-Diversified

- Our liquidity is managed proactively across the Group in order to ensure sufficient liquidity to meet financial obligations and to conduct business even under stressed situations. We conduct frequent reviews of balance sheet management strategies which include the funding needs of the Group, taking into account liquidity risk levels, market competitiveness and economic outlook.
- Through our agile funding strategy, we were able to maintain healthy liquidity risk indicators, with liquidity coverage ratio (LCR) and net stable funding ratio (NSFR) at 145.4% and 118.1% respectively as at 31 December 2022, above Bank Negara Malaysia (BNM)'s regulatory minimum LCR and NSFR requirements of 100%. In addition, our other liquidity indicators such as loan-to-deposit ratio (LDR) remained robust at 91.6% as at 31 December 2022.
- The Group and its major entities and overseas branches have established Recovery Plans (RCPs) in line with BNM's and Perbadanan Insurans Deposit Malaysia (PIDM)'s Recovery and Resolution Planning initiative. The RCPs identify credible options to recover from events impacting the Group's financial strength, liquidity position and operational capability. RCPs provide a systematic approach to address potential capital, liquidity or funding disruptions affecting the financial solvency of the Group. RCPs encompass clear strategies, decision-making authorities, roles and responsibilities, and communications. Key components of each plan include strategic analysis, governance structure and oversight, recovery indicators, recovery options and preparatory measures, scenario analysis as well as communications and disclosures. The Group is committed to continuously enhancing our recovery and resolution capabilities in line with the requirements set by BNM and PIDM.

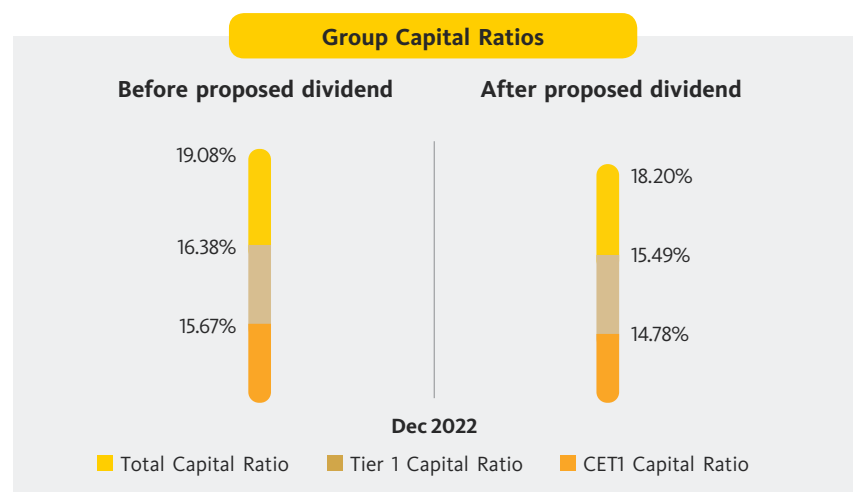
More on how the Group manages its liquidity can be found in Note 54 (g) on page 194 of the Financial Statements



Robust Capital Base Maintained

- Our capitalisation levels remained healthy with our Group CET1 capital ratio and Group total capital ratio at 15.67% and 19.08% respectively, as at 31 December 2022. After the single-tier full-cash second interim dividend, our Group CET1 capital ratio and Group total capital ratio are projected to remain strong at 14.78% and 18.20% respectively.
- Maybank is a domestic systematically important bank (D-SIB) and is classified under Bucket 2 by BNM. As a D-SIB, Maybank is required to maintain a Higher Loss Absorbency (HLA) of 1% of risk-weighted assets at Group level on top of the BNM minimum regulatory requirement.
- Our key capital and funding initiatives for FY2022 include the following:
 - We continued to broaden and diversify our funding and capital raising through various sources, currencies, investors and markets. This included the issuance of fixed and floating rate notes in domestic and foreign currencies, such as Samurai bonds, SGD and USD extendible money market certificates, MYR and USD commercial papers, structured notes and other foreign currency denominated medium term notes.
 - The Group also restructured the capital mix of the subsidiaries and overseas branches as part of the Group-wide capital optimisation and restructuring initiative.

More on how the Group manages its capital can be found in Notes 57, 58 and 59 on pages 216 to 218 of the Financial Statements



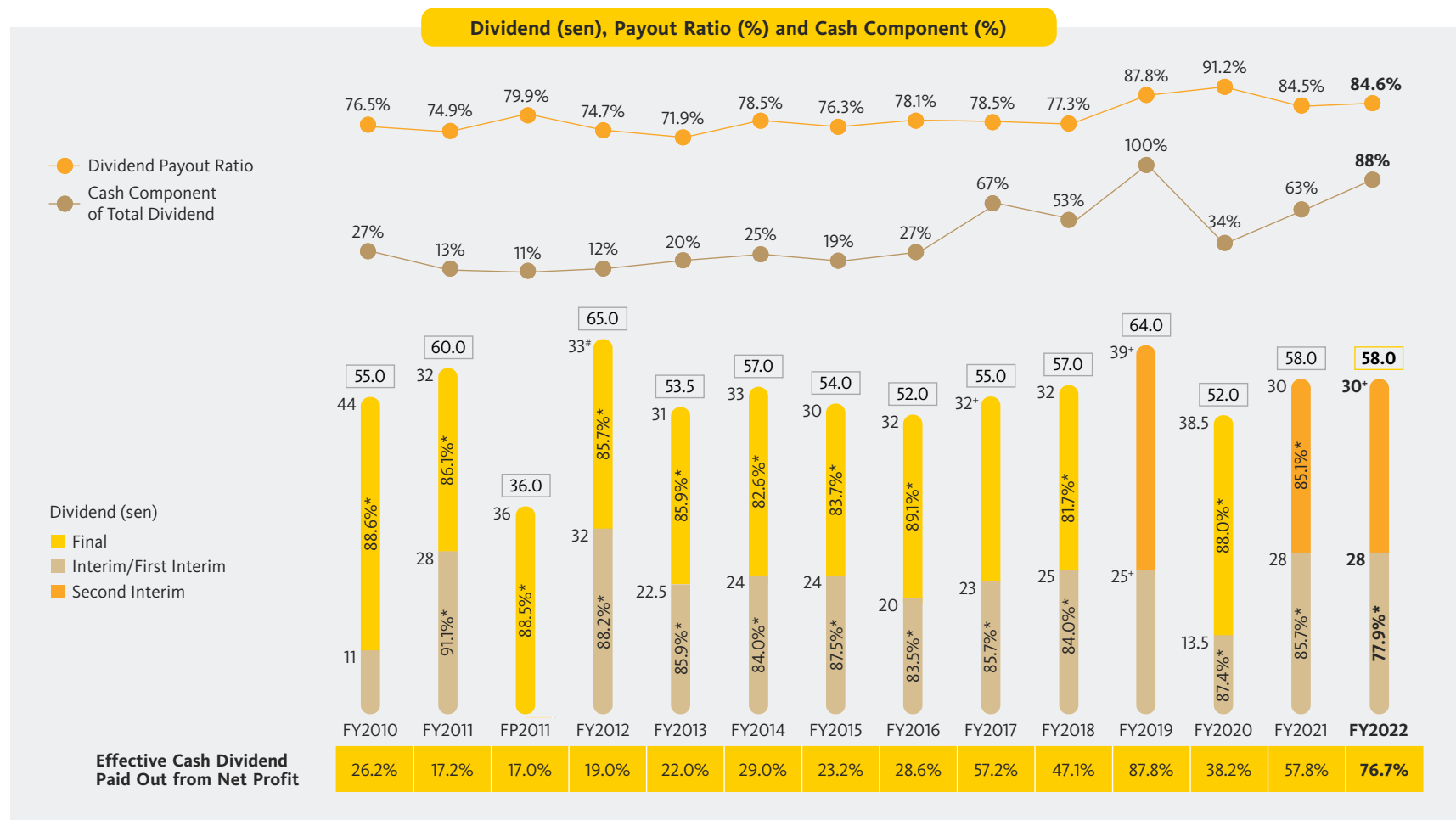
Regulatory Requirements:

- Minimum CET1 capital ratio + capital conservation buffer (CCB) is 7.0%, minimum Tier 1 capital ratio + CCB is 8.5% and minimum total capital ratio + CCB is 10.5%
- 1.0% D-SIB buffer effective 31 January 2021
- Pending announcement of the countercyclical capital buffer (CCyB) rate by BNM

Reflections From Our Group Chief Financial Officer

EFFECTIVE CAPITAL AND LIQUIDITY MANAGEMENT (CONT'D.)

Value Creation for Our Shareholders



Note:

* Actual Reinvestment Rate for Dividend Reinvestment Plan

+ The Final Dividend for FY2017, Interim and Second Interim Dividend (reclassification from Final Dividend) for FY2019 and Second Interim Dividend for FY2022 were fully in cash

The Net Dividend is 28.5 sen of which 15 sen is single-tier dividend. Maybank adopted the single-tier dividend regime with effect from FY2012

- We remain committed to delivering value for our shareholders by maintaining a long-term dividend payout policy rate of 40% to 60% based on reported net profit attributable to shareholders. We continue to emphasise maintaining a strong dividend payout as part of our commitment to meet shareholders' expectations for good returns while managing the Group's capital effectively.
- The Board declared a single-tier first interim dividend of 28.0 sen per ordinary share for FY2022. A Dividend Reinvestment Plan (DRP) was applied to the first interim dividend, in which 7.0 sen was electable to be reinvested in new Maybank shares in accordance with the DRP, which saw a reinvestment take-up rate of 77.9%.
- In our pursuit to continue rewarding shareholders, the Board has declared a single-tier full-cash second interim dividend of 30.0 sen per ordinary share for FY2022. As such, the total dividend for FY2022 is 58.0 sen per share, equivalent to a payout ratio of 84.6%, above the Group's dividend payout policy rate. Effective cash dividend paid out from net profit for FY2022 is 76.7% from 57.8% a year earlier.

📖 More on dividends and DRP can be found in Notes 33 (b) and 52 on pages 128 and 147 of the Financial Statements

OUTLOOK & PRIORITIES FOR 2023

Global economic growth is expected to moderate given continued inflationary pressures and tightening monetary conditions. Our home markets are also anticipated to see lower growth in 2023. Maybank Group will continue to focus on opportunities for growth across its consumer and business segments within its ASEAN franchise. The Group will maintain its strong liquidity position to support asset growth.

Asset quality management will continue to be a priority and Maybank remains committed to offering support to customers on a targeted basis, should they require additional assistance. Strategic investments will be channelled to enhance IT capabilities and drive regional cross-selling synergies aligned with the M25+ corporate strategy.

📖 For more information on our views of the economic and banking industry landscape please see the Economic and Banking Sector Overview section on page 32

Investor Information

Investor engagement at Maybank focuses on building confidence and maintaining strong, transparent relationships with the global investing community.

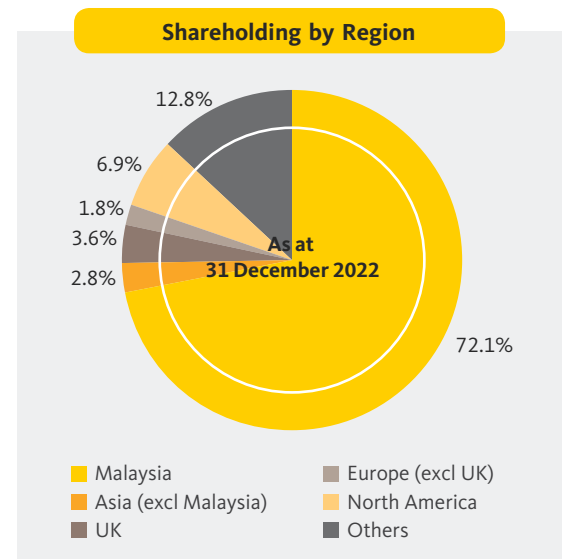
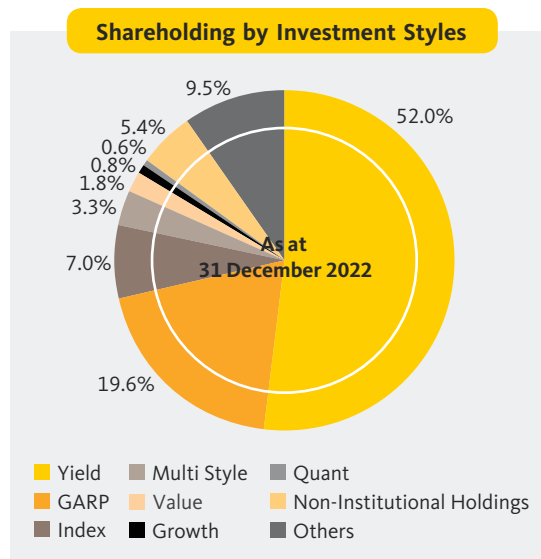
Presentation materials used in our Investor Relations (IR) engagements are available on our corporate website at www.maybank.com/ir. The website also has foreign shareholding and other IR updates, including details of the 20 sell-side analysts covering Maybank, our credit ratings by four independent credit rating agencies, and details of our investor engagements.

For information on our approach to Investor Relations and engagements for FY2022, please refer to the Corporate Governance Overview Statement on page 104

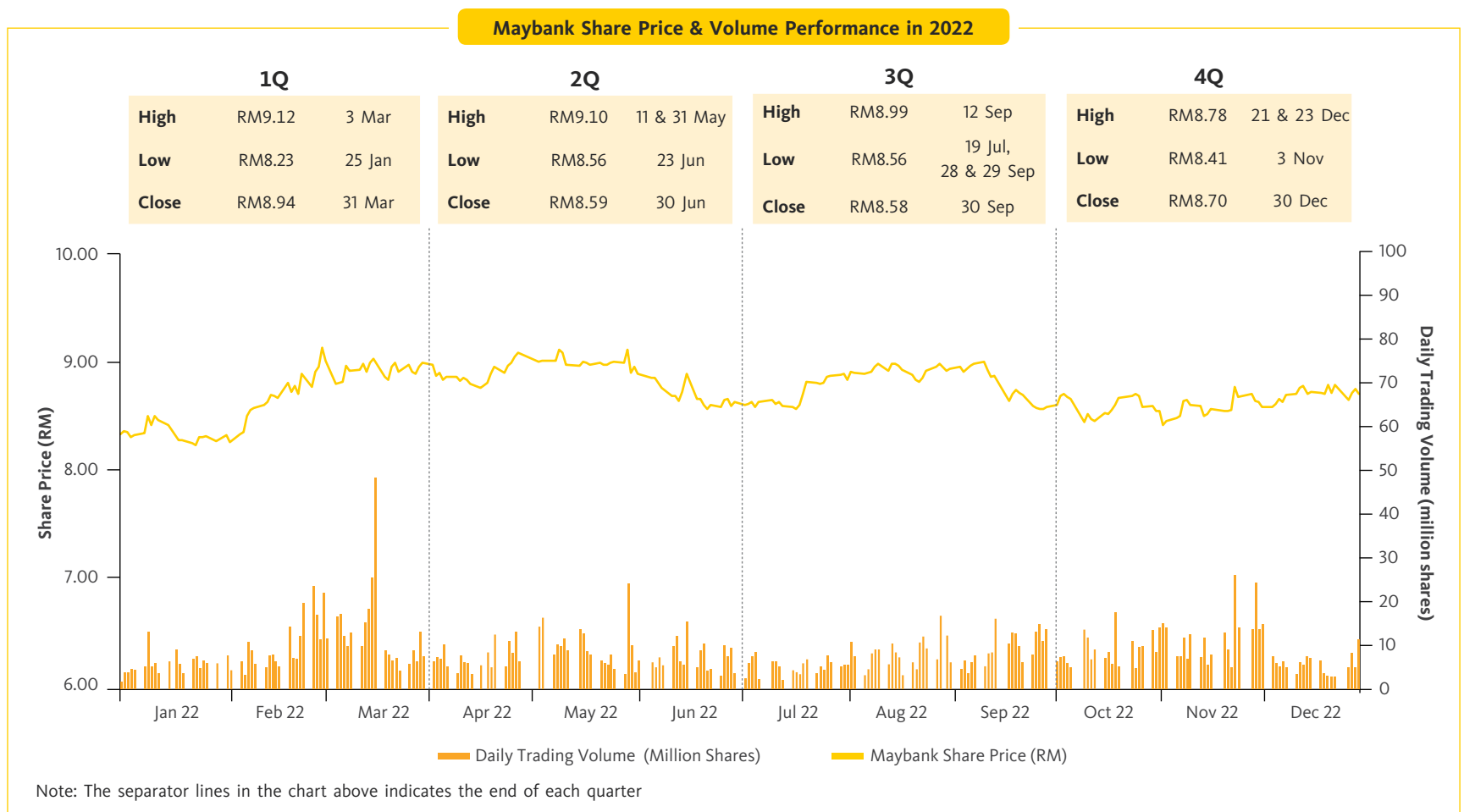
SHAREHOLDER ANALYSIS

Total Shareholders as at 31 December	
2018	78,872
2019	94,063
2020	117,783
2021	147,185
2022	153,214

Top 3 Shareholders as at 31 December 2022	
Various funds managed by Permodalan Nasional Bhd (PNB) and PNB's direct stake in us	46.7%
Employees Provident Fund Board	11.8%
Kumpulan Wang Persaraan	4.4%

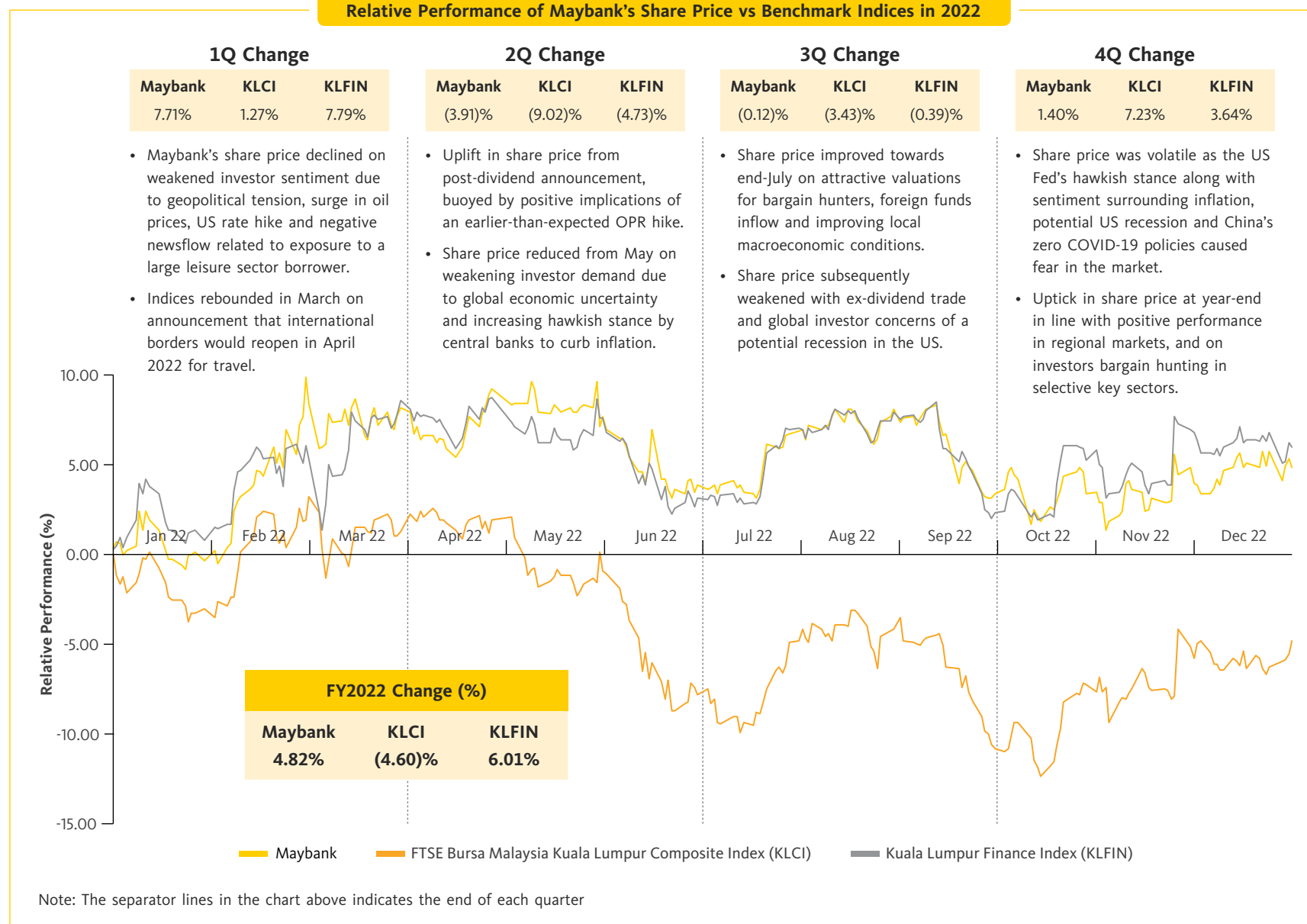


SHARE PRICE PERFORMANCE



Investor Information

Relative Performance of Maybank's Share Price vs Benchmark Indices in 2022



TOTAL SHAREHOLDER RETURN

TSR (%)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Maybank	(2.49)	(2.46)	3.68	26.65	2.71	(3.11)	4.61	6.27	11.87
KLCI	(2.62)	(0.97)	0.07	13.19	(2.99)	(2.83)	5.71	0.33	(0.65)
KLFIN	(3.82)	(6.46)	5.66	21.85	6.60	(6.68)	2.94	6.85	11.44

LONG-TERM TOTAL SHAREHOLDER RETURN

Holding Period (Years)	20	15	10	5	3	2	1
Invested on 31 Dec of	2002	2007	2012	2017	2019	2020	2021
Total Shareholder Return (%)							
Maybank	473.08	157.78	76.67	23.75	24.35	18.88	11.87
KLCI	377.89	74.14	23.79	(0.68)	5.37	(0.32)	(0.65)
KLFIN	669.86	184.48	62.80	22.08	22.57	19.07	11.44
Effective Annual Rate of Return (%)							
Maybank	9.12	6.51	5.85	4.35	7.54	9.04	11.87
KLCI	8.13	3.76	2.16	(0.14)	1.76	(0.16)	(0.65)
KLFIN	10.74	7.21	4.99	4.07	7.02	9.13	11.44

Financial Performance

FIVE-YEAR GROUP FINANCIAL SUMMARY

	Group FY 31 Dec					Bank FY 31 Dec	
	2018	2019	2020	2021	2022	2021	2022
OPERATING RESULT (RM' million)							
Operating revenue	47,320	52,868	51,031	45,959	50,914	23,181	26,612
Net operating income	23,662	24,741	24,763	25,448	27,615	15,190	16,210
Pre-provisioning operating profit ("PPOP") ¹	12,416	13,179	13,541	13,930	14,808	10,168	10,458
Operating profit	10,803	10,856	8,448	10,700	12,022	7,744	8,639
Profit before taxation and zakat	10,901	11,014	8,657	10,887	12,153	7,744	8,639
Profit attributable to equity holders of the Bank	8,113	8,198	6,481	8,096	8,235	6,878	6,971
KEY STATEMENTS OF FINANCIAL POSITION DATA (RM' million)							
Total assets	806,992	834,413	856,860	888,172	947,813	489,351	522,676
Financial investments portfolio ²	177,952	192,830	215,186	223,884	231,090	126,242	133,764
Loans, advances and financing	507,084	513,420	512,210	541,888	575,387	240,123	245,137
Total liabilities	729,254	750,344	769,750	799,620	858,896	416,242	449,606
Deposits from customers	532,733	544,531	556,349	588,968	614,895	276,559	274,854
Investment accounts of customers	23,565	20,738	23,841	28,721	24,501	-	-
Commitments and contingencies	872,955	1,208,623	1,305,385	1,176,244	1,526,306	1,081,180	1,422,559
Share capital	46,747	48,280	48,280	53,156	54,619	53,156	54,619
Shareholders' equity	75,330	81,571	84,437	85,811	85,957	73,108	73,071
SHARE INFORMATION							
Per share (sen)							
Basic earnings	74.2	73.5	57.7	69.7	68.8	59.2	58.2
Diluted earnings	74.2	73.5	57.7	69.7	68.8	59.2	58.2
Gross dividend	57.0	64.0	52.0	58.0	58.0	58.0	58.0
Net assets (sen)	681.7	725.6	751.1	722.4	713.1	615.5	606.2
Share price as at 31 Dec (RM)	9.50	8.64	8.46	8.30	8.70	-	-
Market capitalisation (RM' million)	104,972	97,125	95,102	98,592	104,871	-	-
FINANCIAL RATIOS (%)							
Profitability Ratios/Market Share							
Net interest margin on average interest-earning assets	2.3	2.3	2.1	2.3	2.4	1.9	1.8
Net interest on average risk-weighted assets	4.6	4.6	4.3	4.7	5.1	3.5	3.6
Return on equity	11.4	10.9	8.1	9.8	10.0	9.7	10.0
Net return on average assets	1.0	1.0	0.8	0.9	0.9	1.4	1.4
Net return on average risk-weighted assets	2.2	2.2	1.7	2.0	2.0	2.9	3.0
Cost to income ratio ³	47.5	46.7	45.3	45.3	46.4	33.1	35.5
Domestic market share in:							
Loans, advances and financing	18.1	17.9	18.1	18.0	18.1	18.0	18.1
Deposits from customers – Savings account	26.1	25.5	25.7	26.1	26.1	26.1	26.1
Deposits from customers – Current account	19.3	18.4	13.1	13.8	18.2	13.8	18.2
CAPITAL ADEQUACY RATIOS (%)							
CET1 Capital Ratio	15.029	15.729	15.313	16.090	15.669	15.462	15.264
Tier 1 Capital Ratio	15.983	16.486	16.026	16.810	16.376	16.223	16.045
Total Capital Ratio	19.024	19.387	18.683	19.518	19.080	18.785	18.635
ASSET QUALITY RATIOS							
Net impaired loans (%)	1.28	1.33	1.10	0.89	0.46	1.93	0.95
Loan loss coverage (%)	83.6	77.3	106.3	111.9	131.2	79.6	100.9
Loan-to-deposit ratio (%) ⁴	92.7	92.4	90.1	89.5	91.6	77.9	80.0
Deposits to shareholders' fund (times) ⁵	7.4	6.9	6.9	7.2	7.4	3.8	3.8
VALUATIONS ON SHARE							
Gross dividend yield (%)	6.0	7.4	6.1	7.0	6.7	-	-
Dividend payout ratio (%)	77.3	87.8	91.2	84.5	84.6	-	-
Price to earnings multiple (times)	12.8	11.8	14.7	11.9	12.6	-	-
Price to book multiple (times)	1.4	1.2	1.1	1.1	1.2	-	-

¹ PPOP is equivalent to operating profit before impairment losses as stated in the income statements of the financial statements.

² Financial investments portfolio consists of financial assets designated upon initial recognition at fair value through profit or loss, financial investments at fair value through profit or loss, financial investments at fair value through other comprehensive income and financial investments at amortised cost.

³ 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 Maybank Indonesia Tbk and Maybank IBG Holdings Limited.

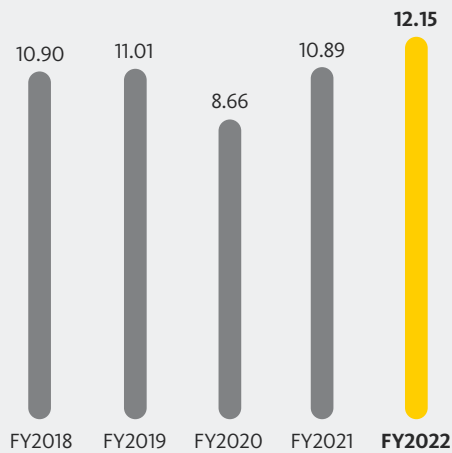
⁴ Loan-to-deposit ratio is computed using gross loans, advances and financing over deposits from customers and investment accounts of customers.

⁵ Deposits to shareholders' fund include investment accounts of customers.

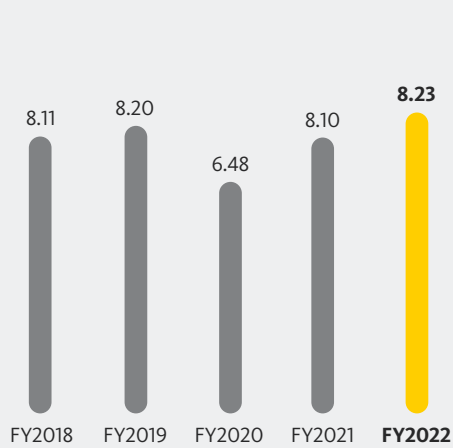
Financial Performance

Five-Year Group Financial Summary

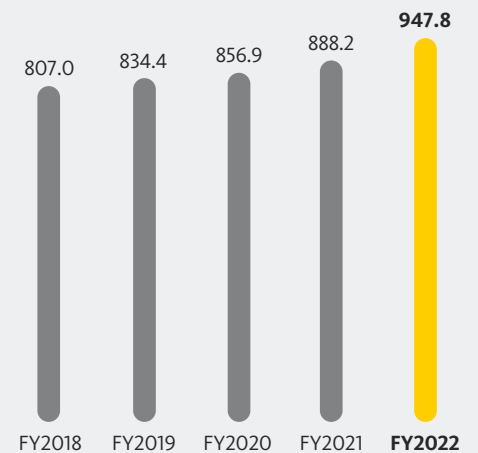
Profit Before Taxation and Zakat RM12.15 billion



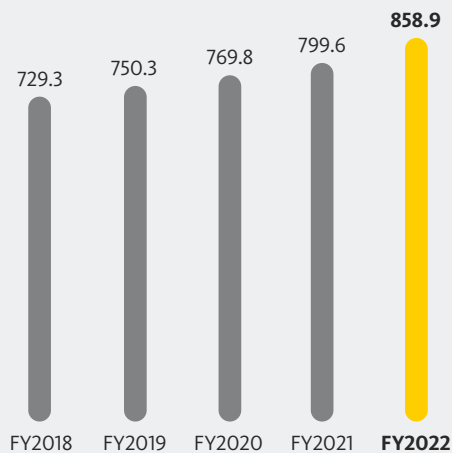
Profit Attributable to Equity Holders of the Bank RM8.23 billion



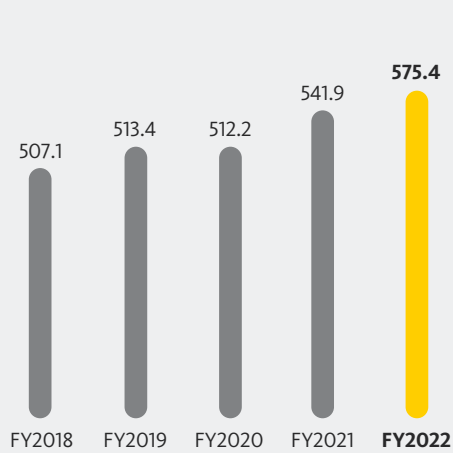
Total Assets RM947.8 billion



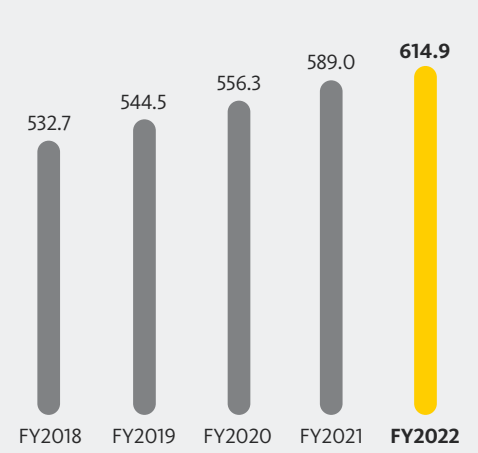
Total Liabilities RM858.9 billion



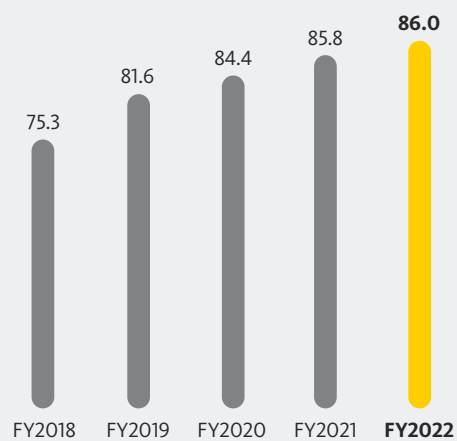
Loans, Advances and Financing RM575.4 billion



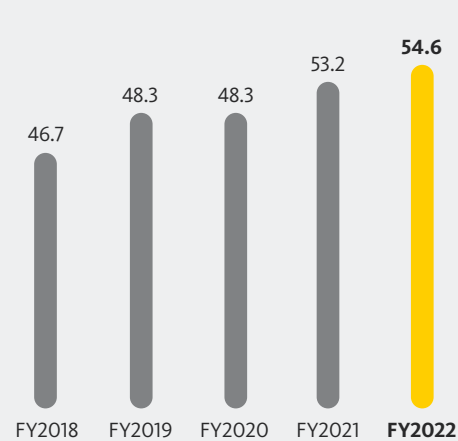
Deposits from Customers RM614.9 billion



Shareholders' Equity RM86.0 billion

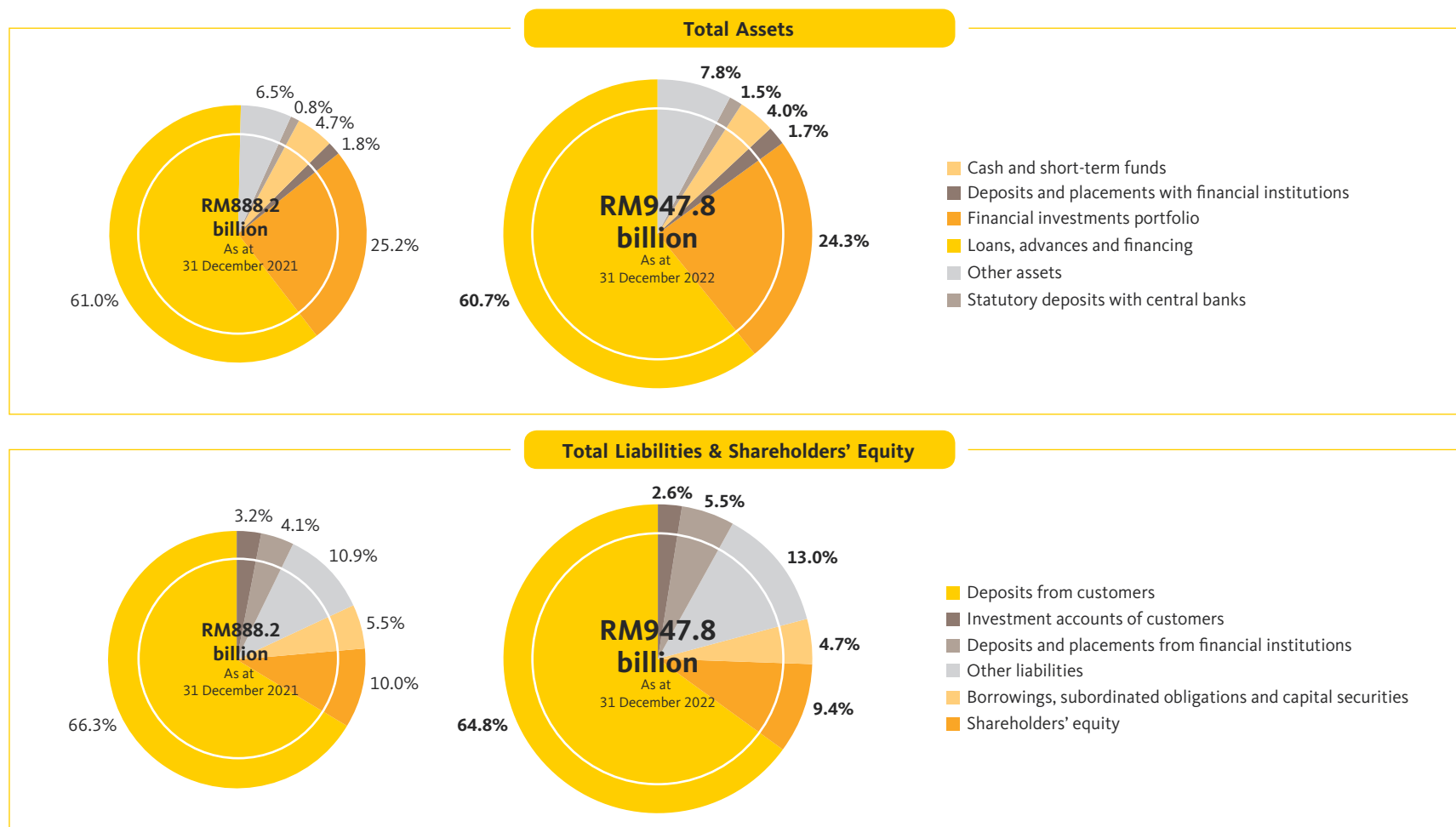


Share Capital RM54.6 billion



Financial Performance

SIMPLIFIED GROUP STATEMENTS OF FINANCIAL POSITION



GROUP QUARTERLY FINANCIAL PERFORMANCE

RM' million	FY 31 Dec 2022				
	Q1	Q2	Q3	Q4	YEAR
Operating revenue	11,872	11,145	13,387	14,510	50,914
Net interest income (including income from Islamic Banking Scheme operations)	4,997	5,286	5,464	5,501	21,248
Net earned insurance premiums	2,356	2,268	2,259	2,095	8,978
Other operating income	947	367	1,546	1,765	4,625
Total operating income	8,300	7,921	9,268	9,362	34,851
Operating profit before impairment losses	3,520	3,779	4,020	3,489	14,808
Profit before taxation and zakat	2,972	2,666	3,208	3,307	12,153
Profit attributable to equity holders of the Bank	2,045	1,857	2,166	2,167	8,235
Earnings per share (sen)	17.2	15.5	18.2	17.9	68.8
Dividend per share (sen)	-	28.0	-	30.0	58.0

RM' million	FY 31 Dec 2021				
	Q1	Q2	Q3	Q4	YEAR
Operating revenue	12,218	11,338	11,146	11,257	45,959
Net interest income (including income from Islamic Banking Scheme operations)	4,791	4,979	4,813	5,024	19,607
Net earned insurance premiums	2,529	2,167	1,983	2,168	8,847
Other operating income	1,015	1,150	1,313	993	4,471
Total operating income	8,336	8,296	8,109	8,183	32,924
Operating profit before impairment losses	4,003	3,253	3,329	3,345	13,930
Profit before taxation and zakat	3,172	2,726	2,269	2,720	10,887
Profit attributable to equity holders of the Bank	2,392	1,963	1,685	2,056	8,096
Earnings per share (sen)	20.9	17.1	14.4	17.3	69.7
Dividend per share (sen)	-	28.0	-	30.0	58.0

Financial Performance

KEY INTEREST BEARING ASSETS AND LIABILITIES

	FY 31 Dec 2021			FY 31 Dec 2022		
	As at 31 December RM' million	Effective Interest Rate %	Interest Income/ Expense RM' million	As at 31 December RM' million	Effective Interest Rate %	Interest Income/ Expense RM' million
<u>Interest earning assets</u>						
Loans, advances and financing	541,888	4.58	19,708	575,387	5.35	23,316
Cash and short-term funds & deposits and placements with financial institutions	57,521	1.83	605	53,670	2.35	869
Financial assets at fair value through profit or loss	40,957	2.17	1,020	38,627	2.81	927
Financial investments at fair value through other comprehensive income	122,394	2.40	3,468	120,706	2.99	3,965
Financial investments at amortised cost	60,532	3.43	2,183	71,757	3.99	2,879
<u>Interest bearing liabilities</u>						
Customers' funding:						
– Deposits from customers	588,968	1.14	5,651	614,895	1.96	7,859
– Investment accounts of customers	28,721	1.12	290	24,501	1.29	353
Deposits and placements from financial institutions	36,583	1.12	354	51,894	4.24	970
Borrowings	35,548	2.16	706	31,736	2.35	866
Subordinated obligations	10,239	3.64	482	10,238	3.64	456
Capital securities	2,828	4.07	116	2,829	4.07	116

STATEMENT OF VALUE ADDED

	FY 31 Dec 2021 RM'000	FY 31 Dec 2022 RM'000
Net interest income	12,034,045	13,834,213
Income from Islamic Banking Scheme operations	7,572,599	7,413,866
Net earned insurance premiums	8,846,782	8,977,582
Other operating income	4,470,670	4,625,377
Net insurance benefits and claims incurred, net fee and commission expenses, change in expense liabilities and taxation of life and takaful fund	(7,475,699)	(7,235,971)
Overhead expenses excluding personnel expenses, depreciation and amortisation ¹	(4,127,651)	(4,735,520)
Allowances for impairment losses on loans, advances and financing and other debts, net	(2,658,541)	(2,189,311)
Allowances for impairment losses on financial investments, net	(598,298)	(523,384)
Writeback of/(allowances for) impairment losses on other financial assets, interest in associates and goodwill, net	27,393	(72,868)
Share of profits in associates and joint ventures	186,183	130,850
Value added available for distribution	18,277,483	20,224,834

DISTRIBUTION OF VALUE ADDED

	FY 31 Dec 2021 RM'000	FY 31 Dec 2022 RM'000
To employees:		
Personnel expenses	6,808,178	7,503,517
To governments:		
Taxation & zakat	3,298,702	4,031,440
To providers of capital:		
Dividends paid to shareholders	6,837,689	6,967,842
Non-controlling interests	225,286	138,053
To reinvest to the Group:		
Depreciation and amortisation ¹	582,710	568,051
Retained profits	524,918	1,015,931
Value added available for distribution	18,277,483	20,224,834

¹ Depreciation and amortisation exclude depreciation of right-of-use assets

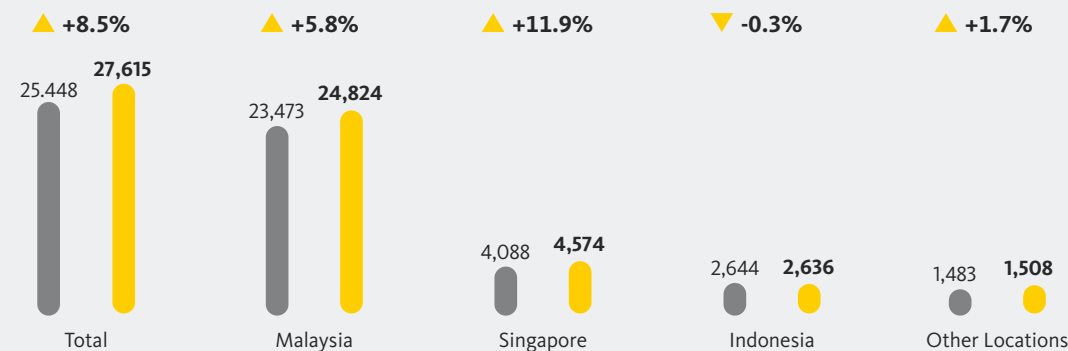
Financial Performance

SEGMENTAL INFORMATION

■ FY 31 Dec 2021 ■ FY 31 Dec 2022

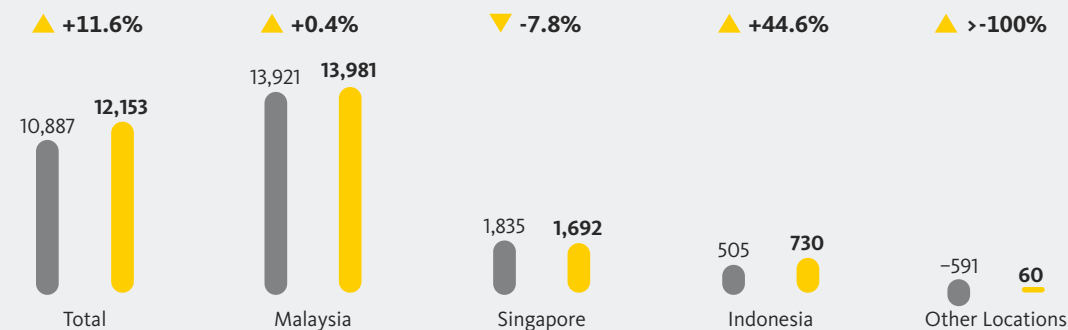
Analysis by Geographical Location

Net Operating Income (RM' million)



Note: Total net operating income includes inter-segment which are eliminated on consolidation of RM5,927 million for FY 31 December 2022 and RM6,240 million for FY 31 December 2021.

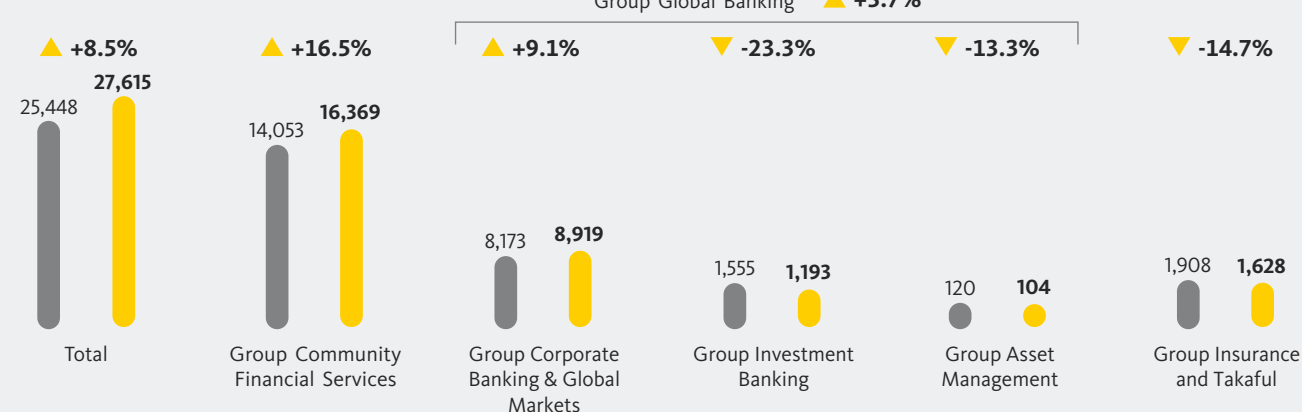
Profit Before Taxation and Zakat (RM' million)



Note: Total profit before taxation and zakat includes inter-segment which are eliminated on consolidation of RM4,310 million for FY 31 December 2022 and RM4,783 million for FY 31 December 2021.

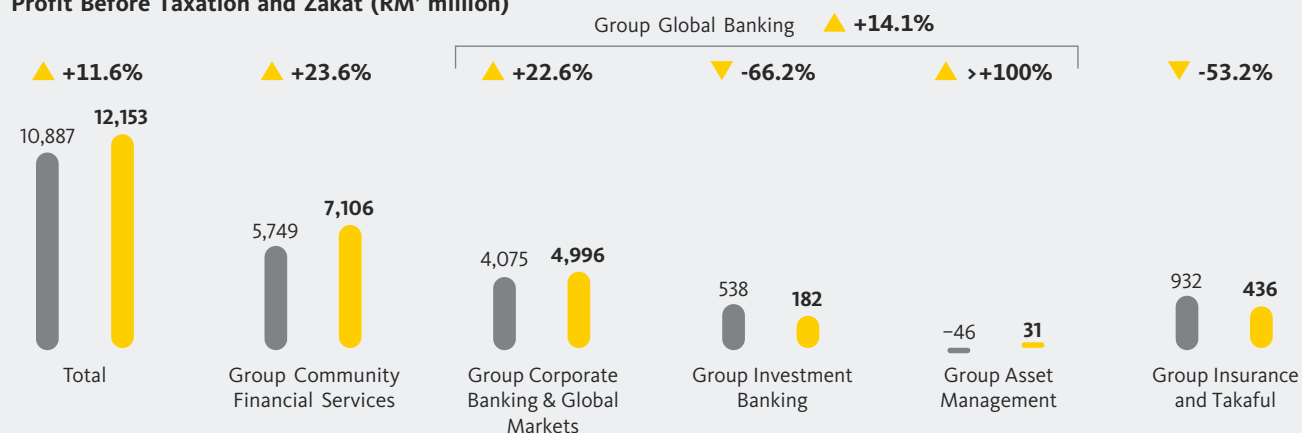
Analysis by Business Segments

Net Operating Income (RM' million)



Note: Total net operating income includes Head Office & Others of RM598 million for FY 31 December 2022 and RM361 million for FY 31 December 2021.

Profit Before Taxation and Zakat (RM' million)



Note: Total profit before taxation and zakat includes Head Office & Others of RM598 million for FY 31 December 2022 and RM361 million for FY 31 December 2021.



Group Community Financial Services

Related Strategic Thrusts and Programmes:

ALL SP3 TO SP12

Refer to Our Operating Context on page 38 for Material Risks, Opportunities, Mitigating Actions and Outlook

OVERVIEW

Our focus remains on delivering an exceptional customer experience by going beyond banking to provide meaningful business and financial solutions across different value chains to our customers, especially in the SME, Digital Banking and Wealth Management segments. We continue to prioritise customer-centricity, technological modernisation and spearheading the agendas of regionalisation and sustainability. Digitalisation and innovation remain key enablers in enhancing our product and service suite, as demonstrated by the launch of several breakthrough products and the commendable growth of existing offerings across the region, further cementing our intention to help customers navigate their life journeys and to be the Preferred Community Bank in ASEAN.

TOP
ACHIEVEMENTS
IN 2022

<p>Unveiled Home²u via MAE app, Malaysia's first-ever digital home financing solution within an integrated banking app that simplifies home ownership by providing financing approval within 10 seconds</p>	<p>One of the first banks to welcome Apple Pay in Malaysia, facilitating the largest billings in its first month of debut</p>	<p>Launched ATM Cash-out via MAE app, Malaysia's first contactless cash withdrawal service, to allow quick and easy cardless withdrawals</p>	<p>Named Best Retail Bank for Digital CX and Best Digital Bank for CX by The Digital Banker in Malaysia, as well as Most Innovative Digital Bank by the International Finance Awards in the Philippines</p>	<p>Recognised for Best Automobile Financing at The Asian Banker Malaysia Award 2022</p>

KEY FOCUS AREAS FOR 2022

Going Beyond Banking to Deliver Differentiated Customer Experience

Cementing our intention to go above and beyond providing financial services, we have expanded our suite of solutions in our MAE app. Maybank Home²u, launched in March 2022, is the first-in-market home financing digital solution designed to make home ownership even simpler for prospective home buyers allowing them to browse for properties and apply for near-instant home financing without having to visit a branch. Since its initiation, we have approved a total of RM1.14 billion in loans as at end December 2022. Sama-Sama Lokal was also integrated into the MAE app as we intend to widen the market reach and accessibility for both customers and vendors while maintaining a zero-cost and zero-commission model.

Meanwhile, we continue to develop end-to-end digital banking solutions to deliver fast and hassle-free financing. Our new Maybank Personal Digital Financing on Maybank2u web and MAE app, for example, is capable of providing approvals within just 10 seconds. To date, we have received 3,887 successful applications and approved loans amounting to RM63.23 million. We also saw encouraging take-up of our existing Straight-Through Processing offerings across the region, with about 65% of Group Community Financial Services sales being completed via our digital channels.



Scan here for video on Maybank Home²u on the MAE app.



Group Community Financial Services

KEY FOCUS AREAS FOR 2022 (CONT'D.)

Going Beyond Banking to Deliver Differentiated Customer Experience (Cont'd.)

As we accelerate our efforts to provide an integrated digital banking experience, we introduced the ATM Cash-out solution in our MAE app in May 2022, enabling cash withdrawals without the use of physical ATM cards. This new cardless withdrawal solution has gained traction, seeing more than 312,300 transactions as at end December 2022.

Strategic partnerships were formed to further drive the adoption of contactless and cashless payments. For instance, our collaboration with Apple Pay enables Maybank and Maybank Islamic Mastercard® and Visa Credit, Debit and Prepaid Card users to make contactless payments via their iPhone or Apple Watch in Malaysia and Singapore. Similarly, we have teamed up with Masjid Pro to enable Infaq collections at over 60 mosques via QR code in MAE app.

We also accelerated all efforts to drive borderless inclusivity by partnering with established financial institutions across ASEAN. Our collaboration with the National Bank of Cambodia on Maybank-Bakong Cross Border Funds Transfer has gained recognition and won several awards at the Retail Banker International Asia Trailblazer Awards 2022. This year, we also integrated Bank Indonesia's Fast Payment (BI FAST) system into our digital platforms to enable real-time interbank transfers between Maybank Indonesia and Bank Indonesia's vast network of member banks. Within Maybank Group, we expanded our Singapore-Malaysia cross-border solutions via our Regional Online Account Opening platform. Malaysian Maybank customers can now open SGD savings accounts online using their Malaysian Maybank2u login credentials as authentication. Our efforts to drive an integrated and expansive digital ecosystem led us to win multiple awards including Best Mobile Banking Award by The Asian Banker.

Fortifying Our Wealth Management Propositions

As investors increasingly seek to align their investment portfolios with more sustainable value, we continuously seek to expand our product offerings to provide more sustainability-linked investment solutions.

In the Islamic space, we continue to upskill our Islamic Financial Planning (IFP) certified Relationship Managers (RM) and Personal Financial Advisors (PFA) to enable them to provide holistic Islamic wealth financial planning solutions. On top of that, we continued with internal capacity-building initiatives through training and engagement programmes like the tactical solution and Shariah-related programmes to be able to fulfil our customers' holistic needs. Throughout the year, we also launched new Wealth Accumulation offerings in the form of Shariah-compliant investment funds.

New digital wealth offerings such as the Digital Wealth 360 on Maybank2U website and MAE app in Malaysia and M2U ID app in Indonesia were rolled out to provide our customers a dashboard view of their overall financial portfolio and allow them to set up financial investment goals without the need of financial advisors. In both countries, we saw more than 10,200 goals being created amounting to more than RM18.20 million worth of investment value.

Overall, our collective efforts and dedications were recognised, clinching us several wins at the prestigious Global Private Banking Innovation Awards and Private Banker International Global Wealth Awards.

Safeguarding Our Customers With Heightened Online Banking Security


In line with our humanising mission and aspiration to be a Force For Good, we continue to safeguard our customers' and communities' hard-earned savings from fraud and scams. Fraud awareness efforts were emphasised through various channels to educate customers to remain vigilant.

In addition, we deployed new initiatives to prevent phishing such as migrating the SMS one-time password (OTP) to Secure2u, introducing a cooling-off period prior to activation of Secure2u on new devices, allowing only one Secure2u device per account holder, and disabling URLs and QR codes in electronic direct mail and SMS-es.

 Refer to Pervasively Digital on page 70 for more details

Driving Financial Inclusion and Promoting Green Solutions

In line with our focus to drive greater financial inclusion and literacy among local communities, our mobile bus banking service, or "Bank Bergerak", expanded its coverage to Lepar Hilir and Kuala Pahang to serve the underserved in rural Pahang. With these two new routes, Bank Bergerak is now available across 10 remote routes in Malaysia, providing customers convenience and easier access to financial services at their doorstep.

 Refer to www.maybank.com/en/news/2022/07/05.page to read more on mobile bus banking

We introduced several green financing solutions to meet the diverse needs of our customers and support the transition to a low-carbon economy. These included a Solar Panel Financing Campaign in partnership with Petronas, offering affordable solar panel financing to their staff. Over in Singapore, we relaunched the enhanced Green Home Loan in July 2022 based on the residential property obtaining a minimum of BCA Green Mark GoldPLUS certification, offering eligible customers rebates in the form of shopping vouchers.

To encourage the use of greener vehicles, customers in Singapore can enjoy preferential interest rates for new electric and plug-in hybrid vehicles, while over in Indonesia, we are collaborating with Hyundai Motor Indonesia to offer electric vehicles financing with interest rates starting from 0%.

Supporting SMEs Regionally to Grow and Compete

As part of our ongoing support for SMEs, we rolled out additional features in our Maybank2u Biz app and Maybank QRPay Biz app, including the issuance and customisation of invoices, on-the-go transaction approvals and data extraction for seamless integration with accounting systems. The enhancements are vital to help SMEs better manage their day-to-day operations at their fingertips. As at end December 2022, about 55,000 companies were onboarded to Maybank2u Biz App.

The SME Digital Financing solution on Maybank2u and Maybank2u Biz continued to gain strong traction especially among micro SMEs. A total of RM946.60 million worth of loan applications were approved with 85.7% disbursement rate as at end December 2022, 77.0% of which was for micro SMEs. In September 2022, the minimum financing amount was lowered from RM10,000 to RM3,000 to extend the reach of our SME Digital Financing to microenterprises such as small traders, hawkers and food peddlers, among others. This is part of our continued efforts to uplift the business community, especially smaller SMEs that form the lifeline of the country's economy.

Various new localised programmes were rolled out to enrich and equip micro entrepreneurs with knowledge of trade financing solutions. These included the SME Trade Talks and SME Trade Clinic Programme as well as Micro2Grow, aimed at strengthening their credit behaviour and credit record.

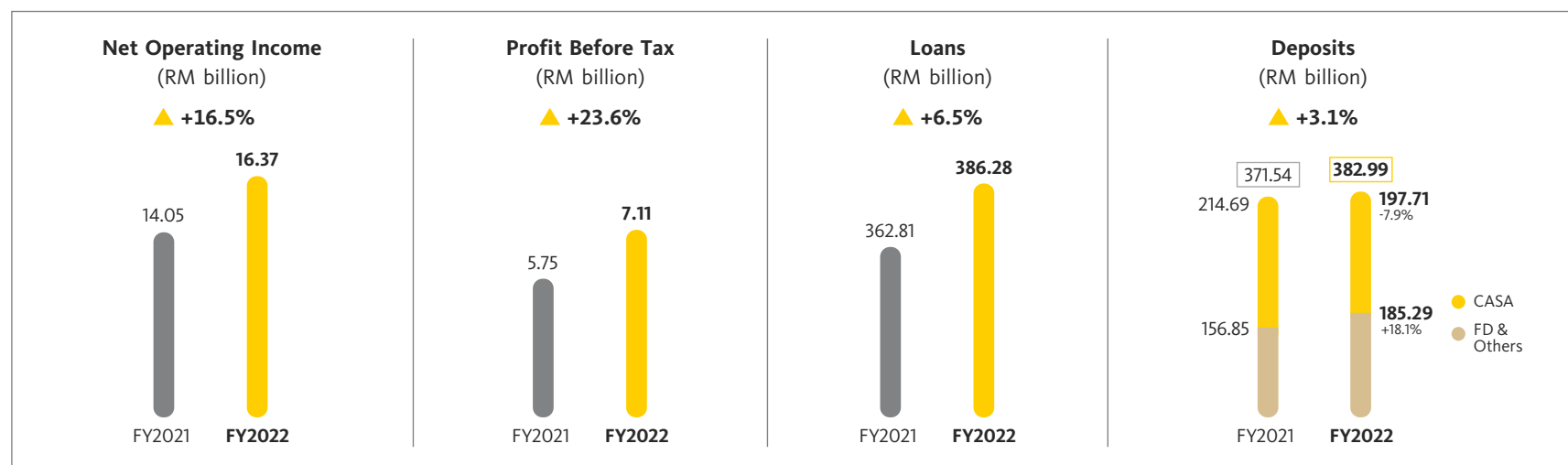
In Cambodia, we issued KHQR for merchants in support of the nation's goal of creating a unified QR code across the country, removing barriers that Cambodian merchants faced when trying to receive funds from different banks.

 Refer to Sustainability Review on page 121 for more information



Group Community Financial Services

REGIONAL FINANCIAL PERFORMANCE



KEY PERFORMANCE HIGHLIGHTS FY2022



Group Community Financial Services recorded Profit Before Tax (PBT) growth of 23.6% to RM7.11 billion, attributed to:

- Net operating income (NOI) expanded by 16.5% YoY to RM16.37 billion, breaching the RM16 billion mark for the first time, from the healthy growth in net fund based income and non-interest income.
- 18.9% YoY growth in net fund based income on the back of 6.5% increase in loans, mainly from the Consumer (6.7%), Retail SME (9.0%) and Business Banking (3.4%) segments.
- 18.1% YoY growth in fixed deposits along with 7.9% YoY reduction in CASA, with the CASA ratio decreasing 6.2% to 51.6%.
- 8.4% YoY increase in non-interest income driven by card fees and payments. This helped cushion the slower growth in investment fee income due to market volatility and global uncertainties.
- Offset by 14.2% growth in overheads YoY amid technology (IT) investment spending and marketing expenses. Despite the increase, cost to income ratio (CIR) improved to 52.1% (FY2021: 53.1%) amid healthy NOI growth during the year.
- 21.8% reduction in loan loss provisioning YoY mainly due to lower top-up requirements following larger buffers from management overlays in FY2021.



In Malaysia, we recorded PBT growth of 37.8% to RM6.07 billion, attributed to:

- Strong fund based income growth of 25.5% YoY, driven mainly by loans growth as well as higher interest rates which supported net interest margin expansion.
- 7.2% loans growth YoY contributed by Mortgages (6.8%), Auto (9.0%) and Cards (19.9%). SME saw solid growth of 9.1% with good traction coming from SME Digital Financing, which grew 33.9% YoY.
- 3.1% growth in deposits YoY as 3.8% reduction in CASA offset 13.7% increase in fixed deposits and others.
- 13.5% growth in non-interest income YoY driven by card fees in tandem with increased billings and merchant sales due to strong rebound in consumer spending and consumption.
- Offset by overheads increase of 18.8% YoY mainly due to increase in personnel cost, IT spending and marketing expenses. However, CIR improved to 46.1% (FY2021: 47.7%) due to robust NOI growth of 23.1% YoY to RM11.85 billion.
- 62.5% reduction in loan loss provisioning YoY mainly due to lower top-up requirements following larger buffers from management overlays in FY2021.



For international operations, we recorded a PBT decline of 23.0% YoY due to:

- **Singapore:** PBT declined 39.4% YoY due to elevated net loan loss provisions from higher adjustments for macroeconomic variables and management overlays amid the prolonged economic uncertainties. Partly cushioning the decline was NOI growth of 1.0% YoY with fund based income up 3.9%, partly offset by a 4.1% reduction in non-interest income mainly due to lower investment fee income.
 - **Indonesia:** PBT declined by 17.8% YoY mainly due to lower NOI of 2.7% YoY and higher preemptive provisions. NOI was affected by slower loans growth from non-retail largely coming from Business Banking. This was partly mitigated by solid consumer loans growth of 13.7%, driven largely by Auto. Meanwhile, cost was well managed at 2.1% YoY growth.
- Offset by:
- **Philippines:** PBT growth was 3.8% YoY, supported by lower overheads and net loan loss provision of 1.1% and 37.6% YoY respectively. In addition, NOI grew 2.0% YoY driven by 37.2% increase in non-interest income due to one-off fair value adjustments from foreclosed properties.
 - **Cambodia:** Strong PBT growth of 48.3% YoY driven by both fund and non-interest income. Fund based income grew 4.0% underpinned by consumer and non-retail loans growth at 15.2% and 18.4%, respectively. Overheads grew 9.6% YoY predominantly due to increase in personnel expense to support business expansions. Improved asset quality resulted in lower net loan loss from non-retail portfolios.



Related Strategic Thrusts and Programmes:

ALL SP1 SP2 SP5 SP7 TO SP12

Refer to Our Operating Context on page 38 for Material Risks, Opportunities, Mitigating Actions and Outlook

OVERVIEW

We are determined to constantly elevate our customers’ experience through the provision of digitalised customer-centric solutions and integrated bespoke customer offerings across the region while generating sustainable value in partnering with our customers towards a sustainability-first journey. Against the backdrop of inflationary pressure triggering rate hikes and heightened market volatility, we remain committed to assisting our customers to manage their financial obligations proactively as well as maintain discipline over asset quality monitoring.

TOP ACHIEVEMENTS IN 2022

 <p>Maintained position as No.1 Wholesale Bank in Malaysia for revenue, loans and deposits amid volatile operating environment</p>	 <p>Named Best Investment Bank in Malaysia by Finance Asia and Best Islamic Investment Bank in Asia-Pacific and Malaysia by The Asset Triple A</p>	 <p>Awarded Best Sustainable & ESG Asset Management Malaysia and Best ESG Shariah Equity Fund Malaysia by Global Banking and Finance</p>	 <p>Executed MBSB Bank's RM5 billion sustainability sukuk, the world's first by an Islamic financial institution</p>	 <p>Top 2 ranking for Ringgit Islamic Sukuk, Ringgit Bonds, ASEAN Local Currency Bonds, ECM and M&As in Malaysia on Bloomberg's league tables</p>
--	--	--	--	---

KEY FOCUS AREAS FOR 2022

Assisting Customers to Navigate the Volatile Economy Through Client-Centric Offerings

To support our customers and connect them to cross-border offerings and solutions, we continued to leverage our extensive capabilities and experience in ASEAN and regional markets to tailor investment solutions for them. In the early part of 2022, our brokerage business gained further traction following the stock market rally in 2021 on more upbeat sentiment. As market volatility picked up against economic uncertainties and geopolitical tensions, trade volumes tapered from the second quarter onwards. Nevertheless, we continued to facilitate our customers’ growth ambitions through deal activities including cross-border deals such as the acquisition of logistics assets in Australia by a sovereign wealth fund in ASEAN and the syndicated term facility for Thailand’s Charoen Pokphand Group.

During the year, we remained focused on managing the asset quality of our loans portfolio and took proactive measures to manage vulnerable accounts. Engaging with our customers, we were able to provide early intervention and assistance where needed, the latter in the form of financial management solutions including restructuring and rescheduling (R&R) for eligible borrowers. ❁

KEY FOCUS AREAS FOR 2022 (CONT'D.)**Provide Differentiated Investment Management Advisory and Solutions Across All ASEAN Markets**

In 2022, our Equity and Commodity Derivatives (ECD) business introduced equity-linked structured products in Singapore with the launch of Autocallable notes out of our Global Note Programme. That was followed by the launch of structured products out of Maybank Securities (Thailand) PCL in August 2022 catering to local investors in Thailand. In line with market sentiment, ECD has also adjusted its core offerings surrounding principal protected investments to cater to market demand and distributors' objectives of capital preservation strategies such as minimum redemption investment, fund-linked investment and rainbow fund-linked investment. These products offer clients a predetermined percentage of invested capital protection upon entering the trade, providing greater certainty on expected returns. In an effort to improve our client engagement, ECD launched a dedicated Telegram channel "Trade with Maybank" in April 2022 enabling information sharing with the Malaysian equity investment community.

Our asset management arm, Maybank Asset Management Group (MAMG), expanded its product suite with the launch of various innovative funds. One of them, the MAMG China Evolution Equity Fund, is a sub-fund of T-Rowe Price Funds SICAV, which offers T-Rowe Price's premier China-focused equity investment strategy to Malaysian investors. The fund aims to provide better share valuation over the long term, through the selection of investments focused on sustainable growth strategies. MAMG's overall performance saw it being named the Best Asset Manager (Money Market Funds) and Best Provider of Islamic & Conventional Retirement Plans by Alpha Southeast Asia in 2022.


**Accelerating Digitalisation and Technology Modernisation to Elevate Customer Experience**

The year saw us continue to invest in digitalisation efforts to improve turnaround time as part of our focus to enhance the customer experience. In January 2022, we launched the Maybank Automated Environment for Sales and Trading Real Time Operations (MAESTRO) platform in Malaysia, our in-house platform utilising Straight-Through Processing to price and execute FX Option instrument deals. This has resulted in faster response to clients, efficient price iterations and reduced booking errors and operational risk. Overall, MAESTRO has improved our ability to capture opportunities in the fast-paced and market sensitive Global Markets segment.

In Indonesia, we launched our bond trading capability on our website, www.maybank.co.id, and the Maybank2u Indonesia app in January 2022. With these capabilities, customers are able to execute retail and secondary bond trades without having to go through sales representatives, which provides them greater efficiency of trade flows. This has resulted in an increase in bond trade flows by approximately 10.0% YoY for FY2022.

We also launched the Maybank Invest application in Thailand in line with our aspiration to transition from an equity-centric platform to a multi-asset platform. The app enables customers to invest in various financial products such as stocks, funds and debentures, among others. It leverages Artificial Intelligence (AI) that utilises customers' data to provide them goal-based investment recommendations suited to their risk appetite and profile. The app is one of the first in the Thai market that can provide a consolidated portfolio overview across asset classes. Since its launch, the app has garnered an average of 17,000 monthly active users.


To facilitate greater efficiency and access, we rolled out our Regional Cash Management Systems (RCMS) in our Shenzhen and Kunming branches in Greater China as well as in Cambodia. The RCMS allows customers to receive and transfer payments from electronic wallets and bank accounts. In Malaysia, we have incorporated new DuitNow modules that enable immediate payment and receipt of funds between buyers and sellers with real-time pre-authorisation and/or consent features, enabling corporate clients to transact with their customers more seamlessly.

 Refer to Pervasively Digital on page 71 for more information

Drive Leadership in Sustainability Agenda

Sustainable development towards a low-carbon future is a growing priority among businesses, investors and policymakers. As we work towards transitioning to a low-carbon economy responsibly, we continue to build our internal capabilities and expertise in industry/sector decarbonisation strategies while keeping abreast of global sustainability developments. This will enable us to develop client-centric solutions that support the rollout of decarbonisation strategies across our businesses and markets. In 2022, we executed TNB Power Generation Sdn Bhd's maiden sustainability sukuk, which was also the first sustainability sukuk in the Malaysian utility sector; acted as the sole sustainability framework adviser for MBSB Bank's issuance of the first sustainability sukuk in the world by an Islamic financial institution; and executed the first sustainability-linked Islamic profit rate swap for Axis Real Estate Investment Trust. Regionally, we participated in several sustainability-related transactions such as PT Bank Negara Indonesia's

inaugural green bond issuance, and Tembusu Residential Pte Ltd's and Frasers Property Investments (Holland) B.V.'s green loans. Our sustainable financing deals in FY2022 have contributed RM15.86 billion to the mobilisation of Sustainable Finance under Commitment 1 of our Sustainability Agenda.

 Please see the Sustainability Review section on page 119 for more details on the Group's Sustainability commitments

Meanwhile, MAMG expanded its ESG product offerings with the launch of MAMG Global Environment Fund in August 2022. This sustainability themed feeder fund invests in BNP Paribas Global Environment Fund which, in turn, supports new energy, sustainable food, water, circular economy, smart environment, clean and efficient transport solutions. This fund marks our third qualified Sustainable & Responsible Investment (SRI) fund under the Securities Commission Malaysia SRI Funds' guidelines.

**NOTABLE DEALS****Malaysia**

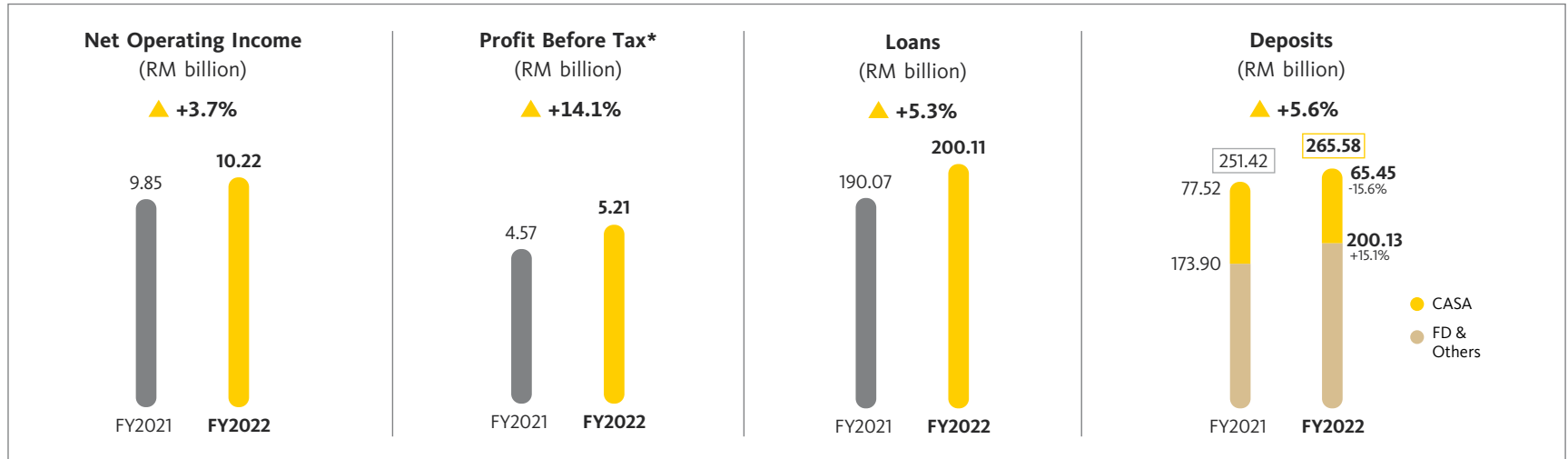
- Joint Lead Arranger and Manager for TNB Power Generation Sdn Bhd's inaugural RM1.5 billion Sustainability Sukuk issuance.
- Joint Global Coordinator, Joint Bookrunner, Joint Managing Underwriter and Joint Underwriter for Farm Fresh Berhad's RM1.1 billion IPO, the largest Malaysian IPO in 2022 and largest ever dairy products sector IPO in ASEAN.
- Joint Bookrunner and Placement Agent to Press Metal Aluminium Holdings Berhad's RM970.6 million placement, the largest primary placement in the Malaysian industrial sector and the regional metal sector.
- Principal Adviser and Debt Adviser to Axiata Group Berhad for the merger of the telecommunications operations of Celcom Axiata Berhad and Digi.com Berhad for a combined consideration of RM17.8 billion.
- Joint Principal Adviser, Joint Lead Arranger and Joint Lead Manager for Sarawak Petchem Sdn Bhd's Sukuk Wakalah Programme of up to RM4.0 billion.

International

- **Singapore:** Joint Mandated Lead Arranger and Bookrunner for OUE Commercial REIT's SGD978 million Sustainability-Linked Loan, the largest sustainability-linked loan among S-REITs.
- **Indonesia:** Joint Lead Underwriter for PT Bank Negara Indonesia (Persero) Tbk's first IDR Green Bond of IDR5 trillion issued by an Indonesian bank.
- **Greater China:** Lead Arranger for Harmony Lotus Ltd's HKD10.3 billion secured green syndication loan.
- **Thailand:** Joint Lead Arranger for Gulf Energy Development PCL's first-ever public senior unsecured debentures issuance of THB24.0 billion marketed to retail investors.
- **Vietnam:** Mandated Lead Arranger, Underwriter and Bookrunner for Vietnam Prosperity Joint Stock Commercial Bank's (VPBank) USD600 million Senior Unsecured Syndicated Term Loan Facility, VPBank's largest offshore syndicated loan.

Group Global Banking

REGIONAL FINANCIAL PERFORMANCE



* FY2021 PBT has been restated due to reclassification between Group Global Banking and Group Community Financial Services

KEY PERFORMANCE HIGHLIGHTS FY2022



Group Global Banking's Profit Before Tax (PBT) increased by 14.1% YoY to RM5.21 billion contributed by:

- A 3.7% YoY increase in net operating income (NOI) due to higher net fund based income and non-interest income.
- A 3.4% YoY increase in net fund based income mainly supported by well-managed funding cost mainly from Transaction Banking, as well as the higher interest rate environment and loans growth which lifted net interest margins (NIM).
- A 4.2% YoY increase in non-interest income mainly due to higher trading income recorded by Global Markets.
- Offset by 5.1% YoY increase in overheads resulting in a marginal increase in the cost to income ratio (CIR) from 31.0% to 31.4%.
- 19.2% YoY reduction in net impairment losses mainly contributed by lower provisions incurred by overseas operations amid write-backs from proactive efforts to manage the asset quality of our loans portfolio.



In Malaysia, PBT declined by 5.4% YoY to RM3.37 billion, attributed to:

- Increase of 43.6% YoY in net impairment losses on loans as pre-emptive provisioning made mainly on oil & gas related exposures.
- 5.8% increase in overheads resulting in marginal CIR growth of 23.0% in FY2022 from 22.9% in FY2021.
- Offset by 5.2% YoY NOI growth as a result of 11.8% increase in net fund based income, mainly supported by well-managed funding cost and higher interest rates on loans, which improved NIM.
- However, non-interest income declined by 3.7% YoY from lower IB&A and brokerage income amid the challenging operating environment, moderated by higher income from trading activities.



For international operations, PBT increased by 83.2% to RM1.84 billion, contributed by:

- **Singapore:** 11.1% growth in PBT due to a 17.2% increase in NOI, driven mainly by gains from treasury business, exceptional one-off loan-related fees as well as strong loans and trade growth.
- **Indonesia:** More than 100% growth in PBT due to 84.7% YoY decrease in net impairment losses, which was partially offset by an 8.6% decrease in NOI due to lower gains from treasury related activities.
- **Greater China:** PBT improved by 66.5% due to 58.4% decline in net impairment losses, which was partially offset by lower NOI due to reduced gains from investment banking, treasury and loan related activities.
- **Philippines:** 42.4% growth in PBT due to a 48.9% YoY decrease in net impairment losses and 8.1% contraction in overheads, which partially offset a decrease in NOI YoY due to lower income from loans-related IB&A and brokerage activities.
- **Vietnam:** 30.2% growth in PBT due to a 98.6% YoY decrease in net impairment losses and 1.7% increase in NOI from higher income from syndication loan fees, trading activities, IB&A deals and the brokerage business.
- **Cambodia:** 15.1% growth in PBT due to 18.1% increase in NOI and higher net ECL write-backs for FY2022. The NOI growth was driven mainly by higher net fund based income supported by higher average customer deposits during the year.



Group Insurance & Takaful

Related Strategic Thrusts and Programmes:

ST1 TO ST4 SP6 SP9 TO SP12

Refer to Our Operating Context on page 39 for Material Risks, Opportunities, Mitigating Actions and Outlook

OVERVIEW

As mobility returned to pre-pandemic levels across ASEAN, access to our intermediaries and branches improved compared to 2021. The opening up of the economy and lifting of travel restrictions led to a strong rebound in demand for general insurance products such as motor and personal accidents. However, demand for life and family Takaful investment-linked products was limited by market volatility. Meanwhile, a shift in customer interest drove us to develop solutions that are sustainable, inclusive and easily accessible. We also continued to leverage our digital platforms and strategic partnerships to expand our ecosystems to serve a wider network of customers as we work towards our M25+ aspiration to become a regional leader in insurance.

TOP ACHIEVEMENTS IN 2022



No. 1 Bancassurance/ Bancatakaful player in Regular Premium/ Contribution and Total Life/Family with 20.4% and 19.1% market share respectively in Malaysia



No. 1 General Takaful Operator in Malaysia



No. 1 online General Insurer and Takaful in Malaysia with 55.2% market share, and leading online life insurer in Singapore



Recognised as the **Best Family and General Takaful Institutions** by The Asset Triple A Islamic Finance Awards 2022



Launched **Premier Global Sustainable Equity Fund (PGSEF)**, among the first ESG insurance products in Malaysia via Bancassurance channel

KEY FOCUS AREAS FOR 2022

Strengthening Our Position as the Preferred Banca Partner Across ASEAN

Greater emphasis was placed on wealth management products focused on legacy building under Bancatakaful in 2022, as the volatile investment market has capped interest in investment linked products. Arising from the product shift, our Wealth Accumulation, Wealth Preservation and Wealth Distribution products gained traction among our banca customers, leading growth in our Family Takaful segment. To better understand our customers, we leveraged our Etiqa Virtual Insurance Advisor (EVIA) platform to gain insights into their insurance and Takaful needs. Since its launch, EVIA has assisted our intermediaries to improve their customer engagement. Its value is reflected in the fact that it was used by about 39.9% of our intermediaries for customer profiling, and 22.5% eventually creating unique customer profiles in 2022.

Group Insurance & Takaful

KEY FOCUS AREAS FOR 2022 (CONT'D.)



Leading the Sustainability and VBI Agenda in the Insurance Industry

As a leading insurance and Takaful provider, we are constantly looking for ways to further drive the sustainability agenda. This saw us establish a Sustainability Dashboard during the year to address our sustainability gaps and track our progress on carbon emissions, which includes Etiqua's operations as well as our ESG investments portfolio and underwriting portfolio, among others. The dashboard is also in line with our Value-Based Intermediation (VBI) commitment.

We have also introduced several key milestone products to help our customers to transition sustainably. The Premier Global Sustainable Equity Fund, for example, is the first ESG Investment Linked Product sold via Bancassurance in Malaysia. It allows customers to invest in companies with activities linked to sustainable investment themes through our Bancassurance channel. Additionally, we introduced first-in-Malaysia insurance and Takaful coverage for electric vehicle (EV) home chargers to encourage the adoption of clean mobility.

Several programmes were also carried out as part of our commitment to 'Making the World a Better Place'. We launched our first Etiqua Cares Centre in the southern region at the Program Perumahan Rakyat Kempas Permai, Johor Bahru, in collaboration with Adab Youth Garage (AYG). At the centre, B40 youth will get to participate in free educational activities and counselling sessions to prepare for their future. Preserving the marine ecosystem, the Etiqua Marine Conservation Programme 2022 partnered Kelab Legasi Selam Skuba Malaysia (Leges Divers) to organise workshops and rejuvenate nine coral conservation units at the Salang House Reef Dive Site in Kampung Salang, Pulau Tioman, with various species of newly propagated corals. Over in Cambodia, we teamed up with WaterAid Cambodia to launch a co-funding programme to provide clean water supply, benefiting close to 200 families in Kandal, Phnom Penh. Meanwhile, our Etiqua Free Cervical Screening programme with ROSE Foundation earned us the "Insurance & Takaful Company of the Year" award in the Women & Public Health category by CSR Malaysia Publications at the Sustainability & CSR Malaysia Awards 2022.

For more on Etiqua's financial inclusion initiatives, refer to Sustainability Review on page 121

Providing FEBA (Fast and Easy, Best Advice) Services Beyond Auto insurance

During the year, we further enhanced our All Things Auto (ATA) platform with the introduction of value-added services to provide holistic auto solutions to customers. Following the rollout in 2021 of our back-end ATA System Release 3.0 functions, our case assignments have been automated to connect with the nearest active service providers. This improvement has helped shorten the turnaround time for Auto Assistance from approximately three hours to under an hour. In 2022, we launched Malaysia's first Auto Assistance Location Tracker enabling customers to track the location of their auto service providers in real time via the Etiqua Smile mobile application. This is in line with our promise to be Fast and Easy to deal with for all our customers.



Leader in Digital Insurance Sphere Across ASEAN

As part of efforts to make insurance simpler and more easily accessible, we further enhanced the user interface in our Smile App to enable faster claims submissions, easier navigation for medication delivery requests, and one request touchpoint for local and overseas Hospital Guarantee Letters and nearest medical providers.

In line with our brand promise of humanising insurance, we also upgraded our Etiqua website to be user-friendly for the visually impaired. Having incorporated the Auditory Web Accessibility function, now visually challenged customers can access and browse for medical and other insurance products on our website independently. New digital products were also developed to cater for the underserved, such as the i-Care OKU, our first online Takaful plan for *orang kurang upaya* (OKU) or disabled persons registered with Jabatan Kebajikan Malaysia. This new product was designed to be affordable and easy to apply for via the Etiqua website.

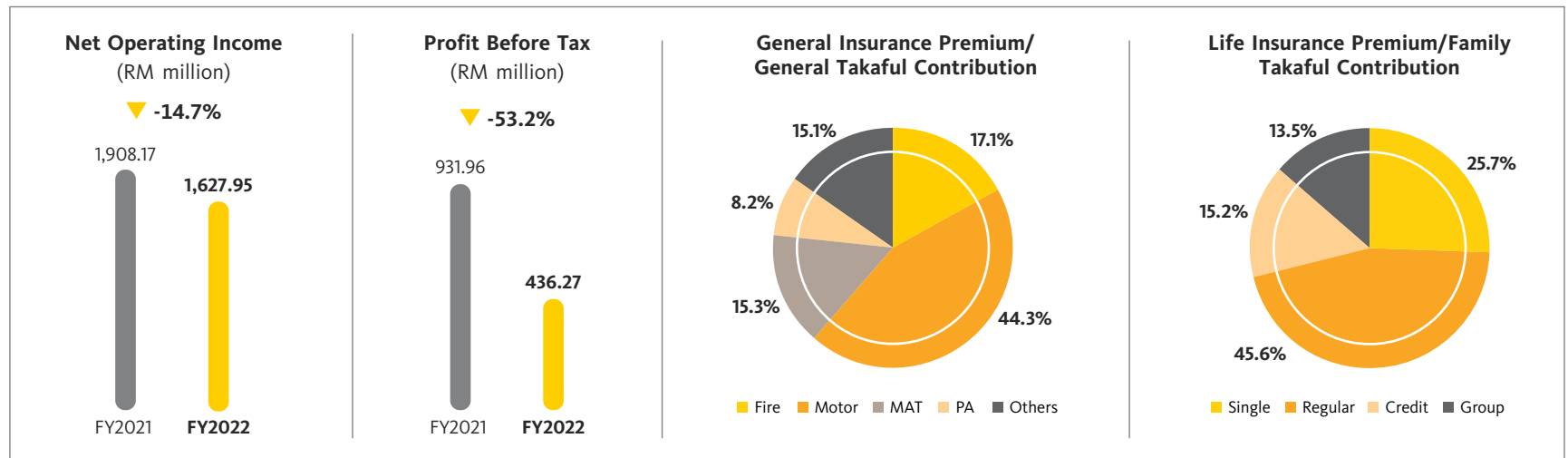
We also broadened our digital offerings for the B40 community by teaming up with the Employees Provident Fund (EPF) to launch Etiqua Term Secure and Etiqua Critical Care under EPF's "i-Lindung" initiative, a microinsurance or microtakaful product available on EPF's member website.

Building on our leading digital insurance position in Malaysia and Singapore, we are expanding our reach to Indonesia, the Philippines and Cambodia, tapping into Maybank Group's touchpoints to grow our presence across ASEAN.

Refer to Pervasively Digital on page 71 for more details

Group Insurance & Takaful

REGIONAL FINANCIAL PERFORMANCE



KEY PERFORMANCE HIGHLIGHTS FY2022



Group Insurance & Takaful's PBT declined 53.2% YoY to RM436.27 million, with the following contributing factors:

- 34.2% YoY decline in investment income amid the continued rise in bond yields as well as lower underwriting profit of 52.6% YoY, from high surrenders of a universal life product in Etiqa Singapore, as customers shift to higher yielding assets amid the rising interest rate environment.
- 3.3% YoY decline in combined gross premiums/contributions to RM11.09 billion due to contraction in the Single Premium business. Net Adjusted Premium, however, grew by 5.5% YoY to RM6.22 billion supported mainly by strong double-digit growth in the motor insurance/Takaful class.
- A 13.3% YoY decrease in Life Insurance & Family Takaful premiums/contributions to RM6.81 billion, driven by the decline in Single Premium business, particularly from Etiqa Singapore, from a deliberate shift in focus towards longer-term sustainable solutions/products with higher margins.
- However, General Insurance & General Takaful premiums/contributions increased by 18.4% YoY to RM4.28 billion due to growth in all classes, particularly motor insurance/Takaful.
- Meanwhile, total assets decreased by 3.4% YoY to RM52.37 billion from RM54.19 billion in FY2021.



In Malaysia, PBT grew by 8.0% YoY to RM1.03 billion due to:

- Improved profit from underwriting mainly attributed to Life Insurance & Family Takaful from changes in actuarial reserve valuation methodology resulting in increased surplus. In addition, net investment income was 3.0% higher YoY driven mainly by increased interest/profit from fixed income investments though moderated by the negative impact of yield curve movement following the rise in yields and widening credit spread during the period.
- 9.3% YoY growth in combined gross premiums/contributions to RM7.51 billion from RM6.87 billion in FY2021 supported by the motor and credit-related business. Net Adjusted Premium grew by 8.1% YoY to RM4.68 billion.
- The General Insurance & Takaful business grew by 17.3% YoY driven by all classes, especially the motor business. Its market share increased to 15.4% from 14.3% YoY.
- Life Insurance & Family Takaful new business premiums/contributions grew by 4.8% YoY, especially in the Credit business. Market share increased from 12.0% to 12.2% YoY, while new business value grew 6.7% YoY.



For international operations, loss before taxation (LBT) increased to RM591.98 million from RM20.24 million, due to:

- 22.2% YoY contraction in regional markets' combined gross premium to RM3.58 billion from RM4.60 billion.
- **Singapore:** 26.6% YoY contraction in gross premiums to RM2.90 billion, attributed mainly to decreased sale of single premiums. The country operations recorded an LBT of RM589.31 million as compared to RM19.09 million in FY2021 due to lower profit from underwriting following the impact of high surrenders of a universal life product, coupled with net losses from investments.
- **Philippines:** PBT declined by 44.2% YoY to RM20.61 million amid lower underwriting profit, although partly moderated by 0.9% YoY growth in gross premiums to RM464.62 million.
- **Indonesia:** 6.7% YoY growth in gross premiums to RM200.10 million cushioned the LBT which reduced to RM13.23 million from RM31.39 million in FY2021, as the underwriting deficit was lower for FY2022.
- **Cambodia:** Increase in gross premiums to RM15.50 million from RM5.71 million in FY2021. However, LBT increased to RM10.05 million from RM6.71 million due to higher management expenses.



Related Strategic Thrusts and Programmes:






ALL SP5 SP9 TO SP12

Refer to Our Operating Context on page 39 for Material Risks, Opportunities, Mitigating Actions and Outlook

OVERVIEW

As a leading Islamic finance provider in the region, we place significant importance on serving our customers, businesses and communities. During the year, we supported the pick-up in business activities amid a reopening of economies by providing holistic financial solutions through Islamic Wealth Management (IWM) and Halal economy initiatives in order to capture both the increase in consumer demand as well as investment opportunities for our customers. Prioritising inclusive financial opportunities, we also assisted our customers to recover from the impact of the pandemic through sustainable and Islamic social finance initiatives. Aligned with Shariah principles, we strive to further our sustainability agenda, rolling out impactful programmes that support communities while driving sustainable practices in our business conduct. To build our thought leadership and contribute towards the development of global Islamic finance, we held the inaugural Maybank Islamic Global Connect Forum themed “Driving Sustainable Impact Through Islamic Finance”.

TOP
ACHIEVEMENTS
IN 2022

 <p>Grew our assets by 9.2% YoY and retained our position as a top five Islamic bank globally and the largest in ASEAN in terms of total assets</p>	 <p>First bank in Malaysia to introduce Islamic Financial Planning Certification to develop specialists in IWM based on the five pillars of creation, accumulation, preservation, purification and distribution</p>	 <p>Launched Malaysia's first-of-its-kind integrated automobile financing solution targeted at electric vehicle and hybrid vehicle owners</p>	 <p>Ranked 1st in Ringgit Malaysia Sukuk League Table and 4th in Global Sukuk League Table as well as successfully advised five sustainability sukuk issuances</p>	 <p>Retained the title of Islamic Bank of The Year in Asia Pacific and Malaysia from Triple A Islamic Finance Awards for the ninth consecutive year and awarded Best Islamic Finance Institution in Asia and Malaysia for 2022 by Global Finance</p>
---	---	---	--	--

KEY FOCUS AREAS FOR 2022

Strengthening Our Islamic Proposition Through Differentiated Customer Solutions

Against a backdrop of economic volatility, global demand for Halal products has remained strong, inspiring us to roll out various initiatives to grow Halal micro, small and medium enterprises (MSMEs). These included programmes that provide value added services and financial solutions to support our customers on their Halal business journeys.

Among others, we held awareness and capacity building programmes to promote Halal Certification via our Halal Awareness Certification Programme, which was attended by 681 MSMEs. We also launched Halal Fund and Ehsan Financing in March 2022 to enable homegrown Halal MSMEs to scale up their businesses. In October 2022, we introduced Halal 4 Wards, a Shariah-compliant financial solution that bundles product solutions for our SME and Business Banking customers within targeted Halal sectors, providing them access to financing, deposits, Takaful as well as capacity building programmes.

In efforts to provide holistic financial solutions for Islamic Wealth Management (IWM), we continued to upskill our Relationship Managers (RMs) by enrolling them in the Islamic Financial Planning (IFP) Certification training. We are proud to be the first bank in Malaysia to introduce the IFP Certification enabling our RMs to specialise in Shariah product advisory, and grow our IWM proposition. We also initiated the assignment of Personal Financial Advisors (PFAs) to provide customers advice on Islamic financial solutions at Maybank Islamic Berhad (MIB) branches nationwide.

KEY FOCUS AREAS FOR 2022 (CONT'D.)**Strengthening Our Islamic Proposition Through Differentiated Customer Solutions (Cont'd.)**

We have also been driving awareness of our IWM propositions. On top of targeted marketing and advertising campaigns, we held three IWM Coffee Talk sessions during the year with our IFP RMs, inviting 15 customers per session to provide a dedicated space to better understand their issues and educate them about IWM solutions that could support their ambitions. In addition, we organised dialogues with industry experts to nurture longstanding relationships with our customers and equip them with information on IWM to support their financial decisions throughout the various stages of life. No less than 1,573 participants from Asia, Europe, America and Africa tuned in to Maybank Islamic's Islamic Wealth Dialogue which was held on a hybrid basis in December 2022.

Separately, in collaboration with the Group, IWM customers are now also able to monitor their assets and liabilities positions through the Digital Wealth 360 platform on the MAE app and Maybank2u website.

 More details are available in Group Community Financial Services on page 58

Initiatives to grow our IWM business are aligned with our pursuit to provide long-term sustainable value to our shareholders by strengthening our value proposition to customers. Our efforts resulted in IWM revenue growing 32.2% YoY to RM1.70 billion in FY2022 (FY2021: 28.9% YoY to RM1.28 billion). This was mainly due to 29.7% YoY growth in fund based income (FY2021: 25.5% YoY) to RM1.57 billion, and non-fund based income growth of 70.3% YoY (FY2021: 120.4% YoY) to RM132.45 million.



Scan here
for video on
Islamic Wealth
Management

Innovating Islamic Banking in a Pervasively Digital World

We continue to embed digital Islamic financial solutions that complement our customers' life journeys. In collaboration with the Group's Home²u rollout, we embedded our Islamic home financing offering on this platform along with other financing packages like My First Home Scheme-i, to provide greater financial accessibility to potential homeowners. With this initiative, we have managed to grant a total of RM841.0 million approved Islamic mortgage financing to 2,841 applicants as at end-December 2022, since its launch in March 2022.

 More details of Home²u are available in Group Community Financial Services (GCFS) and Pervasively Digital sections on pages 57 and 70

In October 2022, we also launched the e-KYC for Zest-i and M2U Premier Islamic account openings on our MAE app. As this brings greater convenience to customers, it resulted in strong growth in digital account opening which outpaced over-the-counter account opening by almost double during 2022.

Driving Positive Impact for Our Communities and the Environment Without Compromising Customers' Needs

Demand for sustainable offerings picked up significantly in 2022 from corporate clients in their need to achieve their sustainability agendas as well as from institutional investors seeking investments that meet their ESG and SRI mandate requirements.

Driven by this demand as well as our own aspiration to be an ESG leader in the region, we have been collaborating with our customers and partners to develop more ESG-friendly offerings. This year, we worked closely with Maybank Investment Bank on the issuance of 10 Sustainability, Green and SRI-related sukuk offerings through various roles including Joint and Lead Manager, Arranger, Principal Adviser, Facility Agent and Shariah Adviser. Among others, we were involved in TNB Power Generation (TNBPG)'s inaugural sustainability sukuk, as well as in MBSB's first sustainability sukuk, the world's first to be issued by a Malaysian Islamic bank.

We also introduced an Electric Vehicle (EV) Financing Membership Programme in November 2022 titled InCharge. The sustainability-driven solution covers various aspects of owning an EV or hybrid vehicle including financing and insurance/Takaful coverage, while providing access to EV charging privileges through the Park Easy app. In addition, we installed EV charging stations at Dataran Maybank, the Kuala Lumpur Golf & Country Club and Mandarin Oriental Hotel, Kuala Lumpur to contribute to the development of the infrastructure and ecosystem required to promote the use of EV and hybrid vehicles. MIB aims to add 10 EV charging stations within the Klang Valley and other states by 2023. We believe there will be significant opportunities to meet the expectations of a growing number of environmentally-conscious consumers through EV solutions and others that promote the transition to a low-carbon economy. These initiatives are aligned with our commitment of Mobilising RM80 billion Sustainable Financing* by 2025 and the Malaysian Government's National Energy Policy 2022-2040 of growing the EV market share to 38% by 2040.

In December 2022, we also introduced eco-friendly credit cards, made mostly of bio-sourced and renewable materials, and which reward cardholders for spending with specified eco-friendly merchants and sustainable businesses. This is aligned with our efforts to promote sustainability and to reduce our carbon footprint.

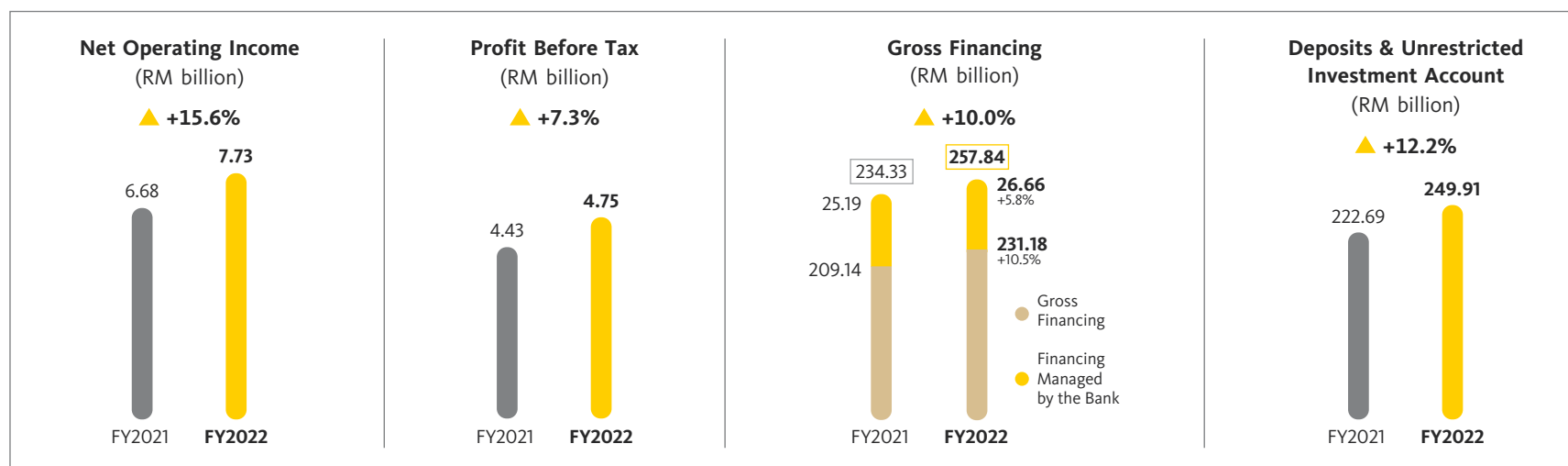
We also held the inaugural Maybank Islamic Global Connect Forum themed "Driving Sustainable Impact Through Islamic Finance" in March 2022. The collaborative event with Islamic Markets seeks to stimulate dialogue between industry leaders from across the globe and foster collaboration on sustainability, inclusivity and delivering a positive impact. The overall forum covered three thematic sessions which were the integration of ESG and Islamic finance; digital and technology propositions; and the global Halal economy and its ecosystems. The virtual three-day event attracted a total of 583 global viewers.

In keeping with our mission of Humanising Financial Services, we continue to find meaningful ways to support our communities and businesses through community empowerment programmes across ASEAN, leveraging Islamic Social Finance tools such as zakat, sadaqah and waqf. Our efforts to improve the lives of asnaf households included 32 zakat programmes that seek to create a positive impact. While continuing with existing programmes such as Zakat RISE, our student entrepreneurship programme, Urban Farming, and Ehsan Financing, we also introduced new programmes in 2022 such as Zakat Financing, an Entrepreneurship Development Programme for Women and the Megapreneurship Project (collaboration with Group Community Financial Services). During the year, we disbursed a total of RM25.53 million through various Majlis Agama Islamic Negeri as well as Maybank Islamic Zakat programmes towards entrepreneurship funding to underprivileged households such as Zakat Financing and the Megapreneurship Project. In addition, we provided food aid and relief assistance, such as Ramadhan Relief, to vulnerable households via various humanitarian aid programmes which supported more than 45,000 beneficiaries.

 * Target for Commitment 1 has been revised from RM50 billion. Details are available in Our Strategy and Sustainability Review sections on pages 40 and 119

Group Islamic Banking

REGIONAL FINANCIAL PERFORMANCE



KEY PERFORMANCE HIGHLIGHTS FY2022



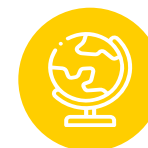
Maybank Group Islamic Banking (MGIB)'s net profit before tax (PBT) improved 7.3% YoY to RM4.75 billion, supported by:

- Net operating income (NOI) grew by 15.6% YoY to RM7.73 billion amid strong income growth from both net fund based income (NFBI) and non-fund based income (NoFBI).
- NFBI growth of 12.5% YoY from healthy gross financing (including financing managed by the Bank) which increased 10.0% YoY mainly in our home markets. Meanwhile, deposits and unrestricted Investment Account (UA) grew by 12.2% YoY, mainly from term funding growth which moderated the net financing margin. MGIB's NFBI contributed to 32.9% of Maybank Group's total net interest income (NII) as compared to 31.7% in the previous financial year. Gross financing and deposits contributed to 43.9% and 39.1% of Maybank Group's gross loans and deposits respectively (FY2021: 42.3% and 36.1% respectively).
- Double-digit growth of 45.5% YoY in NoFBI mainly due to growth in core fee income in Maybank Islamic Berhad (MIB), contributed by the inclusion of Restricted Profit Sharing Investment Account (RPSIA) profit sharing fees* and new value driver, namely Islamic Wealth Management (IWM). Non-fund based income ratio stood at 11.9%, which was 2.4% higher than in FY2021.
- Offset by overheads growth of 29.5% YoY, mainly from higher personnel costs which resulted in the cost to income ratio (CIR) increasing to 31.2% from 27.8% in FY2021.
- Meanwhile, net impairment losses increased by 42.8% YoY from continuous assessments to safeguard asset quality in corporate and SME borrowers.



In Malaysia, PBT increased by 8.9% YoY to RM4.54 billion due to:

- 14.7% YoY increase in NOI, driven by MIB's NFBI 11.5% YoY growth which was led by financing assets growth as well as higher policy rates. Meanwhile liquidity and funding management continued to improve with healthy growth in CFS deposits.
- 10.6% YoY growth in MIB's gross financing (including financing managed by the Bank), led by mortgage, auto, term financing and STRC-i. Deposits and UA also grew by 13.1% from stronger CFS term deposits as a result of efforts to improve its liquidity profile and funding cost. MIB contributed 41.6% and 36.8% of Maybank Group's financing and deposits respectively (2021: 39.8% for financing, 33.7% for deposits).
- 46.0% YoY increase in NoFBI from inclusion of RPSIA profit sharing fees and strong performance by IWM in FY2022.
- Offset by 26.5% YoY increase in overheads due to personnel costs, resulting in higher CIR at 30.3% for FY2022 (FY2021: 27.5%) and
- 29.4% YoY increase in net impairment losses following continuous provision assessments for corporate and SME borrowers.



For international operations, PBT declined by 18.3% to RM212.75 million:

- **Singapore:** PBT decreased 12.1% YoY, due to lower NFBI by 14.5% and increase in net impairment losses of 58.4%. Financing assets grew by 3.9% primarily led by CFS Retail SME and commercial banking portfolios.
- **Indonesia:** Unit Usaha Syariah PBT was lower by 26.4% YoY amid continuous measures to safeguard asset quality by setting aside higher net impairment losses (124.2% YoY). However, NOI improved by 44.3% YoY driven by higher margin income and lower dividend expense, which was aligned with the growth in financing assets and CASA, coupled with an increase in NoFBI.

Offset by:

- **Labuan:** PBT increased by 9.1% YoY on lower net impairment losses of 124.4% YoY, despite a 65.5% YoY decrease in NOI.
- Overall, PPOP from international operations increased by 9.9% YoY and contributed to 7.6% of MGIB's total PPOP.

* Effective 1 January 2022, net income from RPSIA assets were reclassified from NFBI to NoFBI following the treatment of RPSIA as off-balance sheet



OVERVIEW



Scan here to view “Digitising banking, humanising financial services” video

Along with growing digital economies and rapidly evolving customer preferences, we continue to enhance our technological and people capabilities to provide personalised solutions, leveraging advanced data analytics to analyse, understand and identify our customers’ needs. In this manner, we continue to innovate, enhance and integrate solutions offered on our digital platforms to provide a secure and seamless end-to-end banking experience to cater to our customers’ needs and support them through their life journeys.

Maybank will continue to invest to accelerate the development of our digital capabilities over the next three to five years as part of our M25+ strategy to support the Group’s long-term sustainability and stay ahead of emerging competition.

KEY FOCUS AREAS FOR 2022

Enabling a Digital-Ready Infrastructure in a Data-Driven Organisation

Over the years, we have been laying the foundation to enable the acceleration of technology modernisation to secure the Group’s long-term needs. In 2022, we initiated the groundwork for data centralisation in several ESG-compliant hubs across Malaysia. This will bring about better connectivity, enable economies of scale to focus our resources efficiently, as well as reduce our downtime and recovery time to minimise service interruption with reinforced real-time 24/7 monitoring capabilities and enhanced cyber security. Centralisation of our international data centres is being implemented in phases and expected to be completed in FY2023.

Access to a common source of centralised data promotes data democratisation across the Group, enabling greater insights and unleashing more opportunities, forming the cornerstone of our analytics-driven culture. The Enterprise Data Science Platform (EDSP), also known as M-INSIGHTS, was launched in October 2022. This is a development space to understand customers’ behavioural trends equipped with data analytic tools and libraries for idea exploration and experimentation. Through this, we intend to encourage cross-collaboration and drive better insights in developing innovative solutions to address consumer needs.

To facilitate better data discovery in our vast database, we implemented an Enterprise Metadata Management (EMM) platform in June 2022 that serves as a data catalogue. It allows our users to better understand the context of the data, further accelerating our data-driven journey. Meanwhile, to encourage accurate, consistent and well-informed decision-making, we have a Data Quality Management System (DQMS) that improves data quality by allowing users to report data quality issues for prompt resolution.

With a greater utility for data assets, the safeguarding and privacy of customers’ data remain our utmost priority. We have implemented various measures from physical protective measures to cyber defence systems to ensure safe and responsible data collection, usage and storage. This year, cyber security was enhanced via the

incorporation of a Zero Trust security framework aimed at minimising the risk of attacks. Under this framework, users need to be authenticated, authorised and validated for security configuration before being granted access to any data, services or applications. Keeping up with the cyber threat landscape, we have also deployed a cyber security tool that collates information on the tactics used by cyber attackers to understand existing threats and spot the emergence of new risks.

For more information on data management as well as the Cyber Risk and Technology Risk Management Frameworks, refer to Statement on Risk Management and Internal Control on page 110

Cultivating Our Technology Talent Mix and Fortifying Exemplary Culture

The need for digitally savvy talent has become increasingly crucial to enable the Group’s aspiration as well as to remain competitive as a digital financier. In this context, we have been diversifying our recruitment and development programmes to build our own home-grown pipeline of digitally-skilled experts. Following the launch of the Next Expert in Technology (NExT) graduate programme in 2021, a total of 79 NExTers have successfully completed one year of intensive technical training and on-the-job learning in data science, full stack development and cyber security as at end December 2022 and are now absorbed into Maybank. To further extend our reach and engage with a wider talent demographic, we introduced the Techies Internship Programme (TIP) in 2022. Under our pilot TIP, 18 students will be provided early exposure to technical banking professions.

Meanwhile we continue to invest in FutureReady programmes, Agile@Work and Agile@Scale training to ensure our existing talent are well-equipped with the right skills and knowledge to keep them relevant and competitive. As a testament to our efforts, Maybank clinched the “Team of the Year – Culture” at the CIO100 Awards 2022 in recognition of excellence of our internal culture and our ability to attract and retain talent.

Pervasively Digital

KEY FOCUS AREAS FOR 2022 (CONT'D.)

Intensifying Customer-centricity via Further Integration of Our Digital Ecosystems


Customer-centricity being our core focus in developing solutions that deliver exceptional customer experience has driven the continuous improvement of our technological infrastructure and systems such as Straight-Through Processing (STP), which allows us to expand our offerings to facilitate a seamless end-to-end customer experience within our digital platforms.

In February 2022, we enabled personal loans to be instantly approved and disbursed through an STP-based initiative that allows existing customers on MAE app and Maybank2u website to obtain financing within 10 seconds. It utilises a decisioning engine that performs pre-qualification checks and real-time application assessment, leveraging existing comprehensive credit risk metrics and modelling capabilities.

Another STP milestone in Malaysia was the launch of the Maybank Home^{2u} on the MAE app in March 2022, the first-ever digital home financing solution in Malaysia which can approve our existing customers' mortgage applications within 10 seconds. Instant pre-approved financing checks are provided once the online application forms are filled in with in-built capabilities to connect customers with mortgage advisors. This is aligned with our ambition to create a connected property ecosystem, offering enhanced services from the pre- to post-purchase journey of owning a home.

For our non-retail clients, we have been expanding the use of our digital platforms to facilitate their day-to-day business activities as well as simplify their business operations including cash and liquidity management, along with data reconciliation among others. In early 2022, we rolled out a Regional Cash Management System in our Kunming and Shenzhen branches in Greater China. In Cambodia, we implemented "Bakong", a real-time cash management transfer service initiated by the National Bank of Cambodia (NBC), along with payment automation (STP) for cross-currency

transactions. Meanwhile, in Malaysia, we enabled DuitNow modules to facilitate immediate payment and receipt of funds. In Thailand, we launched the Maybank Invest application offering clients multi-asset solutions on a digital platform leveraging Artificial Intelligence (AI) to provide goal-based recommendations suited to their risk appetite and profile. This app is also one of the first in Thailand that provides a consolidated portfolio view across asset classes.

 More details of our digital offerings are available in Group Community Financial Services and Group Global Banking on pages 57 and 61

As more customers shift to digital platforms, we have been strengthening our online banking security. This year, we fully migrated to Secure2u push authenticator instead of the SMS one-time password (OTP) as an enhanced authentication safeguard. While Secure2u was initiated in 2017, we have now introduced a cooling-off period in the MAE app for first-time and new device Secure2u activations, binding Secure2u to one device. In addition, the system will provide customers alerts via email, SMS and push notification for any transaction carried out on the MAE app or Maybank2u. Hyperlinks have also been disabled in electronic direct mail (eDMs) and SMS-es to prevent phishing. We also have a fraud detection and monitoring system supplemented with a call-back verification process to alert customers of suspicious transactions, as well as a dedicated 24/7 hotline for customers to report any financial scams. Towards enhanced awareness, we publish press releases and run campaigns on our website, the radio, social media and newspapers to inform the public about scams. In addition, we leverage the LCD screens at our branches and ATM/SST screens to display scam warnings.



KEY DIGITAL INITIATIVES

GROUP COMMUNITY FINANCIAL SERVICES

- Launched Maybank Home^{2u} in MAE app and Personal Loan Financing STP via Maybank2u and MAE app with near-instant approval checks.
- Enhanced iSave in Philippines by replacing manual Know-Your-Customer (KYC) with digital eKYC, removing customers' need to visit physical branches.
- Unveiled the M2U (Lite) app in Singapore complete with banking facilities, money management and lifestyle features, including sending e-Angpao during festive seasons and as general gifting.
- Introduced additional capabilities to the Maybank2u Biz app to allow SMEs to export transactional data, invoicing capabilities, and on-the-go transaction approval functions.
- SME Digital Financing expanded its financing solutions to petty traders and microenterprises with minimum financing amount as low as RM3,000.
- Expanded capabilities of Digital Wealth solutions to include goal-based investing on Maybank2u and MAE App in Malaysia. Digital Wealth is now available in Indonesia via M2U ID app, allowing customers to view total Maybank holdings, track expenses and invest to achieve life goals. In Malaysia and Indonesia, we saw a total of 10,200 goals being created amounting to RM18.20 million sales generated to date.
- Expanded STP capabilities on M2U ID app in Indonesia involving Mutual Fund Switching STP, Bonds STP to purchase primary government bonds and Share Trading Settlement Account STP with Maybank Sekuritas Indonesia.
- Maybank Mview on Maybank2u and M2U SG (Lite) app now allows linking of Singapore Financial Data Exchange data, enabling customers to view their total financial holdings. Since the launch, we have seen a 32.0% increase in new users as compared to our prior average monthly new users.
- Enhanced Secure2u with a 12-hour activation period for the new or different device registration, in line with BNM's recommendations to minimise and mitigate the fraud risks for internet and mobile banking. A total of 8.62 million Maybank2u users have registered and are actively using the Secure2u features.
- New efforts to promote a cashless society:
 - Unveiled ATM Cash-out on the MAE app for contactless and cardless cash withdrawals at ATMs/SRMs, enabled more than 312,300 transactions to date.
 - Collaborate with Apple Pay to enable credit, debit and prepaid card users of Maybank and Maybank Islamic to make contactless payments via their iPhone or Apple Watch in Malaysia and Singapore.
 - Provide EzySave account offering through GCash wallet app, Philippines' leading e-wallet.
 - With KHQR integration in Cambodia, customers can quickly scan and pay more than 230,000 merchants nationwide and generate QR to receive funds.

KEY DIGITAL INITIATIVES (CONT'D.)



GROUP GLOBAL BANKING

- In January 2022, we launched MAESTRO in Malaysia, which is an in-house digital pricing and execution platform to improve the client experience and enhance efficiency to trade FX Options. With MAESTRO, response time to customers has reduced from one hour to five minutes.
- Launched bond trading function on our Maybank2u site in Indonesia, in January 2022.
- Implementation of RCMS in Cambodia, which enables cross-currency payment and real-time payment (Bakong) for domestic payment. It allows customers to make payments using their electronic wallet and bank accounts.
- In April 2022, ECD launched a dedicated Telegram channel "Trade with Maybank" that provides an enhanced engagement and information sharing platform with the equity investment community.
- In May 2022, implemented Regional Cash Management System (RCMS) in the Shenzhen and Kunming branches in China, and also upgraded the existing payment reporting modules, consolidating all four China branches into a single provider.
- In August 2022, Maybank Securities (Thailand) PCL launched the Maybank Invest mobile application (app), a digital wealth platform that enables customers to invest in various financial products on a mobile platform on-the-go. The app offers stocks, funds, debentures and more for local markets.
- In September 2022, we rolled out Phase 2 of the Retail Payment Platform (RPP), an industry initiative in Malaysia to facilitate immediate payment and receipt of funds between buyers and sellers with real-time authentication features under the following modules:
 - DuitNow Request
 - DuitNow Online Banking
 - DuitNow AutoDebit - Consent Registration and Maintenance
 - DuitNow AutoDebit
- In November 2022, we launched the enhanced Maybank2E which enables online form submission for client on-boarding, as well as products subscription which resulted in a shorter turnaround time (TAT).

GROUP INSURANCE & TAKAFUL

- Launched Life and Critical Illness products under Malaysia's Employees Provident Fund (EPF)'s i-Lindung platform.
- Etiqa Singapore launched the new AI Chatbot on its customer web portal which includes options for live chats with agents and schedule for call-backs.
- Etiqa Malaysia enhanced its All Things Auto (ATA) System, which includes automated case assignment to the nearest active service provider thus improving service delivery time. ATA was also enhanced with functionality to allow policy holders to track the location of their service providers in real time.

GROUP ISLAMIC BANKING

- Allow customers to apply for Islamic mortgage financing via the MAE app (Maya Home), enabling a fully digital home ownership journey with a shorter TAT.
- We introduced e-KYC for Zest-i online account opening via MAE app in October 2022 to enable instant and seamless on-boarding using mobile devices.

GROUP HUMAN CAPITAL

- Our learning and development is enabled by a myriad of on-demand digital platforms such as Harvard ManageMentor (HMM), Spark, MyCampus, and the Learning Outreach Future App (LOFA).
- Our FutureReady (FR) Programme, already in the fifth year, continues to realise business impacts from the digital skills applied by Maybankers such as generating over RM5 billion in sales from its Digital Marketing programme participants.
- Techies Internship Programme (TIP) was launched in July 2022 as part of our pipeline building strategy, with selected second-year IT students.
- Launched the M25UP programme for leaders across the Group, curated to nurture more dynamic, digitally-inclusive and solution-oriented leaders, aligned with our M25+ strategic plan. 35 cohorts covering about 3,500 employees will be conducted from August 2022 until the second quarter of 2023.
- Our Mobile Work Arrangement continues to provide our employees the flexibility to work from varied locations. Our mobile employees are supported with various initiatives and engagement platforms to ensure they are well-equipped for the hybrid working environment.



OVERVIEW

Customer-centricity forms one of the five thrusts of our M25+ strategy, driving us to build on our customer-centric principles in order to attain the Group's desired goals. As our customers' needs are evolving, we have redesigned our offerings and interaction processes to offer hyper-personalised solutions and integrated engagements to enhance every touchpoint of their journey. While assimilating even more technology for greater efficiency and accessibility, we are also conscious of retaining our human touch to continuously strengthen our emotional bonds with our customers. Ultimately, everything we do starts and ends with customers at heart, aligning with our mission of Humanising Financial Services.

TOP ACHIEVEMENTS IN 2022



Achieved a **Net Promoter Score of +24**, continuing to be the industry leader for customer experience among local and international banks in Malaysia



Recognised as the **Best Digital Bank For CX** in Malaysia by Digital CX Awards 2022



Launched a new digital complaints management platform, **Voice of Customer (VOC)**, to gather real-time customer feedback to address transactional-related issues

KEY FOCUS AREAS FOR 2022

Providing a Seamless Customer Journey

- We seek to go beyond the provision of financial services to serve our customers holistically, meeting their needs throughout their life journeys. This has seen us connect with various partners to offer our customers end-to-end personalised solutions be it for purchases or investment purposes. For example, our Home²u digital mortgage application is being developed to be able to assist home buyers from the time they browse for homes, to applying for loans, and even to appointing contractors to install solar panels. The seamless cross-business and functional collaboration provides customers an immersive omni-channel experience, allowing them access to multiple channels simultaneously within the same application.
- The same customer experience (CX) approach is adopted at all touchpoints, including our physical branches. Pulse-checks are conducted regularly, for example via the Mystery Visit Programme where mystery shoppers visit the branches to evaluate our employees and branch readiness, advisory capabilities, customer engagement and communication skills. In FY2022, our branches scored 92%, indicating a stable delivery of seamless experience for our customers.

- We have also intensified our security measures to enable a worry-free banking environment. This year, we fully migrated our SMS one-time password (OTP) authentication method to Secure2u via MAE app for a faster and safer authorisation process.

Leveraging Advanced Data Analytics to Design Personalised Experience

- To create bespoke journeys, it is imperative for us to analyse data from multiple sources swiftly for a 360° view of customers' needs and be able to meet those needs in an effective and efficient manner. With this in mind, we launched a new digital Voice of Customer (VOC) platform to gather real-time feedback, and immediately address transaction-related issues. VOC complements our complaints management platforms like the Complaint Predictive Model and root cause analysis, enabling us to better anticipate future customer needs and make data-driven decisions in curating hyper-personalised solutions.
- Insights gathered via our annual External Customer Engagement Survey (ECES) were also utilised to enhance the customer experience. In 2022, 23 CX improvement initiatives were implemented based on the feedback received. These included launching

Home²u, which facilitates the mortgage loan application process via MAE; enhanced M2U Biz functionality for fund transfers of up to RM100,000 daily; and system enhancements for new card applications.

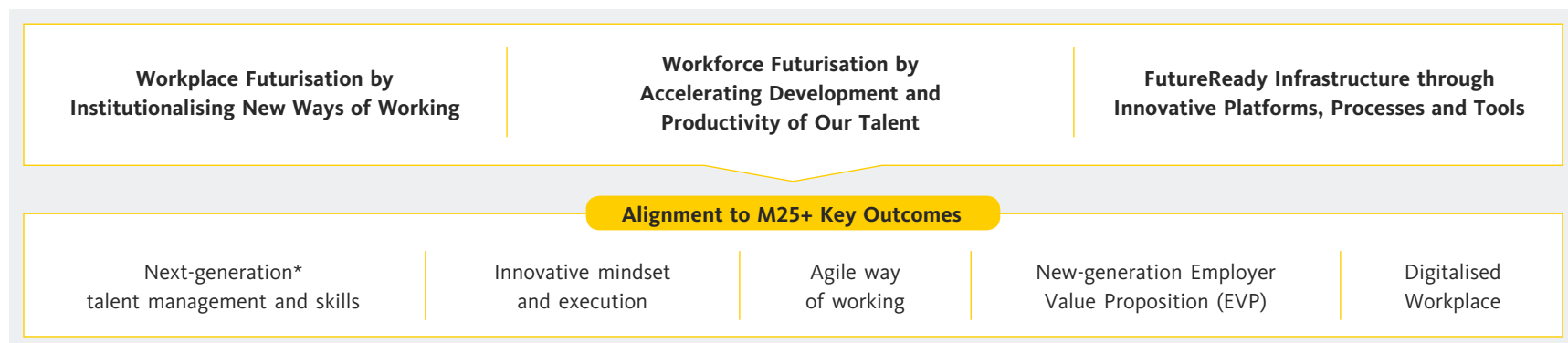
Embedding a Customer-Centric DNA

- In efforts to sustain a committed customer-centric DNA and champion relationship-building with customers, we are instilling a CX mindset among our workforce through various upskilling and advocacy programmes across the Group. Key highlights include:
 - Providing CX Competency training to 2,051 employees to date. The initiative has contributed to a more positive CX, as evidenced by ECES which notes that two out of three Maybank customers have positive things to say about their experience with the Bank.
 - Embedding customer-centricity DNA across regional markets through the Train-The-Trainer (TTT) programme by appointing key CX leaders to cascade learning materials to team members. This is part of the efforts to develop a standardised experience for customers across the Group.



OVERVIEW

At Maybank, we aspire to develop a world-class workforce delivering world-class results. Our comprehensive efforts are geared towards holistically powering a bionic workforce as we elevate Maybankers into next-generation wholesome talents, aligned with our M25+ strategy. Our people strategy continues to be guided by the following three thrusts to shape a thriving, diverse and inclusive workplace that enables employees to be engaged, future-ready as well as mentally and physically fit.



* Refers to our human capital talent in its entirety, and the futurisation of our talent management processes to ensure that our people have FutureReady skills, competencies and values that are representative of a bionic workforce.

TOP ACHIEVEMENTS IN 2022



Recognised as the No 1 Graduate Employer of Choice at:

- Malaysia's 100 (M100) Leading Graduate Employers Awards 2022 (Banking and Financial Services Category) for the 12th consecutive year
- Graduates' Choice Award for the fifth consecutive year
- GRADUAN Brand Awards 2022 for the eighth consecutive year



Mental health continues to be prioritised, with the Mental Well-being Roadshow in Malaysia and Indonesia creating further awareness of mental wellness and the availability of related resources



Inculcating a strong customer-focused, enterprise thinking, inclusive leadership and sustainability mindset among more than 1,000 leaders across the Group through the M25 Unlimited Potential (M25UP) programme, to deliver our M25+ strategic plan



In line with building next-generation workforce and skills, launched by-youth, for-youth platforms for young Maybankers, GenM by MYouth



Employee productivity continued to increase, with:

- Income per employee growing from RM603,500 in 2021 to RM636,879 in 2022, while pre-provisioning operating profit per employee increased from RM330,342 in 2021 to RM341,512 in 2022
- Profit before tax per employee increasing from RM258,172 in 2021 to RM280,287 in 2022

Group Human Capital

KEY FOCUS AREAS FOR 2022

Employee Engagement

- Maintaining open lines of communication remains a key priority in building trust and fostering collaboration within the organisation. We redesigned our engagements to be more inclusive and accessible for both in-person and mobile Maybankers across the Group. Various hybrid initiatives were launched, including Hybrid Hangouts, the Future of Work series as well as Hybrid Happy Zooms to keep Maybankers engaged.
- As we continue to cultivate a learning mindset and enable two-way feedback, a series of interactive engagements with top management was curated, including Conversations with C-Suite and Chairman, Specialist Sharing Sessions (Triple S) and the EXCO Mentoring Programme. Meanwhile, townhalls and roadshows across the Group on our refined five-year strategy, M25+, have provided visibility and deeper understanding of the organisation's performance, initiatives and strategic direction.

Employee Well-Being

- All that we do is designed to promote balanced work-life integration, enabling employees to thrive at work, at home and in their communities. We continue to prioritise the holistic well-being of employees and redefine the employee experience through our #HUMANISINGWorkplace approach, which broadly encapsulates the physical, mental, emotional and performance aspects of work.
- We undertook the following key initiatives this year:



Launched Mental Well-being Roadshow 2022 in Malaysia and Indonesia to raise awareness of mental health and the resources available for Maybankers.



Made available counselling sessions to all employees, either via Zoom or on-site. On-site counselling sessions are conducted on a bi-monthly basis at Menara Maybank, Dataran Maybank and Mercu Maybank.



Introduced the #MindOurMinds Podcast series for Maybankers, focusing on mental health-related conversations and ways to preserve one's psychological well-being.



Formalised the Maybank Group Self-Led Sustainability & Volunteerism Policy to encourage Maybankers to lead volunteer efforts. Maybankers may apply for Volunteerism Leave and one-month Sustainability Leave per year for longer-term projects, with the option to extend for an additional one month, subject to approval.

- To date, a total of 100 Maybankers have been certified as Mental Health First Aiders (MHFAs) through a collaboration with the Malaysian Mental Health Association. MHFAs are the first point of contact for employees seeking mental health assistance.
- Over 7,700 Maybankers have participated in our Quarterly Step + Sleep Challenge since its launch in 2021 to encourage employees to rest well and lead a healthy lifestyle, offering eligible Maybankers Well-being Leave.

❁ To ensure a safe and thriving work environment, we unveiled a permanent alternate office, Mercu Maybank, as part of our business continuity management. We continue to remain vigilant and uphold best practices to safeguard our employees by imposing compulsory COVID-19 self-testing and vaccination requirements, as well as providing self-test kits, unrecorded leave for vaccinations and related assistance.

- As severe floods continue to affect several states in Malaysia, we extended our humanitarian aid in various forms to Maybankers, from cash and essential needs to provision of temporary accommodation as well as mental health support via our internal MHFAs.

Rewards & Remuneration

- Our Line Managers are equipped with Total Rewards Management skills via our Total Rewards Management workshops, enabling them to make the right rewards decisions and communicate these decisions effectively to employees.

Learning & Development

- We employ a customer-centric approach in designing lifelong learning and development opportunities which are easily accessible by Maybankers, encouraging them to grow their knowledge base independently and improve both their personal and professional skills. A total of RM110.9 million was invested in learning (FY2021: RM74.5 million) to accelerate our upskilling journey and further cultivate agile mindsets.
- Learning uptake across the Group improved YoY with the number of unique learners increasing to 41,831 (2021: 40,464). Additionally, the total number of learning activities undertaken increased by 6.4% to 573,170 from 538,343 in 2021, with the average learning activity per employee improving from 12 to 13.
- Various upskilling programmes were deployed for employees to accelerate their career progression and to take on greater responsibilities. Of these, the Workplace Enabler programme saw the graduation of its 338 successful non-clerical participants and their subsequent promotion to clerical grade. We also launched the Scale-up Clerical programme at branches via the Universal Banker model, as part of our strategy to equip a future-ready and customer-centric workforce.
- To unleash our leaders' potential, the M25 Unlimited Potential (M25UP) programme was rolled out to further inculcate enterprise thinking, inclusive leadership, customer-centricity and a sustainability mindset; and was attended by more than 1,000 leaders across the Group, with the last cohort expected to complete the programme by the end of the second quarter of 2023 with the participation of an estimated 3,500 leaders.
- A total of 36,763 (2021: 34,361) employees Group-wide have enrolled in various FutureReady programmes, which focus on enhancing employees' digital skills. Among those upskilled were 573 employees who took up Business Analytics training, enabling them to develop new data-driven insights and increase efficiencies through automation. Meanwhile, the 2,133 sales employees who underwent Digital Marketing training were able to generate over RM5 billion in sales.
- To accelerate organisational development, a series of 21 workshops was facilitated to focus on removing "dead horses", i.e. roadblocks to productivity. Over 300 participants across various levels and sectors produced 52 ideas relating to people, processes, policies and technology. 24 ideas have since been approved and successfully implemented, of which 12 have already indicated positive measurable impact, including top-line revenue growth, work process automation, organisational re-design and business re-alignment.
- Launched the Maybank Virtual Market, Smart Farming System, and Urban Farming Virtual Galleries in March 2022, during the Maybank Urban Farm (MUF) Open Day – in line with the Bank's commitment to achieving our sustainability goals, which include various other MUF-related initiatives such as in-house training in urban farming, and community outreach programmes.
- We continue to build our sustainability talent pool via various bespoke initiatives under the Sustainability Capability Programme. New initiatives such as Green Labs were activated among employees to encourage "Living Sustainability" adoption and advocacy at work and home. In total, 363 Green Lab Train the Advocates workshops have been conducted Group-wide, with approximately 1,082 Sustainability Advocates trained.
- Agile@Scale was rolled out to institutionalise the Agile way of working across the Maybank Group, starting with the M25+ Strategic Programmes. As part of the initial roll-out, 276 squad members, Initiative Owners and Strategic Programme Leads have undergone certified Agile Fundamentals training as of December 2022.

Group Human Capital

KEY FOCUS AREAS FOR 2022 (CONT'D.)

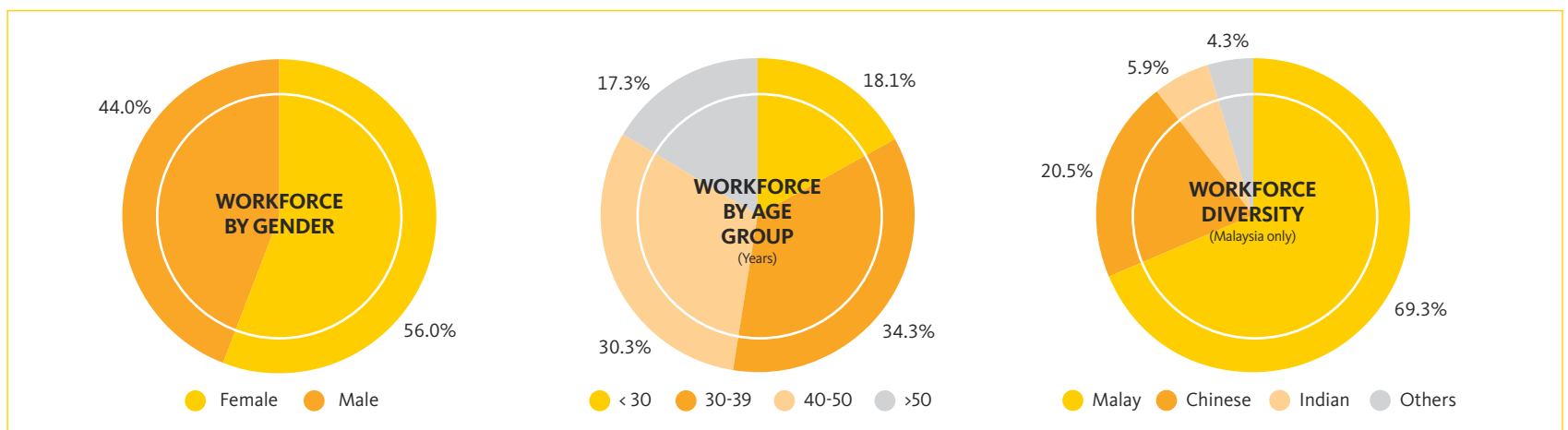
Nurturing Talent

- For us, nurturing talent is about knowing their abilities and enabling them to thrive through appropriate training and opportunities.
- As part of our pipeline building strategy, we actively design programmes to attract young talents. This includes the Techies Internship Programme (TIP) launched in July 2022, through which 18 second-year IT students were given on-the-job training and the chance to learn from our subject matter experts in Group Technology as they were exposed to the working environment.
- In 2022, we on-boarded 2,681 graduates and undergraduates through various entry-level roles, internships, and pipeline programmes, such as the Global Maybank Apprentice Programme (GMAP), Relationship Manager Development Programme (RMDP), and Next Expert in Technology (NExT), as well as government-initiated programme, Protégé.
- We continued to actively engage students and graduate talents in 2022 through various virtual recruitment and engagement initiatives such as #Mbassador, #MaybankDay at universities, and virtual career fairs, to continue empowering young talents around us. We also provide internship opportunities to students through programmes such as the General Internship Programme, Maybank Young Banker Internship Programme and Sales Internship Programme. In 2022, we on-boarded 559 interns including those from TIP.
- We launched MYouth, a by-youth, for-youth engagement platform for young Maybankers, with the GenM Summit, Maybank's first youth summit, being one of its programmes. It provides young Maybankers a space that connects and empowers them to recognise their potential and voice their ideas. The month-long summit, filled with workshops and activities, saw the participation of 1,271 Maybankers.
- Our Retirement Readiness Programme, which includes modules and workshops on financial planning, well-being and lifelong skills to help employees make a smooth transition to retirement, continues to gain traction. We also launched new gig opportunities, such as Etiqa Agent-on-the-Go and Training Facilitators, to provide retirees with opportunities to keep enhancing their skills. In addition, they can sign up to learn to be certified MHFAs.
- The GO Ahead. Take Charge! (GATC) programme, designed to help employees navigate the changing job landscape and work environment, continues to be relevant as it facilitates career transitions. Take-up numbers for Maybank GATC are as below:

	Pillar 1: Reskill & Redeploy 8,397 employees (2021: 7,159) reskilled and redeployed
	Pillar 2: Flex In 11,304 employees (2021: 7,167) placed under the various flexible work arrangements
	Pillar 3: Flex Right Nine employees (2021: 12) have explored external work opportunities while retaining the option of returning to the organisation at the end of leave, so long as there is no conflict of interest with the Maybank Group
	Pillar 4: Entrepreneur (Exit) 49 employees (2021: 35) have taken Sabbatical Leave or the Entrepreneur (Exit) option to be engaged in other employment/business activities

Diversity, Equity & Inclusion (DEI)

- Our DEI approach is firmly rooted in our Core Values, TIGER, together with our “GO Ahead” Employer Value Proposition. Collectively, they act as a call to action for all employees regardless of gender, ethnicity, age, sexual orientation, race, religion or other distinctions, to grow and thrive in a workplace that values their contributions.



- Some impacts of our DEI initiatives to date are:
 - We were recognised by Bloomberg in its 2022 Gender-Equality Index (GEI), a recognition we have been given since 2017.
 - Continuous efforts to meet our M25+ target of increasing the percentage of Women in Senior Management from 41% currently (2021: 41%) to 45% by 2025.
 - Activation of various DEI programmes for women, youth talent, retirees, international employees, mental health, allyship and employee resource groups.
- We continuously expand our network of communities beyond the Bank as part of efforts to grow our future workforce, customers and brand advocates. This further reinforces our M25+ strategy and advances our DEI agenda in building a sustainable community. In 2022, we introduced MaybankerX, a lifelong alumni network for resignees and retirees to stay connected and truly embrace our “Once a Maybanker, Always a Maybanker” motto.

Remuneration

Our remuneration and rewards philosophy is aligned with the Group's strategies and stakeholders' interests, fostering a performance-oriented and prudent risk-managed culture to deliver long-term sustainable returns and strong business performance.

We have in place a comprehensive Total Rewards system, which is a strategic human capital component embedded with sustainability considerations of the integrated Talent Management framework, that guides us to effect "Reward Right" principles to drive positive outcomes and deliver exponential business results responsibly. The system not only supports Maybank Group's strategy and business plan, it is also critical to improving employee productivity and engagement. By focusing on the right compensation, benefits and development support, it inspires our employees to achieve their personal and professional aspirations.

To uphold our Environmental, Social and Governance (ESG) commitments, ESG is embedded in various aspects of our Total Rewards management through proper governance, performance measurement standards and prudent risk management considerations. Governed by sound principles, our remuneration policies and practices are reviewed periodically to ensure alignment with regulatory requirements and to reinforce a high-performance culture. The aim is to attract, motivate and retain talents through market competitiveness and responsible values.



COMPONENTS OF REMUNERATION

Maybank Group embraces a holistic Total Rewards Framework comprising Total Compensation, Benefits & Well-Being, Recognition, and Development & Career Opportunities.

i) Total Compensation

Maybank Group's Compensation Policy ensures that our employees are paid salaries in line with the market rate. We ensure our differentiated compensation levels are competitive through annual salary reviews, variable bonuses and long-term incentive plans (for eligible senior management and above) to retain, motivate and reward our talents.

Our Total Compensation is based on two components, Fixed Pay and Variable Pay (i.e. Variable Bonus and Long-term Incentive Award), with targeted Pay Mix levels designed to align with the long-term performance goals and objectives of the organisation. The compensation framework provides a balanced approach between fixed and variable components that change according to the performance of the Group, business/corporate function and individual.

FIXED PAY

- Attract and retain talents by providing competitive and equitable pay.
- Reviewed annually using a holistic approach through internal and external benchmarking against relevant peers/locations, with consideration of market dynamics, differences in individual responsibilities, functions/roles, performance level, skillsets, as well as competency level.

VARIABLE PAY

Variable Bonus

- Reinforce a pay-for-performance culture and adherence to Maybank Group's Core Values, TIGER.
- Variable cash award design that is aligned with the risk management and long-term performance goals of the Group through our deferral and claw-back policies.
- Based on the overall performance of the Group, business/corporate function and individual.
- Premised on the Balanced Scorecard (BSC) approach (comprising financial and non-financial KPIs) that is tailored to drive the desired behaviour and performance levels in creating long-term shareholder value.

Long-Term Incentive Award

- A significant component of Senior Management's Total Compensation with the intent to drive sustainable, longer-term risk management and to meet the Group's Strategy.

Deferral Policy: Any Variable Bonus in excess of certain thresholds will be deferred over a period of time. A Deferred Variable Bonus will lapse immediately upon termination of employment (including resignation) except in the event of ill health, disability, redundancy, retirement or death.

Clawback Provision: Maybank's Board has the right to make adjustments or clawbacks to any Variable Bonus or Long-Term Incentive Award if deemed appropriate based on risk management issues, financial misstatement, fraud, gross negligence or wilful misconduct.

ii) Benefits & Well-being

Employee benefits are integral to our Total Rewards management, along with the integration of ESG values and M25+ objectives. Maybank's benefits programme provides financial protection, healthcare benefits, paid time-off, employee loans at preferential rates and other benefits that support work-life integration. These are reviewed periodically and benchmarked against industry practices and evolving trends within the rapidly changing business environment. We embrace a holistic way of working that embeds sustainability considerations to cater to our employees' physical, mental and emotional well-being as well as their financial, social and career needs.

Remuneration

iii) Development & Career Opportunities

In line with our strong learning culture, we continue to deploy best-in-class learning and development programmes to nurture our employees at all levels in a multitude of flexible or customisable development programmes for long-term relevance, competitive advantage and growth.

Employees are encouraged to assume personal ownership of their development by upgrading their skills and taking on stretch assignments as well as expanded responsibilities.

LONG-TERM INCENTIVE AWARD**Employees' Share Grant Plan**

In December 2018, Maybank rolled out the Employees' Share Grant Plan (ESGP) under the Long-Term Incentive Award to replace a previous scheme that expired in June 2018. The ESGP is valid for seven years and it serves as a long-term incentive for eligible talents and senior management.

Eligibility for the ESGP is subject to fulfilment of the ESGP vesting conditions as well as meeting the performance criteria at the Maybank Group and individual levels. The first ESGP Award that was granted in December 2018 vested in December 2021, while the second ESGP Award granted in September 2019 was vested in September 2022. The last tranche of the ESGP Award (i.e. fifth ESGP Award) under the current plan was granted in September 2022 and will be vested in 2025. There will be no further awards under the current ESGP.

In line with the Group's remuneration strategy to drive long-term sustainable goals to maximise shareholder value, a new Long-Term Incentive Plan is to be rolled out in 2023. The new plan will run concurrently with the existing plan until its expiry in 2025.

Governance & Controls – Remuneration Practices

We maintain strong corporate governance practices with remuneration policies and practices that comply with all statutory and regulatory requirements, and are strengthened by sound risk management and controls, ensuring remuneration practices are carried out responsibly.

The Group has strong internal governance on the performance and remuneration of control functions which are measured and assessed independently of the business units to avoid any conflict of interests. The remuneration of employees in control functions are predominantly fixed to reflect the nature of their responsibilities. Annual reviews of their compensation are benchmarked internally and against the market to ensure they are competitive.

Based on sound Performance Management principles, our Key Performance Indicators (KPIs) continue to focus on outcomes aligned with our business plans. Each of the Senior Officers and Other Material Risk Takers (OMRT) carries Risk, Governance and Compliance goals in his/her individual scorecards which are cascaded accordingly. The right KPI setting continues to shape our organisational culture while driving risk and compliance agendas effectively. Inputs from control functions and Board Committees are incorporated into the respective functional areas and individual performance results.

Senior Officers and Other Material Risk Takers

The remuneration of Senior Officers and OMRTs are reviewed annually and submitted to the Nomination and Remuneration Committee for recommendation to the Board for approval.


The remuneration of Maybank Group's Senior Officers and OMRTs in FY2022 is summarised in the table below:

Total value of remuneration awards for the financial year (RM'000)	Senior Officers		OMRT	
	Unrestricted	Deferred	Unrestricted	Deferred
Fixed remuneration				
Cash-based	32,059 (17 headcount)	498 (1 headcount)	81,138 (152 headcount)	–
Shares and share-linked instruments	–	–	–	–
Others	–	–	–	–
Variable remuneration				
Cash-based	26,948 (16 headcount)	3,944 (5 headcount)	57,962 (149 headcount)	18,424 (7 headcount)
Shares and share-linked instruments	7,124 (16 headcount)^	Refer to note below*	9,819 (86 headcount)^	Refer to note below*
Others	–	–	–	–
Definition	Senior Officers of the Group are defined as Members of the Group Executive Committee (EXCO); Group Chief Compliance Officer, Group Chief Audit Executive, Group General Counsel and Company Secretary and Chief Sustainability Officer.		OMRTs are defined as employees who can materially commit or control significant amounts of a financial institution's resources or whose actions are likely to have a significant impact on its risk profile or those among the most highly remunerated officers.	

Notes:

* In FY2022, a total of 1,710,000 and 2,560,600 units of Maybank shares (for On Target performance levels) under Maybank Group Employees' Share Grant Plan (ESGP)/Cash-settled Employees' Share Grant Plan (CESGP) were awarded to 17 Senior Officers and 104 OMRTs respectively. The number of ESGP/CESGP units to be vested/paid by 2025 would be conditional upon the said employees fulfilling the vesting/payment criteria

^ A total of 1,974,700 units of ESGP/CESGP granted in September 2019 has vested to 16 Senior Officers (830,400 units) and 86 OMRTs (1,144,300 units) in September 2022. ESGP values are based on statutory guidelines for taxable gains calculation and CESGP value is based on volume weighted average market price (VWAMP) for the five market days immediately preceding the CESGP vesting date

 The FY2022 compensation outcome for Senior Officers does not include the compensation of the Group President & CEO as it is disclosed in the Corporate Governance Overview Statement on page 103

Board of Directors



1



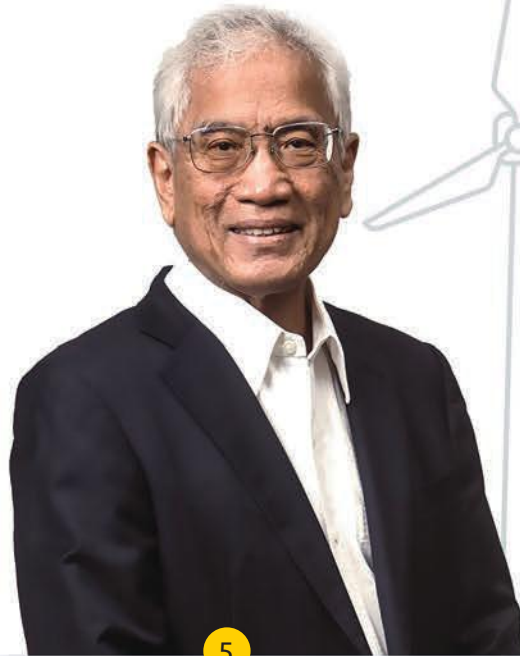
2

1 **Tan Sri Dato' Sri Zamzamzairani Mohd Isa**
Non-Independent Non-Executive Director
(Chairman)

2 **Dato' Khairussaleh Ramli**
Non-Independent Executive Director
(Group President & Chief Executive Officer)

3 **Datuk R. Karunakaran**
Senior Independent Non-Executive Director

4 **Cheng Kee Check**
Non-Independent Non-Executive Director



5



6



9



10



- 5 **Edwin Gerungan**
Independent Non-Executive Director
- 6 **Dr. Hasnita Dato' Hashim**
Independent Non-Executive Director
- 7 **Anthony Brent Elam**
Independent Non-Executive Director
- 8 **Che Zakiah Che Din**
Independent Non-Executive Director



- 9 **Fauziah Hisham** *FCIS (CS) (CGP)*
Independent Non-Executive Director
- 10 **Shariffuddin Khalid** *FCMA, CGMA*
Independent Non-Executive Director
- 11 **Dato' Zulkiflee Abbas Abdul Hamid**
Independent Non-Executive Director
- 12 **Shirley Goh**
Independent Non-Executive Director

Board of Directors

**TAN SRI DATO' SRI
ZAMZAMZAIRANI MOHD ISA**
Non-Independent Non-Executive Director
(Chairman)*

Nationality/Age/Gender:

Malaysian/62/Male

Date of Appointment:

2 November 2020

Number of meetings attended:

18/19 (95%)

Qualification(s):

- Bachelor of Science in Communications Engineering, Plymouth Polytechnic, United Kingdom
- Corporate Finance, Strategies for Creating Shareholder Value Program, Kellogg School of Management, Northwestern University, United States of America
- Strategic Leadership Programme, University of Oxford's Saïd Business School
- IMD CEO Roundtable, Lausanne, Switzerland

Relevant Working Experience:

Over 30 years of experience in the telecommunications industry holding various key and senior management roles, including his last position as Group Chief Executive Officer of Telekom Malaysia Berhad (TM) prior to his retirement in 2017.

Present Directorship(s):

- Listed Entity/Entities:
 - Chairman, Maybank
- Other Public Company/Companies:
 - Director, Perdana Leadership Foundation

DATO' KHAIRUSSALEH RAMLI
Non-Independent Executive Director
(Group President & Chief Executive Officer)



Nationality/Age/Gender:

Malaysian/55/Male

Date of Appointment:

1 May 2022[#]

Number of meetings attended:

11/11 (100%)

Qualification(s):

- Bachelor of Science in Business Administration, Washington University, USA
- Advanced Management Program, Harvard Business School, USA
- Fellow, Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Close to 30 years of knowledge and experience from the financial services and capital markets industry. He was previously the Group Managing Director of RHB Banking Group, where he was responsible for charting the Group's strategic direction and leading the organisation to achieve its goals and value creation objectives.

Present Directorship(s):

- Listed Entity/Entities:
 - Executive Director/Group President & Chief Executive Officer, Maybank
 - President Commissioner, PT Bank Maybank Indonesia Tbk
- Other Public Company/Companies:
 - Director, Maybank Singapore Limited
 - Director, Cagamas Holdings Berhad
 - Director, Financial Industry Collective Outreach
 - Vice Chairman, Asian Institute of Chartered Bankers

DATUK R. KARUNAKARAN
Senior Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/72/Male

Date of Appointment:

16 July 2014

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Postgraduate Course on Industrial Project Planning, University of Bradford, UK
- Bachelor of Economics (Accounting) (Hons), University of Malaya, Malaysia

Relevant Working Experience:

Served the Malaysian Investment Development Authority (MIDA) for over 35 years in various positions including Director and Director-General. MIDA is responsible for the promotion and coordination of the development of the manufacturing and services sector in Malaysia including promoting domestic and foreign investment.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Chairman, ILB Group Berhad (formerly known as Integrated Logistics Berhad)
- Other Public Company/Companies:
 - Chairman, Maybank Singapore Limited
 - Chairman, Maybank Ageas Holdings Berhad

Declaration:

All the Directors:

- have no family relationship with any Director and/or major shareholder of Maybank;
- have complied with Maybank's policies on conflict of interest;
- have not been convicted of any offence within the past five years; and
- have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Note:

- * Tan Sri Dato' Sri Zamzamzairani Mohd Isa and Cheng Kee Check are nominees of Permodalan Nasional Berhad
- [#] As Director and Group President & Chief Executive Officer
- Age is as at 28 February 2023

Board of Directors

ANTHONY BRENT ELAM

Independent
Non-Executive Director



Nationality/Age/Gender:

American/64/Male

Date of Appointment:

15 November 2016

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Master of Business Administration (Finance and International Business), New York University, USA
- Bachelor of Science in Foreign Service, Georgetown University, USA

Relevant Working Experience:

Over 30 years of senior management positions in various large caps such as Chief Risk Officer of PT Bank Central Asia Tbk, PT Bahana Pembinaan Usaha Indonesia and Citibank.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Chairman, Maybank (Cambodia) Plc
 - Director, Maybank Singapore Limited

CHE ZAKIAH CHE DIN

Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/63/Female

Date of Appointment:

1 March 2018

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Bachelor of Economics (Hons), University of Malaya, Malaysia

Relevant Working Experience:

More than 30 years of experience working with Bank Negara Malaysia in the areas of supervision and regulation of banking institutions and developmental financial institutions. The last position she held prior to her retirement in 2017 was Director, Financial Conglomerates Supervision Department.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Director, Maybank Investment Bank Berhad
 - Director, Maybank IBG Holdings Ltd
 - Director, FIDE Forum

FAUZIAH HISHAM *FCIS (CS) (CGP)*

Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/67/Female

Date of Appointment:

15 May 2018

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Fellow Member of The Chartered Governance Institute, UK
- Qualified Risk Director, Institute of Enterprise Risk Practitioners

Relevant Working Experience:

Over 30 years of banking experience having served in senior management positions in J.P. Morgan Chase Bank, Standard Chartered Bank and Australia & New Zealand Banking Group in Malaysia. She served as Chairman of the board of J.P. Morgan Chase Bank Berhad prior to joining Maybank Board in May 2018.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Director, Hengyuan Refining Company Berhad
- Other Public Company/Companies:
 - Chairman, Maybank Philippines Inc.
 - Director, Agensi Kaunseling dan Pengurusan Kredit

Membership of Board Committees in Maybank:



Credit Review Committee



Nomination and Remuneration Committee



Risk Management Committee



Audit Committee



Compliance Committee



Sustainability Committee



Chairman



Member

Board of Directors

CHENG KEE CHECK

Non-Independent
Non-Executive Director*



Nationality/Age/Gender:

Malaysian/58/Male

Date of Appointment:

19 November 2014

Number of meetings attended:

19/19 (100%)

Qualification(s):

- LLB (Hons), National University of Singapore, Singapore

Relevant Working Experience:

Over 30 years of experience as a practising corporate lawyer, and was a partner at Messrs Skrine from 1997 until his retirement in December 2022. His practice areas include mergers, acquisitions, takeovers, and restructurings of companies. He was previously also a Director of PNB Development Sdn. Berhad and Seriemas Development Sdn. Berhad.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Chairman, Maybank Trustees Berhad

EDWIN GERUNGAN

Independent
Non-Executive Director



Nationality/Age/Gender:

Indonesian/74/Male

Date of Appointment:

24 August 2015

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Bachelor of Arts in Philosophy, Principia College, Elsau, Illinois, USA

Relevant Working Experience:

Over 40 years of experience having served in key positions of banking institutions and private companies including Citibank, Bank Central Asia, Bank Danamon, Bank Mandiri and PT Indonesia Infrastructure Finance.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Commissioner, PT Bank Maybank Indonesia Tbk
- Other Public Company/Companies:
 - Nil

DR. HASNITA DATO' HASHIM

Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/61/Female

Date of Appointment:

1 July 2016

Number of meetings attended:

19/19 (100%)

Qualification(s):

- PhD in Nuclear Physics, Oxford University, UK
- Bachelor of Science in Physics, Surrey University, UK

Relevant Working Experience:

30 years of global financial management experience in investment banking, asset management and Islamic finance with over 20 years in senior management roles at local and multinational companies.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
- Other Public Company/Companies:
 - Chairman, Maybank Investment Bank Berhad
 - Chairman, Maybank IBG Holdings Ltd
 - Chairman, Maybank Asset Management Group Berhad

Declaration:

All the Directors:

- have no family relationship with any Director and/or major shareholder of Maybank;
- have complied with Maybank's policies on conflict of interest;
- have not been convicted of any offence within the past five years; and
- have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year.

Note:

- * Tan Sri Dato' Sri Zamzamairani Mohd Isa and Cheng Kee Check are nominees of Permodalan Nasional Berhad
- # As Director and Group President & Chief Executive Officer
- Age is as at 28 February 2023

Board of Directors

SHARIFFUDDIN KHALID *FCMA, CGMA*

Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/57/Male

Date of Appointment:

14 June 2018

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Fellow Member of The Chartered Institute of Management Accountants, UK

Relevant Working Experience:

Over 30 years of experience in the banking/corporate sector and Bank Negara Malaysia (BNM). He served as Director, Strategic Communications at BNM and also as a pioneer Director of the Malaysia International Islamic Financial Centre. Earlier, he was part of the management team that established Pengurusan Danaharta Nasional Berhad.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Director, MCB Bank Limited
 - Director, Marine & General Berhad
- Other Public Company/Companies:
 - Director, Maybank Islamic Berhad
 - Director, Maybank (Cambodia) Plc.

DATO' ZULKIFLEE ABBAS ABDUL HAMID

Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/65/Male

Date of Appointment:

15 August 2019

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Master of Business Administration, Southern Illinois University, USA
- Bachelor of Science in Marketing, Southern Illinois University, USA
- Advanced Management Program, Wharton School of Business, University of Pennsylvania, USA

Relevant Working Experience:

Over 35 years of banking experience having served in senior management positions such as Managing Director/Chief Executive Officer of Affin Bank Berhad and Affin Holdings Berhad and President/Managing Director of Bank Kerjasama Rakyat Malaysia Berhad.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Commissioner, PT Bank Maybank Indonesia Tbk
- Other Public Company/Companies:
 - Chairman, Maybank Islamic Berhad
 - Trustee, Yayasan Budiman Universiti Teknologi MARA
 - Trustee, Tabung Pendidikan 1 Bilion

SHIRLEY GOH

Independent
Non-Executive Director



Nationality/Age/Gender:

Malaysian/63/Female

Date of Appointment:

1 December 2021

Number of meetings attended:

19/19 (100%)

Qualification(s):

- Member of The Malaysian Institute of Certified Public Accountants
- Member of the Malaysian Institute of Accountants

Relevant Working Experience:

Over 40 years of experience providing audit and business advisory services, having worked with PricewaterhouseCoopers (PwC) Malaysia for 41 years, of which 24 years were as a Partner. She also has experience advising on local and cross-border merger & acquisition transactions.

Present Directorship(s):

- Listed Entity/Entities:
 - Director, Maybank
 - Director, UEM Edgenta Berhad
- Other Public Company/Companies:
 - Director, Maybank Asset Management Group Berhad
 - Director, Maybank Trustees Berhad

Membership of Board Committees in Maybank:

Credit Review Committee	Nomination and Remuneration Committee	Risk Management Committee	Audit Committee
Compliance Committee	Sustainability Committee	Chairman	Member

Group Executive Committee

- 1 **Dato' Khairussaleh Ramli**
Group President & Chief Executive Officer
- 2 **Khalijah Ismail**
Group Chief Financial Officer
- 3 **Dato' John Chong Eng Chuan**
Group Chief Executive Officer,
Community Financial Services
- 4 **Dato' Muzaffar Hisham**
Group Chief Executive Officer,
Global Banking
- 5 **Dato' Mohamed Rafique Merican
Mohd Wahiduddin Merican**
Group Chief Executive Officer,
Islamic Banking
- 6 **Kamaludin Ahmad**
Group Chief Executive Officer,
Insurance & Takaful
- 7 **Mohd Suhail Amar Suresh**
Group Chief Technology Officer
- 8 **Datuk Nora Abd Manaf**
Group Chief Human Capital Officer
- 9 **Dr. Siew Chan Cheong**
Group Chief Strategy Officer
- 10 **Gilbert Kohnke**
Group Chief Risk Officer
- 11 **Jerome Hon Kah Cho**
Group Chief Operations Officer
- 12 **Dr. John Lee Hin Hock**
Country Chief Executive Officer &
Chief Executive Officer, Maybank Singapore
- 13 **Michael Foong Seong Yew**
Chief Executive Officer, International
- 14 **Taswin Zakaria**
President Director, Maybank Indonesia





Group Executive Committee

DATO' JOHN CHONG ENG CHUAN

Group Chief Executive Officer, Community Financial Services

Nationality/Age/Gender: Malaysian/55/Male

Date of Appointment: 1 October 2018

Qualification(s):

- Bachelor of Economics (Hons), University of Queensland, Brisbane, Australia
- Chartered Banker, Asian Institute of Chartered Bankers
- Advanced Management Program, Harvard Business School

Relevant Working Experience:

Over 25 years of regional financial services experience encompassing consumer, commercial, wealth management and investment banking. Previously, the CEO of Maybank Investment Bank Berhad and Maybank Investment Banking Group.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Maybank Trustees Berhad

DATO' MUZAFFAR HISHAM

Group Chief Executive Officer, Global Banking

Nationality/Age/Gender: Malaysian/50/Male

Date of Appointment: 1 July 2016

Qualification(s):

- Bachelor of Science (Hons) in Economics and Accounting, University of Bristol, UK
- Leadership Excellence through Awareness and Practice (LEAP) Programme, INSEAD
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Over 25 years of regional banking experience encompassing wholesale and retail banking at large local and foreign banks. Previously, Maybank Islamic Berhad CEO and Group Islamic Banking Head.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Maybank Asset Management Group Berhad
- Maybank Investment Bank Berhad
- Maybank IBG Holdings Limited
- Maybank Ventures Sdn Bhd (formerly known as BinaFikir Sdn Bhd)

DATO' MOHAMED RAFIQUE MERICAN MOHD WAHIDUDDIN MERICAN

Group Chief Executive Officer, Islamic Banking

Nationality/Age/Gender: Malaysian/57/Male

Date of Appointment: 1 July 2016

Qualification(s):

- Fellow of the Association of Chartered Certified Accountants (ACCA), UK
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Advanced Management Program, Harvard Business School

Relevant Working Experience:

More than 30 years of corporate sector experience, with nine years spent as the CFO of several Malaysian listed corporates, including Maybank Group.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Etiqa General Takaful Berhad
- Maybank Islamic Asset Management Sdn Bhd

KAMALUDIN AHMAD

Group Chief Executive Officer, Insurance & Takaful

Nationality/Age/Gender: Malaysian/55/Male

Date of Appointment: 1 December 2013

Qualification(s):

- Bachelor of Science (Hons) in Actuarial Science, University of Kent, Canterbury, UK

Relevant Working Experience:

Over 30 years of financial services industry experience with large local corporates and a multinational company. Has six years of regulatory and risk experience with the Securities Commission and Bank Negara Malaysia.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Etiqa Insurance Pte Ltd (Singapore)
- PT Asuransi Etiqa Internasional Indonesia
- Etiqa General Insurance (Cambodia) Plc
- Etiqa Digital Solutions Sdn Bhd

Notes:

- Age is as at 28 February 2023
- Present directorship(s) in subsidiaries of Maybank Group by members of the Group Executive Committee can also be found on pages 266 to 269 of the Financial Statements
- Effective 1 April 2023, Alan Lau Chee Kheong, previously Group Chief Compliance Officer, has been appointed Group Chief Operations Officer, following the retirement of Jerome Hon Kah Cho. Meanwhile, to meet our M25+ strategic aims and facilitate better effective and seamless executive of our strategy, our International operations now report directly to Group Global Banking, Group Community Financial Services or GPCEO's office, depending on the core business of the country

Group Executive Committee

KHALIJAH ISMAIL

Group Chief Financial Officer

Nationality/Age/Gender: Malaysian/56/Female

Date of Appointment: 1 October 2021

Qualification(s):

- Fellow Member of the Association of Chartered Certified Accountants (ACCA), UK
- Member of the Malaysian Institute of Accountants (MIA)

Relevant Working Experience:

Over 30 years leading various roles within Maybank Group, spanning across Corporate & Investment Banking, International Operations and Group Finance including managing Group-wide transformation programmes.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Maybank Securities Pte Ltd

DATUK NORA ABD MANAF

Group Chief Human Capital Officer

Nationality/Age/Gender: Malaysian/58/Female

Date of Appointment: 22 September 2008

Qualification(s):

- Chartered Banker, Chartered Banker Institute (CBI)
- Advanced Management Program, Harvard Business School
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Postgraduate certification in Human Resource Development, Cornell University, USA
- Gallup Strengths Level II Coach

Relevant Working Experience:

Over 20 years of diverse functional and leadership roles in multinationals and large local organisations across several sectors including academia, telecommunications, technology and financial services.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Etiqa General Insurance Berhad
- MBB Labs Pvt Ltd (India)
- Yayasan Khazanah

MOHD SUHAIL AMAR SURESH

Group Chief Technology Officer

Nationality/Age/Gender: Malaysian/59/Male

Date of Appointment: 1 April 2015

Qualification(s):

- Master of Business Administration, Charles Sturt University, Australia
- Chartered Banker, Asian Institute of Chartered Bankers
- Advanced Management Program, Harvard Business School
- Fellow, Malaysian Institute of Management

Relevant Working Experience:

Over 30 years of experience in business and technology leadership roles within the financial services and telecommunications domain in national and multinational organisations.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Maybank Shared Services Sdn Bhd
- MCB Bank Limited
- MBB Labs Pvt Ltd (India)
- Malaysian Global Innovation & Creativity Centre Bhd

Declaration:

The Group Executive Committee members have no family relationship with any director and/or major shareholder of Maybank, conflict of interest with Maybank and have not been convicted of any offence within the past five years, or been subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year

Group Executive Committee

GILBERT KOHNKE

Group Chief Risk Officer

Nationality/Age/Gender: Canadian/64/Male/

Date of Appointment: 1 November 2017

Qualification(s):

- Master of Business Administration, University of Hawaii, Manoa
- Bachelor of Commerce (Accounting), University of Windsor, Canada
- Bachelor of Arts (Economics), University of Western Ontario, Canada

Relevant Working Experience:

Over 30 years of experience in global financial institutions, with a proven track record of risk expertise. Formerly the Group Chief Risk Officer of Danske Bank AS and OCBC Bank.

Present directorship(s) in Maybank Group, other public companies and listed entities:

Nil

DR. SIEW CHAN CHEONG

Group Chief Strategy Officer

Nationality/Age/Gender: Malaysian/45/Male

Date of Appointment: 15 August 2022

Qualification(s):

- Bachelor's degree in Mechanical Engineering (1st Class Hons), University of Southampton, UK
- Master of Business Administration, London Business School, UK
- PhD in Mechanical Engineering, University of Southampton, UK

Relevant Working Experience:

Over 20 years of experience in formulating and implementing multi-country transformation strategies across various industries and organisations, including major banks in Europe and Asia.

Present directorship(s) in Maybank Group, other public companies and listed entities:

Nil

JEROME HON KAH CHO

Group Chief Operations Officer

Nationality/Age/Gender: Malaysian/56/Male

Date of Appointment: 1 December 2013

Qualification(s):

- Member of Malaysian Institute of Certified Public Accountants (MICPA)
- Member of Malaysia Institute of Accountants (MIA)
- Chartered Banker (AICB, CBI)

Relevant Working Experience:

Close to 30 years in Maybank, more than seven years of which were as the Group Chief Audit Executive. Additionally, he has eight years of audit experience prior to joining Maybank.

Present directorship(s) in Maybank Group, other public companies and listed entities:

Nil

Notes:

- Age is as at 28 February 2023
- Present directorship(s) in subsidiaries of Maybank Group by members of the Group Executive Committee can also be found on pages 266 to 269 of the Financial Statements
- Effective 1 April 2023, Alan Lau Chee Kheong, previously Group Chief Compliance Officer, has been appointed Group Chief Operations Officer, following the retirement of Jerome Hon Kah Cho. Meanwhile, to meet our M25+ strategic aims and facilitate better effective and seamless executive of our strategy, our International operations now report directly to Group Global Banking, Group Community Financial Services or GPCEO's office, depending on the core business of the country

Group Executive Committee

TASWIN ZAKARIA

President Director, Maybank Indonesia

Nationality/Age/Gender: Indonesian/54/Male

Date of Appointment: 11 November 2013

Qualification(s):

- Bachelor of Science in Business Administration in Accounting (Honors Cum Laude), The Ohio State University, USA
- Advanced Management Program, Harvard Business School
- Strategic Leadership Programme, Saïd Business School, Oxford University, UK

Relevant Working Experience:

Over 30 years of corporate and retail banking experience at both local and foreign companies. Previously held several key management roles in the banking & financing sector, as well as airport services & facility management.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- PT Bank Maybank Indonesia Tbk

DR. JOHN LEE HIN HOCK

Country Chief Executive Officer & Chief Executive Officer, Maybank Singapore

Nationality/Age/Gender: Malaysian/57/Male

Date of Appointment: 1 December 2017

Qualification(s):

- Doctor of Philosophy in Economics, Monash University, Australia
- Bachelor of Economics, Monash University, Australia
- Fellow Certified Practising Accountant of the Australian Society of CPAs
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Close to 25 years of financial services experience spanning across Asia Pacific markets as a partner of KPMG Business Advisory and, previously, as Maybank Group Chief Risk Officer.

Present directorship(s) in Maybank Group, other public companies and listed entities:

- Maybank IBG Holdings Limited
- Maybank Securities Pte Ltd

MICHAEL FOONG SEONG YEW

Chief Executive Officer, International

Nationality/Age/Gender: Malaysian/54/Male

Date of Appointment: 1 June 2018

Qualification(s):

- Master of Arts in Economics and Management Studies, Cambridge University, UK
- Advanced Business Management Program, Kellogg Graduate School of Management, Northwestern University, Chicago, USA
- MIT Sloan Executive Education Program, Cambridge, Massachusetts, USA
- Global Banking Program, Columbia Business School, New York, USA
- Chartered Banker, Asian Institute of Chartered Bankers

Relevant Working Experience:

Close to 20 years of experience in serving financial services clients across Asia Pacific, specialising in the areas of strategy and enterprise transformation. Previously, Maybank Group Chief Strategy Officer from 1 January 2014 until 14 August 2022.

Present directorship(s) in Maybank Group, other public companies and listed entities:

Nil

Declaration:

The Group Executive Committee members have no family relationship with any director and/or major shareholder of Maybank, conflict of interest with Maybank and have not been convicted of any offence within the past five years, or been subject to public sanction or penalty imposed by the relevant regulatory bodies during the financial year

Group Shariah Committees



1



2



3



6



5



4



7



8



9



11



10

Group Shariah Committees

1 PROFESSOR DR. AZNAN HASAN

Chairman of MIBSC and Chairman of SC EFTB & EGTB

Nationality/Age/Gender: Malaysian/51/Male

Date of Appointment: 1 May 2014 & 1 May 2019 respectively

Number of meetings attended: 28/28 (100%) & 24/24 (100%) respectively

Qualification(s):

- Bachelor's degree in Shariah (BA Hons), Al-Azhar University, Egypt
- Master's degree in Shariah (Mumtaz), Cairo University, Egypt
- PhD, University of Wales, Lampeter, UK

Relevant Working Experience:

Over 17 years of experience in Shariah advisory with local and international organisations including the Securities Commission Malaysia, Bank Negara Malaysia, The Central Bank of the UAE's Higher Shariah Authority and Shariah Council, Accounting and Auditing Organisation for Islamic Financial Institutions (AAOIFI) and Shariah Council, International Islamic Financial Market (IIFM).

Present Occupation(s):

Within Maybank Group:

- Shariah consultant to Maybank Investment Bank
- Non-Independent Non-Executive Director, Board of Directors, Maybank Islamic Berhad
- Islamic Estate Planning Advisor, Maybank Islamic Bank Berhad

Other Companies/Bodies:

- Professor, IIUM Institute of Islamic Banking & Finance, International Islamic University Malaysia (IIUM)
- Chairman, Shariah Committee, Bank Pembangunan Malaysia Berhad
- Chairman, Shariah Committee, Amanah Hartanah Bumiputra
- Deputy Chairman, Shariah Advisory Council, Securities Commission Malaysia
- Deputy Chairman, Shari'a Supervisory Board, Bank Nizwa, Oman
- Member, Shariah Council, AAOIFI and IIFM
- Board Member, Higher Shari'ah Authority, UAE Central Bank, UAE
- Member, Shariah Advisory Board, ABSA Islamic Bank, South Africa; FNB Bank, South Africa; Yasaar Limited, London; Khalij Islamic, London; HSBC Amanah, Dubai; Standard Chartered, Global; Sedania As-Salam Capital Sdn Bhd; Employees Provident Fund (EPF) and Association of Islamic Banking Institutions Malaysia (AIBIM)
- Shariah Adviser, Public Investment Bank Bhd (Stockbroking), Hong Leong Investment Bank (Stockbroking), Malacca Securities Sdn Bhd, CGS-CIMB Securities Berhad, UOB Kay Hian Securities, and Inter-Pacific Securities Bhd
- Independent Non-Executive Director, Board of Directors, Yayasan Pembangunan Ekonomi Islam Malaysia (YaPEIM) Holdings Sdn Bhd

2 USTAZ MOHD KAMAL MOKHTAR

Member of MIBSC

Nationality/Age/Gender: Singaporean/55/Male

Date of Appointment: 1 September 2015

Number of meetings attended: 28/28 (100%)

Qualification(s):

- Diploma, Arabic Language, Islamic University of Madinah, Saudi Arabia
- BSc, Zoology and Botany, National University of Singapore (NUS)
- BA (Hons), Hadith and Islamic Studies, Islamic University of Madinah
- Shari'a Advisory Training Program, Singapore Islamic Scholars & Religious Teachers Association (PERGAS) and International Institute of Islamic Finance (IIIF), Malaysia
- Masters in Finance, International Islamic University Malaysia (IIUM)

Relevant Working Experience:

Over 12 years of collective experience in Islamic advisory roles including holding senior management positions in Islamic education institutions, research and Shariah advisory roles.

Present Occupation(s):

Other Companies/Bodies:

- Judge, Shariah Appeal Court of Singapore
- Chairman, Bedok Cooperative
- Associate member, Fatwa Council of Majlis Ugama Islam Singapore (MUIS)
- Vice Chairman, Asatizah Recognition Board (ARB)
- Member, Shariah Committee, Basil Property Trust, Singapore
- Member, PERGAS
- Board member, Warees Halal Limited
- Shariah Advisor, Ar Rahnu Singapore

Note:

Age is as at 28 February 2023

Full profiles for MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB & EGTB can be obtained at www.etiqa.com.my. For Maybank Indonesia Shariah Supervisory Board (SSB) members' profiles, refer to Maybank Indonesia's Annual Report 2022

Group Shariah Committees

3 DR. AKHTARZAITE ABDUL AZIZ

Member of MIBSC

Nationality/Age/Gender: Malaysian/50/Female

Date of Appointment: 1 March 2020

Number of meetings attended: 28/28 (100%)

Qualification(s):

- LLB, International Islamic University Malaysia (IIUM)
- LLB (Shariah), IIUM
- Master's degree in Fiqh and Usul Al-Fiqh, IIUM
- PhD in Fiqh and Usul Al-Fiqh, IIUM

Relevant Working Experience:

Over 16 years of experience on the Shariah committees of various financial institutions, as well as developing programmes, conducting training and writing research papers on Islamic finance.

Present Occupation(s):

Other Companies/Bodies:

- Assistant Professor, Department of Fiqh and Usul Al-Fiqh, IIUM
- Chairman, Shariah Committee, Great Eastern Takaful Berhad
- Member, Shariah Advisory Committee, IIUM Endowment Fund

4 ASSOCIATE PROFESSOR DR. SHARIFAH FAIGAH SYED ALWI

Member of MIBSC

Nationality/Age/Gender: Malaysian/51/Female

Date of Appointment: 1 May 2021

Number of meetings attended: 28/28 (100%)

Qualification(s):

- Bachelor's degree in Shariah (Economics), University of Malaya
- Master's degree in Shariah (Islamic Banking), University of Malaya
- PhD in Islamic Banking and Finance, International Islamic University Malaysia (IIUM)

Relevant Working Experience:

Over 10 years of experience contributing to the Islamic finance industry through Shariah advisory and research.

Present Occupation(s):

Other Companies/Bodies:

- Associate Professor, Arshad Ayub Graduate Business School, Universiti Teknologi MARA
- Panel Assessor, Malaysian Qualifications Agency
- Member, Shariah Committee, Bank Pertanian Malaysia Berhad (Agrobank)
- Member, Shariah Committee, AmMetLife Takaful Berhad

5 DR. NIK ABDUL RAHIM NIK ABDUL GHANI

Member of MIBSC

Nationality/Age/Gender: Malaysian/43/Male

Date of Appointment: 8 September 2020

Number of meetings attended: 28/28 (100%)

Qualification(s):

- Bachelor's degree in Shariah, Islamic University of Madinah, Saudi Arabia
- Master's degree in Shariah, Universiti Kebangsaan Malaysia (UKM)
- PhD in Islamic Finance, International Centre for Education in Islamic Finance (INCEIF), Malaysia

Relevant Working Experience:

Over 11 years of experience contributing to the Islamic finance industry through Shariah advisory and research.

Present Occupation(s):

Other Companies/Bodies:

- Senior Lecturer, Research Centre for Shariah, Faculty of Islamic Studies, UKM
- Member, Shariah Advisory Body, Syarikat Takaful Malaysia Keluarga Berhad
- Member, Jawatankuasa Perundangan Hukum Syarak Wilayah Persekutuan, Pejabat Mufti Wilayah Persekutuan
- Shariah Advisory Panel, Wasiyyah Shoppe Berhad
- Member, Shariah Committee, UKM

Note:
Age is as at 28 February 2023

Full profiles for MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB & EGTB can be obtained at www.etiqa.com.my.
For Maybank Indonesia Shariah Supervisory Board (SSB) members' profiles, refer to Maybank Indonesia's Annual Report 2022

Group Shariah Committees

6 USTAZ MUHAMMAD ALI JINNAH AHMAD

Member of MIBSC

Nationality/Age/Gender: Malaysian/44/Male

Date of Appointment: 1 May 2021

Number of meetings attended: 28/28 (100%)

Qualification(s):

- Bachelor's degree in Islamic Jurisprudence (Fiqh Wa Usul), Al al-Bayt University, Jordan
- Master in Islamic Management Banking and Finance, Loughborough University, UK

Relevant Working Experience:

Over 14 years of experience contributing to the Islamic finance industry through Shariah advisory and research.

Present Occupation(s):

Other Companies/Bodies:

- Independent Non-Executive Director, FWD Takaful Berhad

7 PROFESSOR DR. ABDUL RAHIM ABDUL RAHMAN

Member of SC EFTB & EGTB

Nationality/Age/Gender: Malaysian/55/Male

Date of Appointment: 1 May 2017

Number of meetings attended: 24/24 (100%)

Qualification(s):

- Bachelor's degree in Finance and Accounting, University of East London, UK
- Master in Accounting and Management Sciences, University of Southampton, UK
- PhD in Accounting, University of Southampton, UK

Relevant Working Experience:

Over 16 years of experience in teaching, research and consultancy on Islamic finance, Islamic accounting, ethics and governance, and Shariah audit matters in various capacities.

Present Occupation(s):

Other Companies/Bodies:

- Vice Chancellor, Kolej Universiti Poly-Tech MARA (KUPTM)
- Member, Board of Directors, Pusat Pungutan Zakat, Majlis Agama Islam Wilayah Persekutuan
- Distinguished Associate Fellow, Institute of Shariah Governance and Islamic Finance (ISGAIF), Universiti Utara Malaysia (UUM)
- Shariah Advisory Committee, Zakat, Waqf and Baitulmal Accounting Standard, Jabatan Akauntan Negara Malaysia

8 PROFESSOR DATIN DR. RUSNI HASSAN

Member of SC EFTB & EGTB

Nationality/Age/Gender: Malaysian/55/Female

Date of Appointment: 1 May 2017

Number of meetings attended: 24/24 (100%)

Qualification(s):

- LLB (Hons), International Islamic University Malaysia (IIUM)
- LLB (Shariah) (Hons), IIUM
- Master of Comparative Laws, IIUM
- PhD in Law, IIUM

Relevant Working Experience:

She was a member of the Shariah Advisory Council of Bank Negara Malaysia. Her contributions to Islamic finance through publications, training and conferences have garnered international recognition.

Present Occupation(s):

Within Maybank Group:

- Independent Director, Etiqa General Takaful Berhad

Other Companies/Bodies:

- Dean, IIUM Institute of Islamic Banking & Finance, IIUM
- Professor, IIUM Institute of Islamic Banking & Finance, IIUM
- Chairman, Shariah Committee, Hong Leong Islamic Bank
- Chairman, Shariah Committee, Exim Bank
- Member, Shariah Committee, Association of Islamic Banking Institutions Malaysia (AIBIM); Housing Development Finance Corporation, Maldives; Housing Development Corporation, Maldives; Waqf An-Nur and Koperasi JCorp
- Registered Shariah Advisor, Securities Commission Malaysia
- Member of Advisory Council, Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)
- President, International Council of Islamic Finance Educators (ICIFE)

Note:
Age is as at 28 February 2023

Full profiles for MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB & EGTB can be obtained at www.etiqa.com.my. For Maybank Indonesia Shariah Supervisory Board (SSB) members' profiles, refer to Maybank Indonesia's Annual Report 2022

Group Shariah Committees

9 PROFESSOR DATO' DR. MOHD AZMI OMAR

Member of SC EFTB & EGTB

Nationality/Age/Gender: Malaysian/63/Male

Date of Appointment: 1 May 2018

Number of meetings attended: 24/24 (100%)

Qualification(s):

- Bachelor of Science (Finance), Northern Illinois University, USA
- Master of Business Administration, Northern Illinois University, USA
- PhD in Finance, Bangor University, Wales, UK
- Chartered Professional in Islamic Finance (CPIF)

Relevant Working Experience:

He was the Director-General at Islamic Research and Training Institute, Islamic Development Bank Group, Jeddah and served in various teaching and management capacities at the International Islamic University Malaysia (IIUM).

Present Occupation(s):

Other Companies/Bodies:

- President and Chief Executive Officer, International Centre for Education in Islamic Finance (INCEIF)
- Member, Shariah Advisory Council, Securities Commission Malaysia
- Member, Shariah Committee, Bank Kerjasama Rakyat Malaysia
- Member, Shariah Committee, MUFG Bank (Malaysia) Berhad
- Consultant, Islamic Financial Services Board (IFSB)

10 PROFESSOR DR. AZMAN MOHD NOOR

Member of SC EFTB & EGTB

Nationality/Age/Gender: Malaysian/50/Male

Date of Appointment: 15 June 2020

Number of meetings attended: 24/24 (100%)

Qualification(s):

- Bachelor's degree in Islamic Law, Islamic University of Madinah, Saudi Arabia
- Master of Arts (MA) in Islamic Criminal Law, Universiti Kebangsaan Malaysia (UKM)
- MA in Muamalat (Islamic Law of Transactions), Department of Fiqh and Usul al-Fiqh, International Islamic University Malaysia (IIUM)
- PhD in Islamic Law, University of Edinburgh, Scotland, UK

Relevant Working Experience:

Over 11 years of experience in Shariah advisory and education and was a member of the Shariah Advisory Council of the Securities Commission Malaysia.

Present Occupation(s):

Within Maybank Group:

- Independent Director, Etiqa Family Takaful Berhad

Other Companies/Bodies:

- Professor at IIUM Institute of Islamic Banking & Finance, IIUM
- Member, Shariah Committee, Bank Kerjasama Rakyat Malaysia
- Shariah Committee, Tekun Nasional Malaysia
- Shariah Committee, Kuwait Finance House (Malaysia) Berhad
- Member, Shariah Committee, Rushdi Oriyon, Micro Credit Deposit Organization, Tajikistan
- Member, Fatwa Committee, Mufti Department of Perlis

11 SAHIBUS SAMAHAH DR. MOHAMAD SABRI HARON

Member of SC EFTB & EGTB

Nationality/Age/Gender: Malaysian/58/Male

Date of Appointment: 1 January 2022

Number of meetings attended: 24/24 (100%)

Qualification(s):

- Diploma in Islamic Studies, Kolej Ugama Sultan Zainal Abidin (KUSZA), Malaysia
- Bachelor's degree in Islamic Studies, Universiti Kebangsaan Malaysia (UKM)
- Master of Comparative Laws, International Islamic University Malaysia (IIUM)
- PhD, Fiqh and Usul Fiqh (Shariah), University of Jordan, Jordan

Relevant Working Experience:

Holds the position of Terengganu State Mufti since 1 April 2021. Over 21 years of experience in teaching, research and consultancy on Shariah and Islamic finance; and once seconded to the Securities Commission Malaysia contributing to the Islamic Capital Market through Shariah advisory and research.

Present Occupation(s):

Other Companies/Bodies:

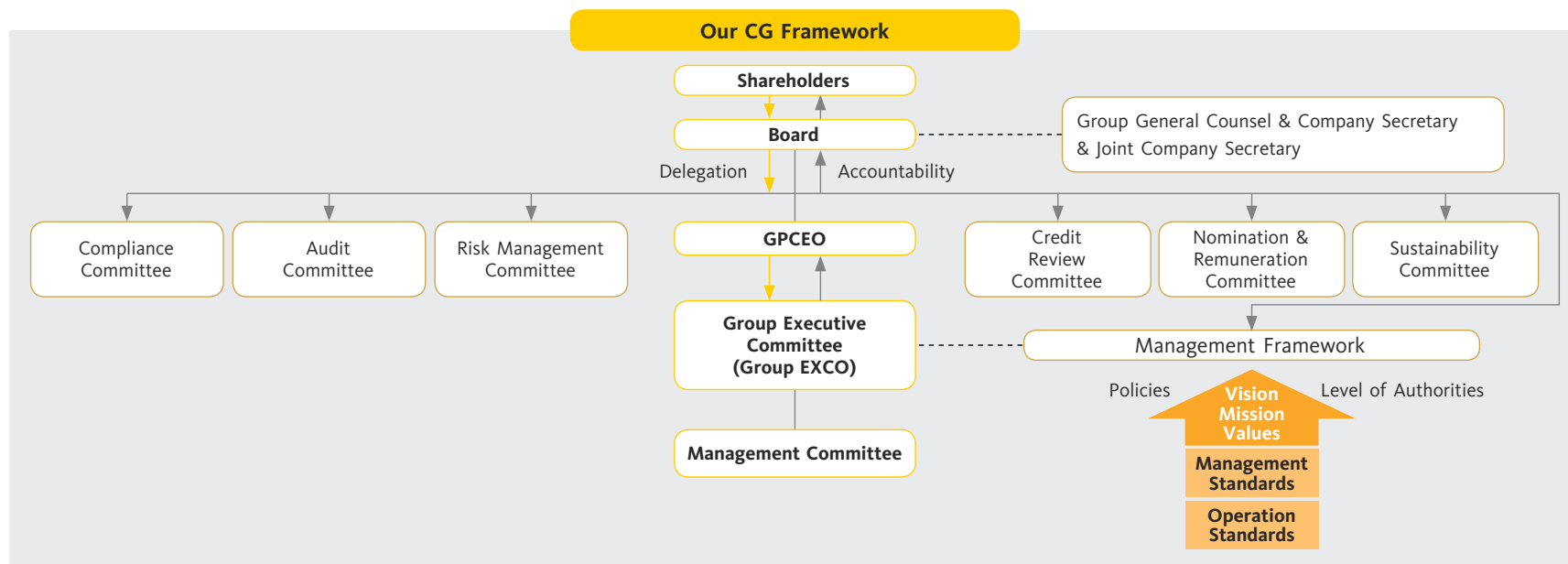
- Mufti of the State of Terengganu
- Chairman, Shariah Committee, Koperasi ANGKASA (Angkatan Koperasi Kebangsaan Malaysia Berhad)
- Chairman, Shariah Committee, Apex Investment Services Berhad
- Member, Shariah Committee, Koperasi UNIKEB Berhad
- Member, Shariah Committee, Koperasi Pos Malaysia
- Member, Shariah Committee, UKM
- Member, Shariah Committee, Bank Kerjasama Rakyat Malaysia

Note:
Age is as at 28 February 2023

Full profiles for MIBSC can be obtained at www.maybank.com/islamic while profiles for SC EFTB & EGTB can be obtained at www.etiqa.com.my. For Maybank Indonesia Shariah Supervisory Board (SSB) members' profiles, refer to Maybank Indonesia's Annual Report 2022

Corporate Governance Overview Statement

The Board of Directors of Maybank (the Board) believes that good corporate governance (CG) enables the Group to operate efficiently, improve access to capital, mitigate risks, and facilitate oversight of the business, management and operations of the Group. In the long-term, good CG practices allow the Group to be accountable and transparent, and also contribute towards value creation for all its stakeholders.



Our CG Framework is based on the following key statutory provisions, best practices, policies and guidelines:

1. Companies Act 2016;
2. Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Malaysia) (Listing Requirements);
3. Policy on Corporate Governance issued by Bank Negara Malaysia (BNM CG Policy); and
4. Malaysian Code on Corporate Governance issued by the Securities Commission Malaysia (SC).

To ensure a corporate culture which is both robust and effective, the Board reviews and enhances its internal governance processes and practices on a regular basis, taking into account latest developments in the CG landscape. Testament to the Board's commitment in this space, Maybank was conferred CG excellence recognition from both the Minority Shareholders Watch Group (MSWG) and the ASEAN Capital Market Forum.



Awards



MSWG-ASEAN CG Award 2021

- Excellence Award for CG Disclosure
- Industry Excellence Award – Financial Services



ASEAN Corporate Governance Scorecard Award 2021

- ASEAN Asset Class PLC

Summary of CG Practices

This CG Overview Statement summarises the Group's CG practices during FY2022. Details on how we have applied the best practices recommended by the Malaysian Code on Corporate Governance are set out in the CG Report which is available on Maybank Group's corporate website at www.maybank.com.

As at 31 December 2022, Maybank has applied all recommended practices in the Malaysian Code on Corporate Governance save for Practice 8.2 and Step-up 8.3 (with regard to disclosure of senior management's remuneration).

A. BOARD LEADERSHIP AND EFFECTIVENESS

The Role of the Board

The Board directs and oversees the business and affairs of the Group by periodically reviewing and approving its overall strategies and significant policies. The Board also establishes the Group's core values and adopts proper standards to ensure that the Group operates with integrity and in compliance with relevant rules and regulations. A description of the roles and responsibilities of the Board can be found in our Board Charter which is available on Maybank Group's corporate website at www.maybank.com.

The Board believes that success of the Group's strategy requires that it be aligned with good governance practices. To achieve this, a strong system of risk management and internal controls has been put in place to ensure that the Group's risk appetites are set and risks are identified, assessed and managed effectively.

Further details on pages 106 to 112 of Statement on Risk Management and Internal Control

Apart from setting the tone from the top and establishing the purpose, mission and core values of the Group, the Board also monitors senior management's execution of strategy and financial performance. While the Board focuses on long-term sustainable growth, it advises the management to strike the right balance between short-term and long-term goals. The Board is also mindful of its wider obligations and considers the impact that its decisions will have on the Group's various stakeholders such as employees, shareholders, customers and the community as a whole.

The Board also has a formal schedule of matters specifically reserved for its decision, details of which can also be found in our Board Charter which is available on Maybank Group's corporate website at www.maybank.com.


Corporate Governance Overview Statement

Key Matters Deliberated by the Board

Some of the key focus areas of the Board during FY2022 are described below:

Launch of Maybank's M25+ Strategy

- Building on the foundation laid by the M25 Strategy, the Board approved the Group's refined corporate strategy, M25+, which was announced to the public during Maybank Investor Day on 27 October 2022.
- M25+ is anchored on five key strategic thrusts and is supported by 12 Strategic Programmes, all of which are expected to be completed by 2025.

 More details on M25+ can be found on page 40 of this Integrated Annual Report

Board Succession Planning

- FY2022 saw changes in the boardroom with the departure of Tan Sri Abdul Farid Alias, the former Group President & CEO (GPCEO) and Executive Director (ED), and Dato' Idris Kechot, an Independent Non-Executive Director (INED). Tan Sri Abdul Farid Alias' departure was expected and a search for suitable candidates to replace him began much earlier in accordance with our succession plan, culminating in the appointment of Dato' Khairussaleh Ramli as our new GPCEO and ED. With this appointment, the Board has been restored to its ideal size of 12 members.
- The Board is also aware that some of its current members will be approaching their nine-year tenures in the next two years. In this regard, the Board, together with the Nomination and Remuneration Committee (NRC), has already begun searching for suitable talents to strengthen its talent pool, in line with its 'Must Have' skills matrix, to ensure a seamless transition of members expected to step down in the near future.

Maybank to Move its Head Office to Merdeka 118

- Pursuant to vigorous and robust deliberations and close scrutiny of the Audit Committee of the Board (ACB), the Board approved the re-location of Maybank's Head Office to Merdeka 118, which is expected to be done in stages, beginning 2025. Recognising that Merdeka 118 is owned by PNB, a major shareholder of Maybank, the ACB conducted a holistic review of the deal with PNB, including seeking guidance and advice from two independent firms of valuers, to ensure that the deal is fair, reasonable and on normal commercial terms, not detrimental to the interest of Maybank's minority shareholders while being in the Group's best interest. The deal was subsequently announced to the public on 12 September 2022.

Other key areas/matters reviewed, deliberated and approved by the Board during FY2022 were as follows:

Strategy

- Approved the business strategy of various sectors within the Group
- Approved the Group's Budget and Business Plan for FY2023
- Reviewed the Country's business and financial performance updates
- Reviewed the Group's sustainability progress and action plans
- Approved the Revised Group Sustainability Commitments
- Reviewed the Ethical Banking Strategy
- Reviewed Maybank Brand Performance for FY2022

Risk, Compliance & Oversight

- Reviewed the Group Chief Risk Officer reports
- Reviewed the quarterly Risk Appetite Statement updates
- Reviewed Group Internal Capital Adequacy Assessment reports
- Reviewed the Compliance Culture Assessment FY2022 results
- Approved the revised Anti-Bribery and Corruption Policy & Procedures
- Reviewed the Bribery and Corruption Risk Assessment Report – Maybank Malaysia Entities
- Approved Maybank Group Policy on Managing Sensitive Information and Material Non-Public Information
- Approved the Implementation of Trade Surveillance System
- Approved Annual Attestation on AML/CFT Controls to Prevent Illegal Financial Schemes and Mule Operations

Governance

- Reviewed the Board Manual, Board Charter and Terms of Reference (TOR) of the Board and Board Committees
- Reviewed the Succession Plan for the GPCEO, EXCO and EXCO-1
- Approved the Directors Annual Fit and Proper Assessments
- Approved Corporate Governance Disclosures for FY2021
- Reviewed Levels of Application of Malaysian Code on Corporate Governance 2021 by key subsidiaries of Maybank
- Approved Maybank Group Sustainable Product Framework
- Reviewed Maybank Group Capital Management Framework
- Approved Maybank Group Policy on Reserved Matters
- Approved Malaysia Primary Data Centre relocation
- Approved sponsorship of the Ladies Professional Golf Tournament

Board Governance

The roles and responsibilities of the Chairman and the GPCEO are clearly separated by a clear division of responsibilities which are defined and approved by the Board in line with best practices to ensure the appropriate supervision of management. This distinction allows for better understanding and distribution of jurisdictional responsibilities and accountabilities. The Board has also selected certain members to undertake the following special functions:

Senior Independent Director (SID)

- To chair the NRC
- To address concerns of shareholders and stakeholders which may be conveyed to him

Senior Independent Non-Executive Director (SINED)

- To strengthen oversight of the Bank's management of banking fraud and data breach incidents

INED in-charge of Whistleblowing Policy

- To ensure effective implementation of Maybank Group's Whistleblowing Policy

Corporate Governance Overview Statement

The Board is assisted by two Company Secretaries (both with legal qualifications and are qualified to act as company secretary) who ensure that Board members receive appropriate and timely information including meeting materials and minutes. All Directors have access to the advice of the Company Secretaries and the Bank provides access, at its expense, to the services of independent professional advisers in order to facilitate the Directors in their role.

As depicted in the CG Framework, the Board is supported in its duties by six Board Committees, each of which has its own TORs which clearly set out its remit and decision-making powers. The chair of each Board Committee meeting provides a report (to the Board) on salient matters discussed. The TORs of each Board Committee are also reviewed periodically, with the last review undertaken during FY2022. Amendments are made (where necessary) to ensure that the TORs of each committee are updated with the latest best practices, processes and/or procedures prescribed or recommended by the regulators and are of market standard. As required under the Listing Requirements, the TORs of the NRC and the ACB as well as the Board Charter are published on Maybank Group's corporate website at www.maybank.com.

Board Committees

The key roles and focus areas of the Board Committees during FY2022 were as follows:

<p style="text-align: center;">ACB</p> <p style="text-align: center;">17 No. of meetings</p> <p style="text-align: center;">99% Attendance</p> <p>Key Roles:</p> <ul style="list-style-type: none"> To assess the adequacy and effectiveness of the Group's governance, risk management and internal control system through the Internal Audit (IA) function; To oversee IA's independence, scope of work and resources; and To determine the criteria for selecting, monitoring and assessing the external auditors, and to make recommendations to the Board. <p>Key Focus Areas:</p> <p>Key focus areas and activities of the ACB during FY2022 can be found on page 113 of this Report.</p>	<p style="text-align: center;">NRC</p> <p style="text-align: center;">13 No. of meetings</p> <p style="text-align: center;">100% Attendance</p> <p>Key Roles:</p> <ul style="list-style-type: none"> To recommend to the Board the appointment of new Board and Board Committee members, and the conduct of the annual evaluation of their performance/skills set, both individually and collectively; To evaluate recommendations for promotion, remuneration and compensation policies for executives in key positions; and To administer the Employees' Share Grant Plan (ESGP) pursuant to the By-Laws of the ESGP. <p>Key Focus Areas:</p> <p>Key focus areas and activities of the NRC during FY2022 can be found on page 99 of this Report.</p>	<p style="text-align: center;">RMC</p> <p style="text-align: center;">12 No. of meetings</p> <p style="text-align: center;">100% Attendance</p> <p>Key Roles:</p> <ul style="list-style-type: none"> To formulate policies and frameworks to identify, measure, monitor, manage and control the material risks impacting the businesses; To oversee the enterprise-wide risk management programme; and To review management risk reports on risk exposure, risk portfolio composition and risk management activities on a periodic basis. <p>Key Focus Areas:</p> <p>Key focus areas and activities of the RMC have been included in the FY2022 Board Review found on page 96 of this Report.</p>
<p style="text-align: center;">CCB</p> <p style="text-align: center;">11 No. of meetings</p> <p style="text-align: center;">100% Attendance</p> <p>Key Roles:</p> <ul style="list-style-type: none"> To deliberate and review Maybank Group Compliance Framework and Maybank Group's compliance policies, and to provide recommendations to the Board for approval; To evaluate the effectiveness of the Group's overall management of compliance risk and to recommend to the Board improvements to be made; and To review assessment reports on the Group's compliance status. <p>Key Focus Areas:</p> <ul style="list-style-type: none"> Reviewed Group-wide effectiveness in managing money laundering and terrorism financing risks; Reviewed the level of effectiveness in monitoring and ensuring ethical conduct in business dealings; and Reviewed the level of effectiveness in ensuring compliance with laws and regulations. 	<p style="text-align: center;">CRC</p> <p style="text-align: center;">18 No. of meetings</p> <p style="text-align: center;">100% Attendance</p> <p>Key Roles:</p> <ul style="list-style-type: none"> To review all credit applications approved by the Group Management Credit Committee and Group Wealth Management Credit Committee that are above their Credit Authority Limits; To recommend to the Board/Maybank Islamic Berhad Board credits to Connected Parties as per Maybank Group Management of Connected Parties risk document; and To approve credits to Connected Parties as per Maybank Group Management of Connected Parties risk document. <p>Key Focus Areas:</p> <ul style="list-style-type: none"> Reviewed the Group's credit portfolio, especially material or high risks by country, business, sector/market and product; Reviewed the Group's portfolio of classified, rescheduled and restructured, impaired credits; Reviewed the credit management functions; and Reviewed account strategies for the borrowers. 	<p style="text-align: center;">BSC</p> <p style="text-align: center;">4 No. of meetings</p> <p style="text-align: center;">96% Attendance</p> <p>Key Roles:</p> <ul style="list-style-type: none"> To recommend material sustainability plans for Board approval, and to monitor and oversee its implementation; To oversee the integration of sustainability considerations and the institutionalisation of sustainability in business strategies and activities of the Group; and To review and recommend the Group's sustainability disclosures to the Board for approval as required by laws and/or rules. <p>Key Focus Areas:</p> <ul style="list-style-type: none"> Reviewed the development of Maybank Group Sustainable Product Framework; Reviewed the emissions reduction plan for the Bank's own operations, and Scope 3 emissions; and Reviewed the Group's ESG position on agricultural, construction and real estate, forestry and oil & gas sectors.

Corporate Governance Overview Statement

Key Group Policies

The Board from time to time establishes internal policies and frameworks for Group-wide application to sharpen governance and oversight of its operations in Malaysia and abroad. The following are some of the key policies and frameworks:

Ethical Standards and Behaviour	Strategy & Decision-Making	Legal & Compliance
<ul style="list-style-type: none"> (a) Maybank Group Code of Ethics and Conduct Policy[#] (b) Policy on Fit and Proper Criteria For Appointment/Re-Appointment of Key Responsible Persons of Licensed Institutions in Maybank Group[#] (c) Policy on Conflict of Interest for Directors[#] 	<ul style="list-style-type: none"> (a) Maybank Group Policy on Reserved Matters (New) (b) Non-Credit Discretionary Powers (NCDP) and Operational Write-Off[#] (c) Maybank Group Environmental, Social and Governance (ESG) Policy (d) Maybank Group Sustainability Framework (e) Maybank Group Sustainable Product Framework (New) 	<ul style="list-style-type: none"> (a) Maybank Group Whistleblowing Policy & Procedures[#] (b) Maybank Group Anti-Bribery and Corruption Policy & Procedures[#] (c) Maybank Group Anti-Money Laundering/Countering Financing of Terrorism Policy & Procedures (d) Maybank Group Credit Transactions and Exposures With Connected Parties (e) Maybank Group Policy on Related Party Transactions

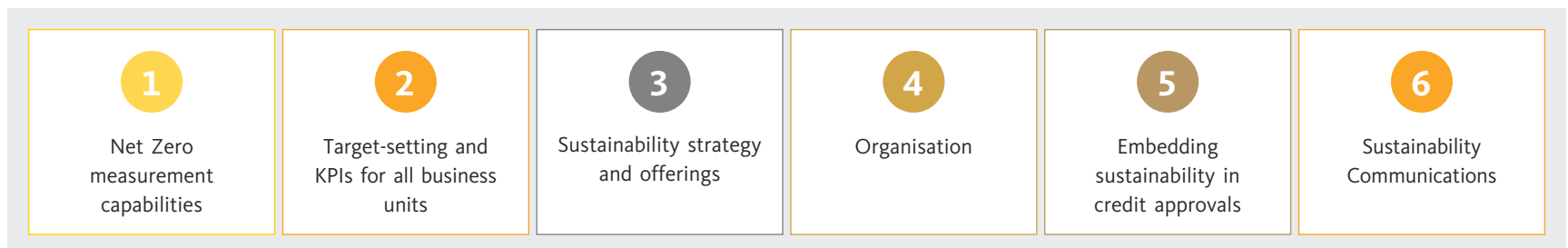
[#] Reviewed and updated during FY2022

These policies are periodically reviewed to ensure that the Group's CG Framework remains robust and is continually updated.

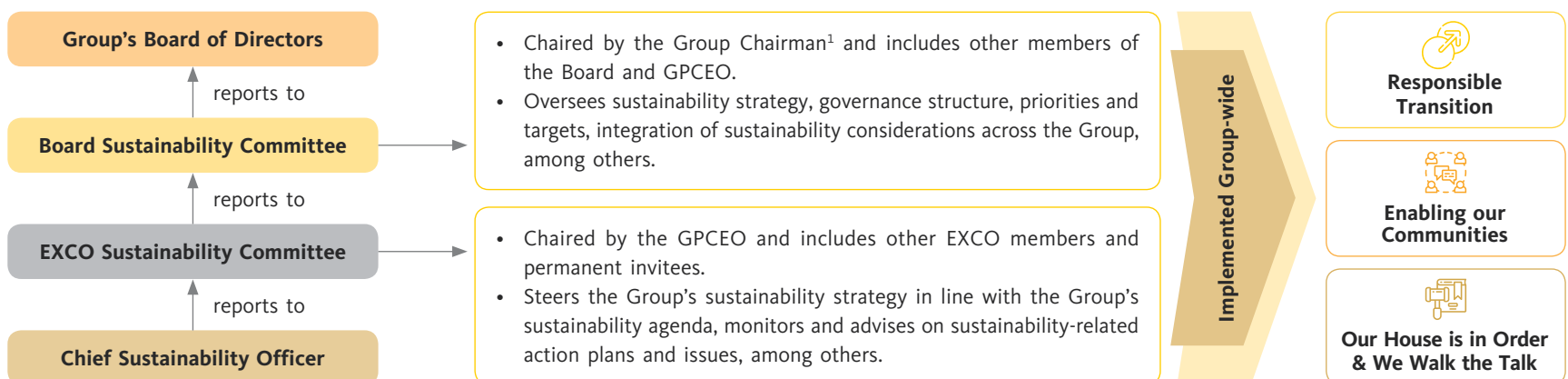
Sustainability

Following the introduction of Maybank Group Sustainability Framework in 2021, on 1 September 2022, we rolled out Maybank Group Sustainable Product Framework, the first ever by a Malaysian bank, to guide the development of green, social, sustainable and transition products based on the readiness and needs of our customer base.

Sustainability is also one of the key strategic thrusts of M25+, giving rise to a specific strategic programme, "To become the Sustainability Leader in SEA", to drive our sustainability agenda. Key initiatives to support the effective execution of this strategy are as follows:



Our commitment to driving Maybank's sustainability agenda from the top is reaffirmed with the establishment of a sustainability governance structure in 2021, as depicted in the diagram below. This has enabled us to drive engagement on sustainability issues among the Board and senior management team, to set the Group's direction and monitor progress of the Group's sustainability agendas as predicated on three key overarching pillars, namely: 1) Responsible Transition; 2) Enabling Our Communities; and 3) Our House is in Order & We Walk The Talk. Sustainability KPIs are also incorporated into the organisation's performance setting (scorecard) and adopted by all staff within the Group.



¹ On 1 January 2023, the Group Chairman stepped down as Chair of the BSC, and an INED was appointed to the position

Corporate Governance Overview Statement

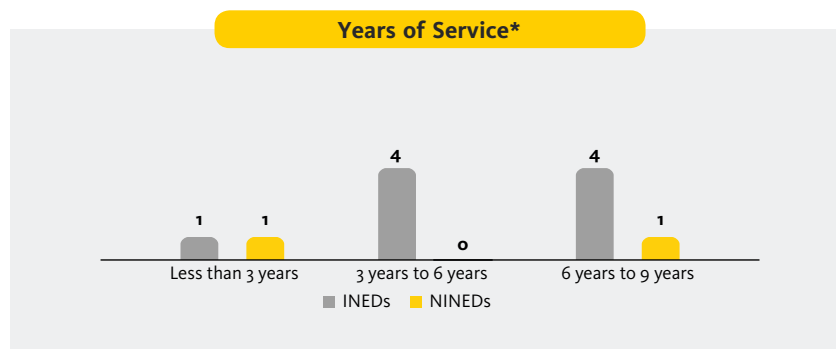
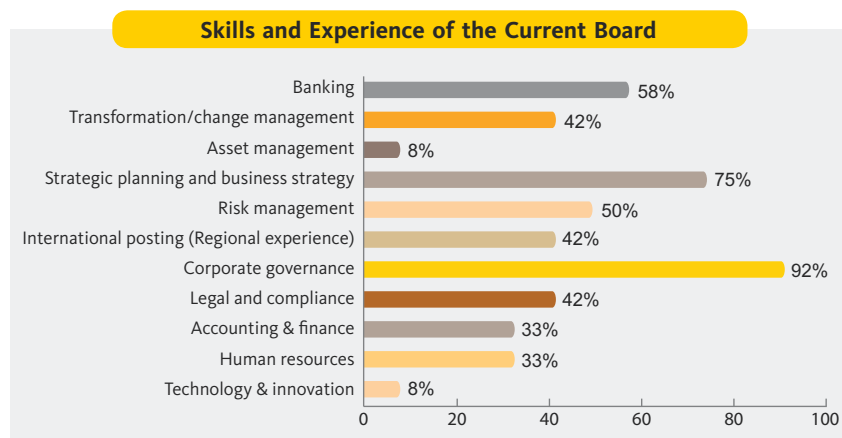
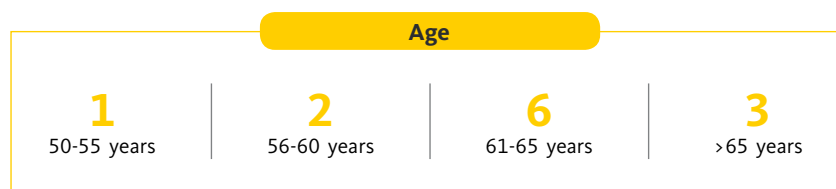
Board Size, Composition and Diversity

As at to-date, the Board consists of 12 members, its ideal size, out of which 75% are INEDs. The Board is committed to maintaining diversity and inclusion in its composition and decision-making process. In this regard, the Board considers diversity from a number of different aspects, including gender, age, cultural and educational background, nationality, professional experience, skills, knowledge and length of service. Pursuant to our Policy on Board Gender Diversity, the Board strives to maintain at least 30% women directors in its composition. As at 31 December 2022, the composition, diversity and skills and experience matrix of the Board are as set out below:

Embracing Diversity, Equity & Inclusion (DEI), Maybank's commitment to women leadership continues to be recognised globally. In 2022, we were recognised by Bloomberg in its Gender Equality Index (GEI), a recognition we have been given since 2017. For FY2022, women representation among senior management stood at 41% (FY2025 target: 45%).



* Nominees of Permodalan Nasional Berhad





* Pursuant to the Directors Tenure Policy, the tenure of an INED is limited to a cumulative period of nine years. As at 31 December 2022, none of the members of the Board had exceeded their nine-year tenures

The Nomination and Remuneration Committee (NRC)

The NRC consists of a majority of INEDs and is chaired by the SID. The roles and responsibilities of the NRC are set out in its TOR which is available on Maybank Group's corporate website at www.maybank.com.



The composition of the NRC and the meeting attendance of each member can be found in Section B of the CG Report.

Among the key activities of the NRC during FY2022 were as follows:

 <p>Board Composition and Succession Planning</p>	<ul style="list-style-type: none"> Reviewed the overall size and composition of the Boards of Maybank and its subsidiaries including the tenure of Board members Reviewed the composition of Board Committees Reviewed the succession plan for the Board and Board Committees Reviewed and recommended the appointment of the SID Reviewed Board members' directorship in Maybank's subsidiaries Reviewed Board skills matrix and the criteria for new Non-Executive Directors (NEDs) of Maybank Reviewed the talent pool for NEDs of the Group
 <p>Recruitment and Appointment of Directors</p>	<ul style="list-style-type: none"> Reviewed the background, skills and experience of potential candidates for appointment to the boards of Maybank's group of companies Conducted engagement sessions to assess the suitability of potential candidates to be appointed to the boards of Maybank and its subsidiaries Reviewed and recommended the appointment of a senior independent director to strengthen oversight of banking fraud and data breach incidents Considered the re-appointment and re-election of Directors of Maybank's group of companies Reviewed the appointment and re-appointment of Shariah Committee members of Maybank Islamic Berhad, Etiqa Family Takaful Berhad and Etiqa General Takaful Berhad

Corporate Governance Overview Statement

The NRC (Cont'd.)

 <p>Recruitment and Appointment of Senior Officers</p>	<ul style="list-style-type: none"> • Considered proposals to renew the employment contracts of senior officers of the Group • Reviewed the suitability of potential candidates for appointment as GPCEO, Group Chief Strategy Officer and Group Chief Audit Executive • Reviewed the suitability of potential candidates for appointment as Chief Executive Officer (CEO) of subsidiaries • Reviewed the appointment of Group EXCO members on the boards of key subsidiaries and external entities (outside Maybank Group)
 <p>Succession Planning of Senior Management</p>	<ul style="list-style-type: none"> • Reviewed the Contract Expiry and Retirement of Group EXCO, GPCEO-1 and EXCO-1 • Reviewed and received updates on succession plan of senior management
 <p>Fit and Proper Assessment</p>	<ul style="list-style-type: none"> • Reviewed the results of the annual Fit and Proper Assessment of Directors, senior officers, Shariah Committee members and other Material Risk Takers in the Group
 <p>Board Effectiveness Evaluation</p>	<ul style="list-style-type: none"> • Reviewed the results of the Board Effectiveness Evaluation (BEE) exercise for FY2021 and recommended the proposed Actionable Improvement Programme to the Board and the subsidiaries' boards for approval • Reviewed the training needs of the Directors • Received updates on the Actionable Improvement Programme relating to the BEE's findings for FY2021 • Reviewed the BEE questionnaire for FY2022
 <p>Remuneration</p>	<ul style="list-style-type: none"> • Reviewed and recommended the remuneration of NEDs in Maybank and its subsidiaries • Reviewed and recommended the total rewards (variable bonus and salary increment) for the Group • Reviewed performance rating and recommended total rewards for the GPCEO and Group EXCO members • Received updates on the holistic review undertaken on Maybank's Total Rewards Management in conjunction with the FY2021/2022 Total Rewards Exercise post mortem • Reviewed and approved the vesting of shares under the second ESGP Award • Reviewed and recommended the revision of performance measures for ESGP/Cash Settled ESGP Award • Reviewed Maybank Group Variable Pay Programmes: Long-Term and Short-Term Incentive Plan
 <p>Governance</p>	<ul style="list-style-type: none"> • Received updates on the following: <ul style="list-style-type: none"> (i) Malaysian Code on Corporate Governance 2021 (MCCG 2021); (ii) CG Monitor 2021; (iii) CG Strategic Priorities 2021-2023; (iv) Principles on Good Governance for Government Linked Investment Companies; and (v) Main Market Listing Requirements on Disclosure of Fit and Proper Policy on Appointment and Re-election of Directors of Listed Issuer and Subsidiaries • Reviewed Maybank subsidiaries' alignment with MCCG 2021 • Reviewed and approved amendments to the TOR of the NRC • Reviewed the implementation of Maybank Group's Handover Policy • Reviewed and recommended Maybank Group Policy on Reserved Matters • Reviewed questionnaires in relation to the Board's rating for the Balanced Scorecard of the GPCEO • Reviewed the list of Senior Management and Other Material Risk Takers for Maybank and its key subsidiaries for FY2021 • Received updates on Group Employee Engagement Survey • Reviewed Director's conflict of interest
 <p>Talent Management</p>	<ul style="list-style-type: none"> • Reviewed and recommended talent attraction and retention strategy for Group Technology

Corporate Governance Overview Statement

Board Appointment

The NRC plays a major role in the nomination and selection process of potential candidates for appointment to the Board of Maybank and its subsidiaries. The nomination and appointment of new Directors are guided by the policies and processes as set out below:

1. Policy on Fit and Proper Criteria for Appointment/Re-Appointment of Key Responsible Persons of Licensed Institutions in Maybank Group;
2. Policy on Nomination Process for Appointment of Chairman, Director and Chief Executive Officer of Licensed Institutions in Maybank Group (Policy on Nomination Process);
3. Policy on Tenure of Directorship;
4. Policy on Directors Independence; and
5. Policy on Board Gender Diversity.

Details of the above policies are provided in the CG Report.

The Policy on Nomination Process sets out a clear and transparent nomination and appointment process, as follows:

Stage 1 – Identification of candidates
Stage 2 – Engagement with candidates
Stage 3 – Deliberation by the NRC
Stage 4 – Recommendation to the Board

Succession Planning

The Board believes that effective succession planning mitigates the risks associated with the departure or absence of well-qualified and experienced individuals, and aims to ensure that the Board and senior management are always well-resourced with the right people in terms of skills and experience, in order to effectively and successfully deliver the Group's strategy.

As part of succession planning, the NRC has established a talent pool which comprises potential candidates to be considered for appointment as INEDs on the Board of Maybank and its subsidiaries. From time to time, the NRC procures the curricula vitae of prospective candidates discreetly from various internal and external sources (e.g. ICDM and Fide Forum) for its review and consideration. The NRC also reviews the Group's NED Talent Pool regularly, in order to ensure that the Board will always have a steady pool of talent for selection whenever there is a need to appoint new directors.

The Group's Policy on the Tenure of Directorships (Directors Tenure Policy) facilitates succession planning by providing the Board with the opportunity to consider and reassess its membership periodically. This is to ensure continuity in meeting its long-term goals and objectives and also to ensure that the knowledge, experience, and skills set of its Board members are well-suited to meet the demands of an ever-changing financial industry.

Fit and Proper (FAP)

All Directors must have the necessary qualities, competencies and experience that will allow them to perform their duties and carry out the responsibilities required of the position in the most effective manner. To assist the NRC in assessing and determining the fitness and propriety of Directors, the Board has established a Fit and Proper Policy (Maybank Group FAP Policy) which sets out the criteria for the FAP assessment and the process of re-election of Directors and selection of candidates for new appointment. The FAP assessment process covers the minimum fit and proper criteria as set out below:

(a) Probity, personal integrity and reputation

Values that can be demonstrated through personal qualities such as honesty, integrity, diligence, independence of mind and fairness.

(b) Competency and capability

Relevant skills, knowledge, experience and ability to understand the technical requirements of the business, the inherent risks and the management process required to perform the Director's role.

(c) Financial integrity

Ability to manage Director's own financial affairs properly and prudently.

Further details of the FAP assessment and criteria used for the said assessment are set out in the Maybank Group FAP Policy which is published on Maybank Group's corporate website at www.maybank.com

Independence

In addition to the above FAP criteria, independence assessments are also conducted on each INED based on the independence criteria set out in the following regulations/guidelines:

- (a) BNM CG Policy;
- (b) MCCG 2021; and
- (c) Listing Requirements.

To assist the NRC in evaluating the independence of INEDs, the Board has also established a Policy on Directors Independence (the Independence Policy) which sets out the Board's approach in determining directors' independence and assessing the independence of each INED.

Annual FAP and Independence Assessment

In line with BNM's FAP Guidelines as well as the Maybank Group FAP Policy, FAP and independence assessments on Maybank Directors are conducted annually as well as during the nomination and selection process for the appointment of new Directors, via the following processes:

- (i) Execution of Director's Self Declaration Form by individual Directors which includes:
 - Declaration of non-disqualification of Director in accordance with Section 59 of the Financial Services Act 2013;
 - Declaration of compliance with FAP Criteria pursuant to BNM and Maybank Group FAP Policy;
 - Declaration of compliance with independence criteria for Independent Directors pursuant to:
 - (a) Paragraph 11.7 of BNM CG Policy;
 - (b) Paragraph 1.01 of Listing Requirements; and
 - (c) Maybank Group Policy on Directors Independence.
 - Declaration of directorships outside of Maybank Group; and
 - Declaration of business interest/transactions with Maybank Group and shareholding in Maybank Group.
- (ii) Verification of Directors' financial standing via bankruptcy search and CCRIS Report.
- (iii) Verification of other directorships as well as litigation cases filed against Directors (if any) via CTOS search.
- (iv) Verification of no adverse reports in respect of ethical and professional conduct/public exposure/legal suits based on checks conducted via the internet search engine as well as online legal report, e.g. Malaysian Law Journal and screening by an external background screening and verification company.
- (v) Review of findings of the annual BEE exercise.

Based on the outcome of the FAP assessment conducted in FY2022, the NRC and the Board were satisfied that all Directors have met and fulfilled all the FAP and independence criteria set out in Maybank Group FAP Policy. Additionally, all the

Corporate Governance Overview Statement

INEDs had, during the FAP assessment, declared and affirmed their independence and ability to act in an independent and objective manner. Each INED also has an ongoing obligation to inform the Board of any circumstances which could impair his or her independence.

Board Effectiveness Evaluation (BEE)

The NRC assists the Board in reviewing its effectiveness, mix of skills and composition via the BEE exercise, which is conducted annually, and once every three years with the assistance of an independent international firm of consultants. Findings from the BEE are used to establish the Board's Skills Matrix, which is referred to by the Board and the NRC to support the Board's succession planning activities, including strengthening of its talent pool with the right mix of skills and diversity in terms of gender and ethnicity.

Since the Board had appointed an independent firm of consultants to conduct the BEE for FY2020, the BEE for FY2021 and FY2022 were conducted internally (with the assistance of Group Corporate Secretarial (GCS)) via online questionnaires to evaluate the effectiveness of the Board, the performance, personality and quality of individual directors (including the GPCEO who is also an ED) as well as the independence of INEDs. Taking into consideration M25+ and the updated Guidelines on the Conduct of Directors of Listed Corporations and their Subsidiaries issued by the SC in April 2021, the questionnaire was supplemented with assessments on conflict of interest, oversight on subsidiaries, ESG priority topics and trainings.

The overall results of the BEE conducted for FY2022 were positive with all evaluated areas rated as either "strong" or "satisfactory" reflecting strong performance by the Board and Board Committees.

Key strengths identified included the following:

- (i) **Positive Board Culture and Dynamics** – There were robust discussions and healthy debates, Board members are open minded and willing to voice their own opinions and to raise concerns, where needed;
- (ii) **Focus on Business Strategies** – The Board understands the Group's key risks and challenges, focused on change initiatives and strategic direction;
- (iii) **High Board Diversity** – Members' skills set, age, gender, nationality, race, knowledge and experience are sufficiently diverse;
- (iv) **Strong Board Commitment** – The Board demonstrated a high level of commitment to keep abreast of developments and activities. Board members work well together;
- (v) **Effective Board Committees** – Board Committees have provided strong support to the Board;
- (vi) **Effective Board Committee meetings** – Board and Board Committees meetings were effectively managed;
- (vii) **Effective Oversight Over Management** – The Board is supportive of the management and provided sufficient guidance and challenge to the management's proposals. Strong oversight in risk management, crisis management (especially during pandemic) and managing clients' expectations; and
- (viii) **Strong Leadership** – Good leadership and strong steer from the Board Chairman on expectations and outcomes.

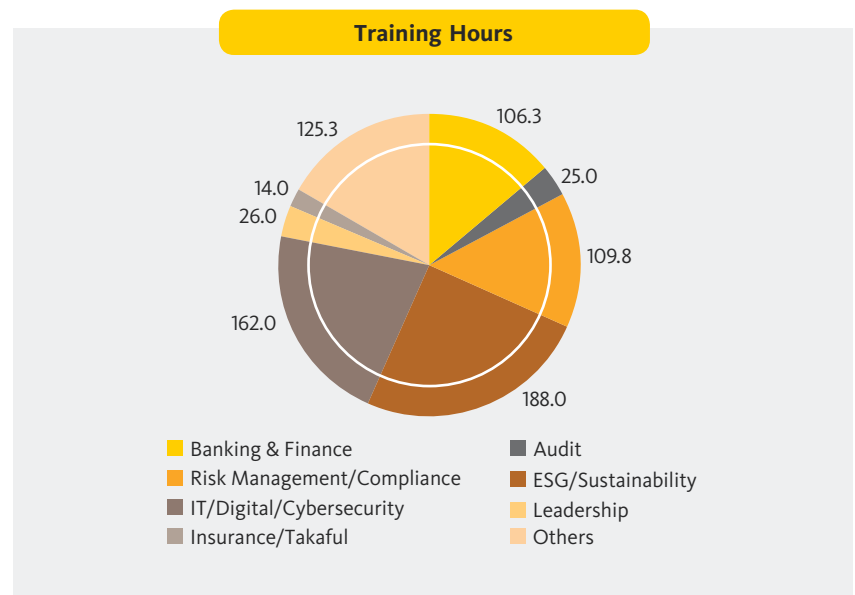
Pursuant to the results of the BEE for FY2022, Directors believe that certain areas should be further enhanced in the future. These include:

- (i) Placing greater focus on M25+ execution and operational challenges;
- (ii) Further enhancing the Board composition with skills set in technology/digital;
- (iii) Further enhancing the Group's communications strategy; and
- (iv) Curating trainings for Directors, to be in line with M25+ objectives.

Directors' Training

The Board acknowledges the importance of continuing education for Directors to ensure that they are well-equipped with the necessary skills and knowledge to perform their duties and meet the challenges facing the Board.

During FY2022, all the Board members attended various training programmes and workshops on issues relevant to the Group, among others on ESG/ Sustainability, Digital and Insurance and Takaful (training needs identified via BEE for FY2021), including a tailor-made Risk and Compliance workshop, recording a total of 756 training hours. The breakdown of training hours by topic is as per the pie chart.



A list of trainings attended by each Director during FY2022 can be found in Part B of the CG Report.

Based on feedback from Directors via BEE for FY2022, a more comprehensive training programme has been developed to enhance the Board's knowledge and skills to assist them in overseeing the Group's execution of M25+. The curated training programme include the following topics:

- (i) IT, cyber security, latest technological and digital developments;
- (ii) Sustainable financing, decarbonisation, carbon trading/exchange; and
- (iii) Risk management on topics and techniques.

Induction Programme

A comprehensive induction programme has been established to ease new Directors into their role and to assist them in understanding the Group's business strategy and operations. New Directors are required to attend the programme as soon as possible once they have been appointed. Typically undertaken within a period of two days, the programme includes intensive one-on-one sessions with the GPCEO and the Group EXCO members, wherein new Directors will be briefed and updated on the business operations, as well as challenges and issues faced by the Group.

Dato' Khairussaleh Ramli had participated in the induction programme when he took office as the GPCEO on 1 May 2022.

Directors' Remuneration

The NRC is authorised by the Board to develop and implement formal and transparent procedures in developing Maybank's remuneration policy for its Directors by ensuring that their compensation is competitive and consistent with industry standards. The NRC has established a remuneration framework for NEDs (NED Remuneration Framework) which is subject to periodic review.

Corporate Governance Overview Statement

The NRC assists the Board in reviewing its remuneration framework via the conduct of a Board Remuneration Review (BRR). The BRR is conducted annually, and once every three years with the assistance of an independent international firm of consultants. Since the Board appointed an independent firm of consultants to conduct the BRR for FY2020, the BRRs for FY2021 and FY2022 were conducted internally (with the assistance of GCS). The main objective of the internal BRR was to verify and refresh the data provided by the independent firm of consultants in FY2020, and to assess whether NEDs' remuneration is still competitive.

Pursuant to the BRR undertaken, the Board has decided to maintain the existing NED Remuneration Framework. Maybank's NED Remuneration Framework is as per below:

Fee Component	NED Remuneration per annum (RM)			
	Chairman	Vice Chairman	Member	Shareholders' Approval
Board Fee	610,000	440,000	295,000	Obtained at the 55 th AGM held on 7 April 2015
Board Committee Fee	75,000	-	45,000	Obtained at the 58 th AGM held on 12 April 2018

Details of the remuneration received by the Directors from Maybank in FY2022 were as follows:

	Salary (RM)	Bonus (RM)	Directors' Fees (RM)	Other Emoluments (RM)	Benefits-In-Kind (RM)	Total (RM)
Executive Director						
Dato' Khairussaleh Ramli ¹	1,840,000	4,140,000	-	1,226,319*	44,955	7,251,274
Tan Sri Abdul Farid Alias ²	1,000,000	-	-	7,930,058*	33,390	8,963,448
Non-Executive Directors						
Tan Sri Dato' Sri Zamzamairani Mohd Isa	-	-	685,000	564,000	95,633 [#]	1,344,633
Datuk R. Karunakaran	-	-	460,000	192,000	23,821 [#]	675,821
Mr Cheng Kee Check	-	-	430,000	240,000	1,087 [#]	671,087
Mr Edwin Gerungan	-	-	385,000	182,813	19,319 [#]	587,132
Dr Hasnita Dato' Hashim	-	-	491,694	268,000	5,589 [#]	765,283
Mr Anthony Brent Elam	-	-	415,286	170,705	1,087 [#]	587,078
Ms Che Zakiah Che Din	-	-	460,000	256,000	1,087 [#]	717,087
Puan Fauziah Hisham	-	-	460,000	244,000	19,237 [#]	723,237
Encik Shariffuddin Khalid	-	-	445,000	200,000	5,919 [#]	650,919
Dato' Idris Kechot ³	-	-	142,823	80,000	46,653 [#]	269,476
Dato' Zulkiflee Abbas Abdul Hamid	-	-	520,000	328,000	22,761 [#]	870,761
Ms Shirley Goh	-	-	440,040	260,000	4,162 [#]	704,202
TOTAL (for Non-Executive Directors)	-	-	5,334,843	2,985,518	246,355	8,566,716
GRAND TOTAL	2,840,000	4,140,000	5,334,843	12,141,895	324,700	24,781,438

* ED's other emoluments include ex-gratia, pension costs, allowances and reimbursements

[#] Benefits-in-kind for NEDs include monthly subscription of golf club membership and farewell gift. In addition, benefits-in-kind for Chairman include driver, car and fuel allowance

Note:

¹ Appointed as GPCEO and ED of Maybank on 1 May 2022

² Stepped down as GPCEO and ED of Maybank on 30 April 2022

³ Stepped down from Maybank Board on 14 May 2022

 The remuneration received by the Directors in FY2022 at Group level can be found in Note 44 on pages 137 to 139 of the Financial Statements


B. EFFECTIVE AUDIT AND RISK MANAGEMENT


Internal Controls and Risk Management

The Group has a comprehensive system of internal controls in place, designed to ensure that risks are mitigated and that the Group's objectives are attained. The Board recognises its responsibility to present a fair, balanced and understandable assessment of the Group's position and prospects. It is accountable for reviewing and approving the effectiveness of internal controls operated by the Group, including financial, operational and compliance controls, and risk management. The Board recognises its responsibility in respect of the Group's risk management processes and system of internal controls, and oversees the activities of the Group's external auditors and the Group's risk management function which have been delegated to the Audit, Risk and Compliance Committees. With increased adoption of technology capabilities and the concomitant risk of cyber threats, information security has been among the Group's key focus areas. Technology infrastructure and security controls continue to be strengthened as guided by Maybank Group Cyber and Technology Risk Management Frameworks, and BNM's Risk Management in Technology (RMiT) policy document.

Corporate Governance Overview Statement

Premised on the guiding principles of ESG risk management which are embedded in Maybank Group ESG Risk Management Framework, the Group periodically reviews and enhances its ESG practices by working with stakeholders to drive sustainable business activities. In enhancing our ESG practices, Maybank takes a proactive approach to incorporate ESG considerations into business processes in a meaningful way by developing ESG Risk Acceptance Criteria for high ESG risk industries.

 Details of the ESG Risk Management Framework can be found in the Sustainability Report which is available on www.maybank.com/ar

 The Group's risk governance structure and risk management approach are further discussed on pages 106 to 112. For details on the management and mitigation of each principal risk, see pages 36 to 37. Refer to page 97 for further details on the Audit, Risk and Compliance Committees' roles

C. INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

Approach to Investor Relations (IR)

The Board recognises the importance of maintaining a purposeful relationship with shareholders. In this regard, the Group has a comprehensive Investor Relations programme to enable existing and potential shareholders and investors to understand its activities, strategy and financial performance and sustainability initiatives through timely and accurate dissemination of information to the investing community. This is done with the intention of allowing all domestic and international shareholders and investors to make informed investment decisions about Maybank.

The GPCEO, the Group Chief Financial Officer and the Head of Group External Communications and Investor Relations meet regularly with the Company's existing and potential shareholders and investors to discuss the areas mentioned above and any of their other potential areas of interests. Arising from these discussions, the Board is kept updated on shareholders and investors' feedback and areas of interest. The Board has also adopted the Group's Corporate Disclosure Policies and Procedures (CDPP) to enhance transparency, accountability and facilitate disclosure of material information in a timely and accurate manner. The CDPP, which is available on Maybank Group's corporate website, also indicates other designated spokespersons who are available to speak publicly on behalf of the Group.

Investor Relations Engagements

Broader key engagement activities conducted in FY2022 to keep shareholders and investors informed on Maybank's material developments include the 62nd AGM and four quarterly results briefings with analysts while the public was engaged through press conferences held in conjunction with our half-yearly results announcements, AGM, update on M25+ and signing of agreements related to Merdeka 118. Meanwhile, tailored FY2022 engagements with institutional shareholders and investors include dedicated management meetings, themed investor briefings on Sustainability and M25+ as well as attendance in four conferences and non-deal roadshows, resulting in 149 analysts and fund managers from 96 companies met.

Further details on Maybank's communication channels and the types of investor engagements undertaken by Maybank are detailed in the CDPP. All investor presentations and press releases by Maybank for the above IR engagements are available on Maybank Group's corporate website at www.maybank.com/ir. Shareholders and investors can engage with the Group and provide feedback through the Investor Relations team, whose contact details are available on Maybank Group's corporate website.

General Meetings

The AGM is a primary platform for two-way interaction between shareholders and the Board with the support of its senior management. In view of the prolonged COVID-19 pandemic, the 62nd AGM held on 14 April 2022 was conducted virtually. The said event was broadcast live from Menara Maybank, Kuala Lumpur. The meeting was attended by 3,824 (61st AGM: 2,939) shareholders, through live streaming and online remote voting via the Remote Participation and Voting (RPV) facilities provided by the Bank's appointed poll administrator. To ensure a seamless meeting experience, the RPV service provider together with Group Technology conducted prior stress/performance tests on the virtual meeting platform. In addition, Maybank also conducted a few dry runs and emplaced a contingency plan to ensure the 62nd AGM could be convened as planned.

During the 62nd AGM, the Chairman and the GPCEO gave separate presentations to shareholders on various topics, including the Group's FY2021 financial and business performance, as well as an update on the Group's five-year M25 plan achievements. All the questions raised by the MSWG and shareholders prior to and during the meeting, as well as the Group's responses, were shared with shareholders during the virtual AGM (Q&As). Subsequent to the AGM, these Q&As were published on Maybank Group's corporate website at www.maybank.com.

The Notice of the 62nd AGM was dispatched to shareholders not less than 28 days before the AGM. At the AGM, voting on each resolution was undertaken through e-polling, with the results immediately announced and subsequently made available on Maybank Group's corporate website. The minutes of the 62nd AGM were published on Maybank Group's corporate website within 30 business days from the date of said general meeting.

Website

Maybank Group's corporate website provides a brief description of its history, current operations and strategy, as well as an archive of news and historical financial information on the Group and details of upcoming investor relations events.

Corporate Governance Priorities

The following matters were identified as key focus areas going forward, and will be addressed and/or implemented in FY2023 and beyond:



Additional Compliance Information


AUDIT AND NON-AUDIT FEES

A breakdown of fees for statutory audit and non-audit services incurred by Maybank and on a group basis for the financial year ended 31 December 2022 is set out under Note 43, on page 137 of the Financial Statements.

MATERIAL CONTRACTS

During the financial year, Maybank had entered into the following agreements with Permodalan Nasional Berhad (PNB):

1. Tenancy Agreement dated 12 September 2022 for the tenancy by Maybank of Level 6 and Levels 43 to 74 (inclusive) of Menara Merdeka 118; and
2. Lease Agreement dated 12 September 2022 for the leasing of Menara Maybank to PNB.

 Further details of the agreements and transactions can be found in the Company's announcement made to Bursa Malaysia on 12 September 2022 which is available on our website at www.maybank.com/ir

Save for the above, there were no other material contracts entered into by the Company and/or its subsidiaries involving the interest of the Directors and substantial shareholders, either still subsisting at the end of the financial year ended 31 December 2022 or entered into since the end of the previous financial year.


RECURRENT RELATED PARTY TRANSACTIONS OF REVENUE OR TRADING NATURE (RRPT)

The Company did not enter into nor seek mandate from its shareholders on any RRPT during the financial year ended 31 December 2022.

UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

(a) Capital and Fund Raising Exercises

During the financial year ended 31 December 2022, the Group issued and entered into, among others, commercial papers, medium term notes, term loan and extendible money market certificates, in domestic and foreign currencies and in conventional and Islamic structures, as part of its capital and fund raising exercises. The proceeds raised from these capital and fund raising exercises were used for working capital, general banking and other corporate purposes, and/or Shariah-compliant purposes, where applicable.

 Details of these commercial papers, medium term notes, term loan and extendible money market certificates are disclosed in Notes 25 and 30, on pages 110 and 123 to 126 respectively of the Financial Statements.

(b) Dividend Reinvestment Plan (DRP)

Net proceeds raised from the DRP (after deducting estimated expenses of the DRP) during the financial year ended 31 December 2022 were utilised for the purpose of funding the continuing growth and expansion of the Maybank Group.

Statement on Risk Management and Internal Control

Financial year ended 31 December 2022

This Statement on Risk Management and Internal Control has been prepared in line with paragraph 15.26(b) of Bursa Malaysia's Main Market Listing Requirements, which requires a listed issuer to ensure that its board of directors makes a statement in its annual report about the state of risk management and internal control of the listed issuer as a group. Accordingly, the Board of Directors of Maybank (the Board) is pleased to provide the following disclosure statement, which outlines key features of the Group's risk management system and internal control during the year under review.

BOARD RESPONSIBILITY

The Board affirms its overall responsibility for establishing a sound risk management and internal control system, as well as for reviewing its adequacy and effectiveness in identifying, assessing and responding to risks that may hinder the Group from achieving its objectives.

One of the vital roles of the Board is to establish the Group's risk appetite, which articulates the types and levels of risk that the Group is willing to accept in the pursuit of its business and strategic objectives. In this respect, the Board actively participates in the Group's strategic goals and plans, ensuring that the corresponding risks are adequately mitigated within the approved risk appetite. In view of the inherent limitations in any risk management and internal control system, the Board recognises that such a system can only provide reasonable, rather than absolute, assurance against material financial misstatement, fraud, or losses.

The Board plays a crucial role in establishing a strong risk management and internal control governance structure, which is critical in setting the tone and culture of effective risk management and internal control. To effectively carry out its risk and control oversight responsibilities, the Board has established the Risk Management Committee (RMC), the Compliance Committee of the Board (CCB), and the Audit Committee of the Board (ACB) to oversee matters relating to risk, compliance and controls, respectively. These Board committees update the Board periodically of their work, key deliberations and decisions on delegated matters.

MANAGEMENT RESPONSIBILITY

The Management is responsible for implementing all policies and procedures established by the Board in relation to risk and control. The role of the Management includes:

- Identifying and evaluating risks relevant to the Group's business, and the achievement of business objectives and strategies;
- Formulating relevant policies and procedures to manage these risks in accordance with the Group's strategic vision and overall risk appetite;
- Designing, implementing and monitoring the implementation of an effective risk management and internal control system;
- Implementing remedial actions to address compliance deficiencies as directed by the Board; and
- Reporting in a timely manner to the Board any changes to the risks or emerging risks and the corrective and mitigation actions taken.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

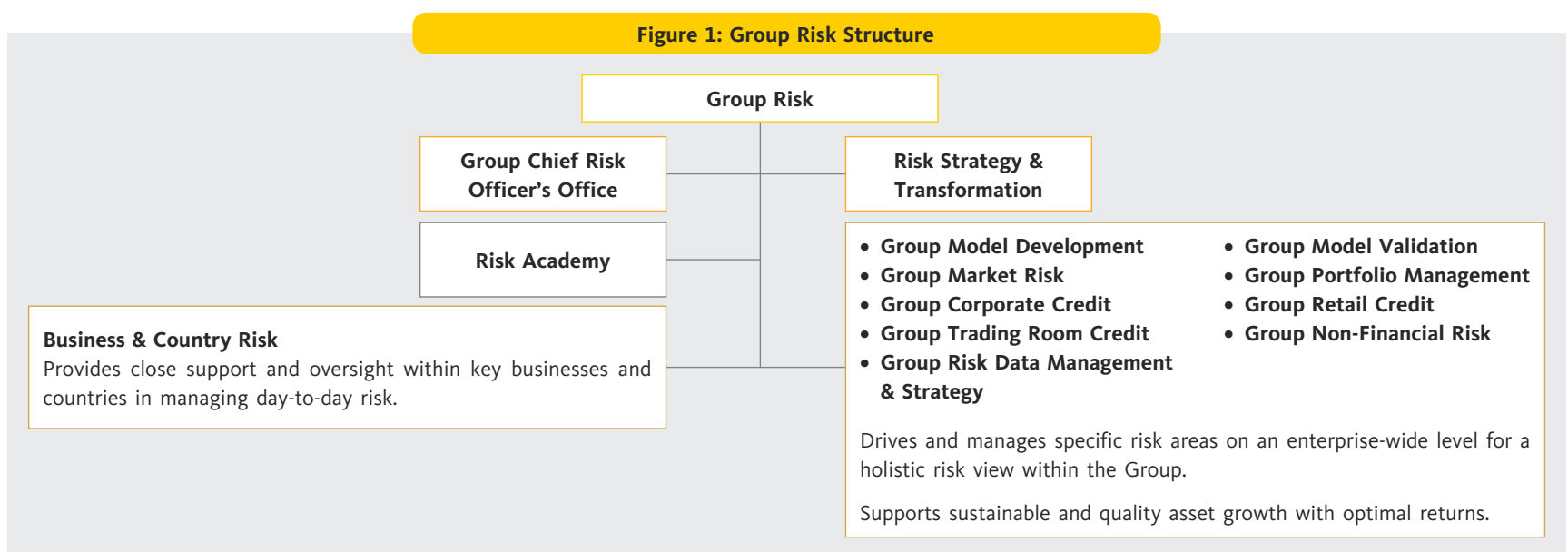
RISK MANAGEMENT

Overview

Group Risk provides oversight of risk management on an enterprise-wide level through the establishment of the Group's risk strategies, frameworks and policies, with independent assessment and monitoring of all risk challenges. In 2022, Group Risk continued to focus on value creation and supporting the Group in meeting its strategic and business objectives.

In the continuous pursuit to drive effectiveness, Risk Centres of Excellence (COEs) were created, building on the specialisation of risk professionals to provide value-added risk insights in support of business decision-making. The identified COEs set consistent standards in relation to risk policies, risk reporting and risk modelling; specialise in the management of specific risk areas within the Group; and manage all risks associated with our external environment and material matters strategically.

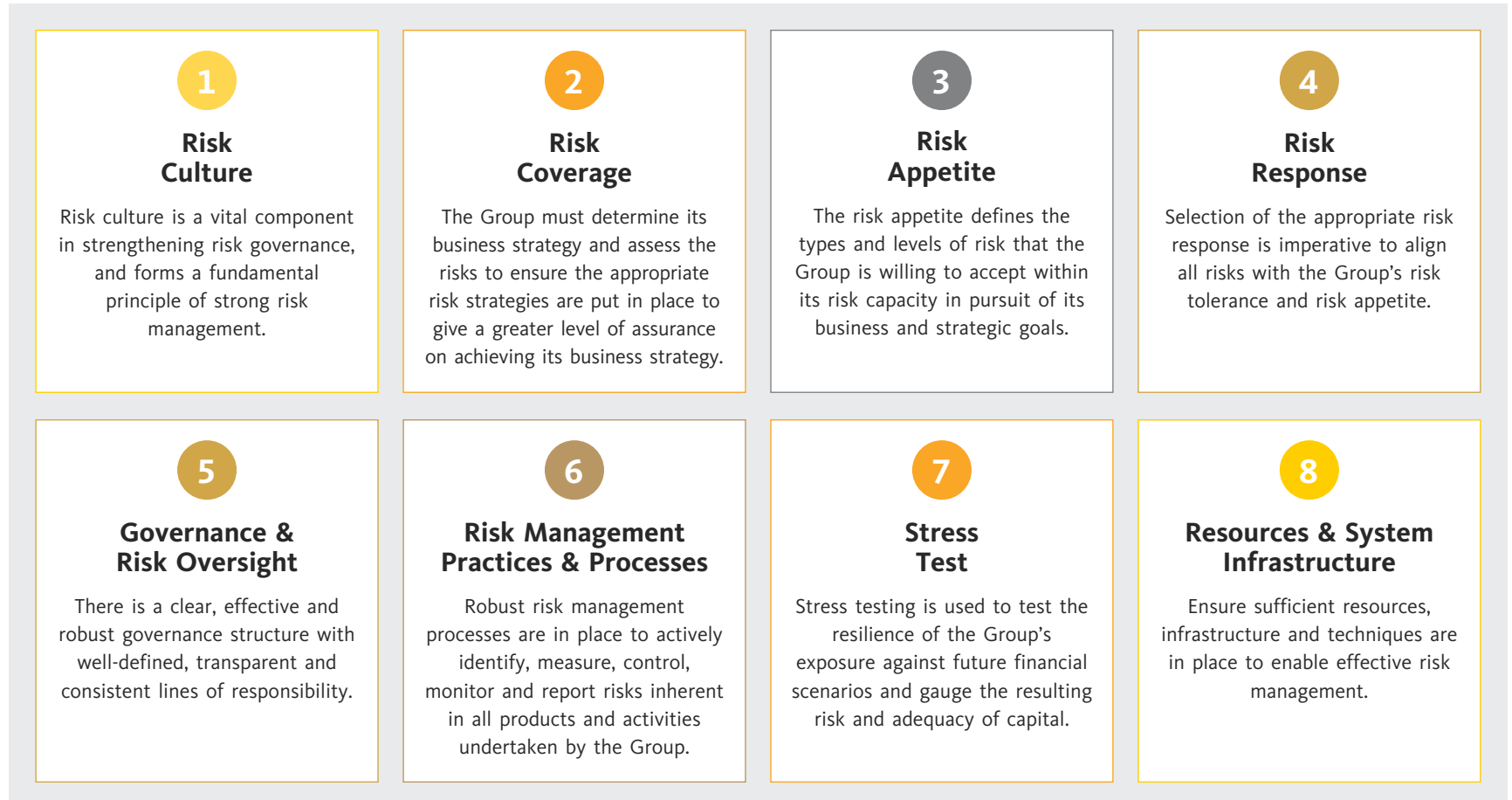
The key pillars of Group Risk functions are highlighted in Figure 1:



Statement on Risk Management and Internal Control

Risk Management Framework

Risk management has evolved into an important driver for strategic decisions in support of business strategies while balancing the appropriate levels of risk taken to the desired levels of returns. To complement this, Group Risk has developed the Maybank Group Enterprise Risk Management Framework to institutionalise vigilance and awareness of the most significant risks to the achievement of the Group's mission, namely Humanising Financial Services, by putting customers and the wider community at the heart of everything that the Group does. The framework is underpinned by a set of building blocks that serve as the foundation in driving a strong risk management culture, encompassing practices and processes:



Risk Appetite

The Group's risk appetite is an integral component of the Group's robust risk management framework and is driven by both top-down Board leadership and bottom-up involvement of Management at all levels. The risk appetite enables the Board and Senior Management to communicate and assess the types and levels of risk that the Group is willing to accept in pursuit of its business and strategic goals while taking into consideration the constraints under a stressed environment. The Group's risk appetite translates our risk capacity into risk limits and/or tolerances as guidance, which are then used to regularly measure and evaluate our risk profile.

The risk appetite is integrated into the strategic planning process, and remains dynamic and responsive to changing internal and external drivers such as market conditions, stakeholders' expectations and internal capabilities. In addition, the Group's annual budget is aligned with the risk appetite in ensuring that projected revenues arising from business transactions are consistent with the risk profiles established. The risk appetite also provides a consistent structure in understanding risk and is embedded in day-to-day business activities and decisions throughout the Group.

Figure 2: Principles of Risk Appetite



Statement on Risk Management and Internal Control

Risk Governance & Oversight

The governance model adopted by the Group provides a formalised, transparent and effective governance structure that promotes the active involvement of the Board and Senior Management in the risk management process to ensure a uniform view of risks across the Group.

Our governance model places accountability and ownership in ensuring appropriate levels of independence and segregation of duties between the three lines of defence. The management of risk takes place at different hierarchical levels and is emphasised through various levels of committees, business lines, control and reporting functions. The Group's overall risk governance structure is as illustrated in Figure 3:

Figure 3: Maybank Group Risk Governance Structure



Statement on Risk Management and Internal Control

Risk and Compliance Culture

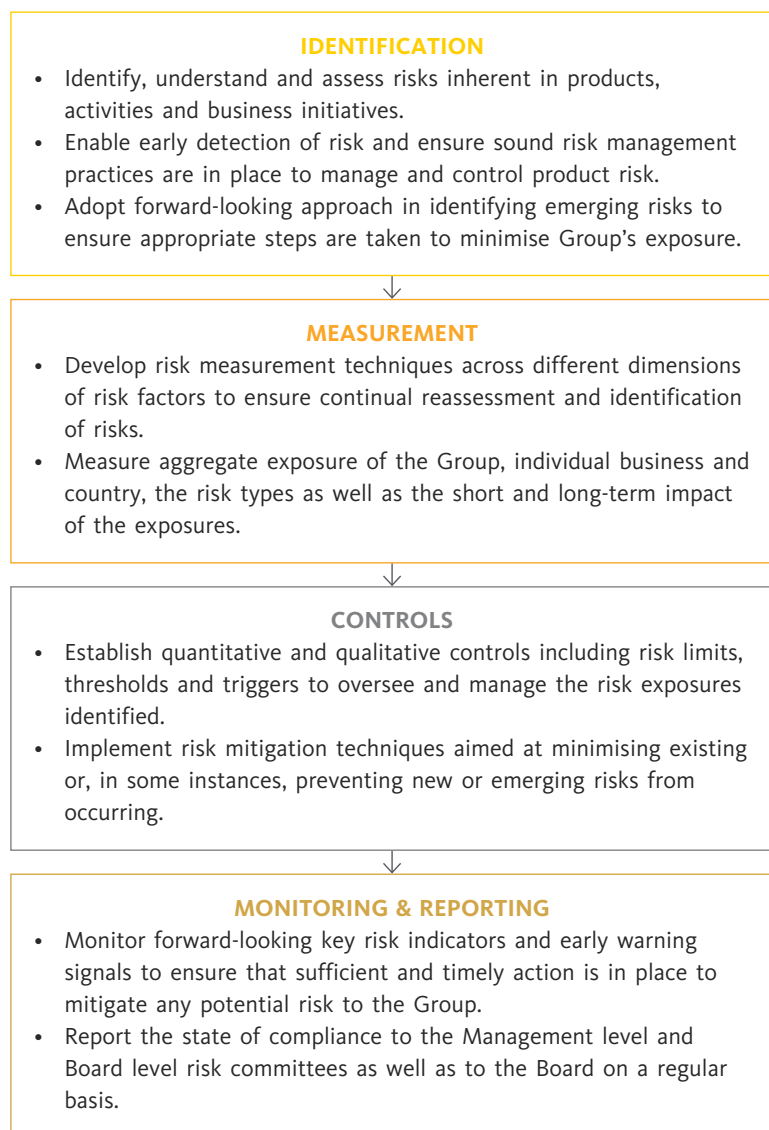
The risk and compliance culture is driven by a strong tone from the top. It serves as the foundation in which robust enterprise wide risk management structures and governance are built. This is to ingrain the expected values and principles of conduct that shape the behaviour and attitude of employees at all levels of business and activity across the Group.

Risk and compliance policies are clearly defined, consistently communicated and continuously reinforced throughout the Group to embed a robust culture that cultivates active identification, assessment and mitigation of risks. As part of the risk and compliance culture, the Board, Senior Management and employees of the Group are committed to adhering to the requirements of relevant laws, rules and regulations. This commitment is clearly demonstrated through the establishment and strengthening of policies, processes and controls in managing and preventing non-compliance.

Risk and compliance culture programmes are emplaced and driven by the Board and Senior Management encompassing, among others, value capsules, induction programmes, engagement sessions, e-learning and roadshows. An integrated assurance platform is also emplaced to provide a single collective view of risk controls, compliance and governance. This ensures that risk considerations are embraced by all employees in enhancing the customer experience, building trust and brand value of the Group for long-term sustainability of the organisation.

Risk Management Practices & Processes

The risk management practices and processes enable systematic identification, measurement, control, monitoring and reporting of risk exposures across the Group.



Compliance Framework

The Framework provides the key principles and guidelines for managing compliance risk within the Group. It serves as a guide for the Compliance function alongside the Board of Directors, Senior Management and all employees in all jurisdictions in understanding and managing compliance risk. It is adopted and implemented by operating entities across the Group.

The Framework outlines:

- The overarching principles for the management of compliance risk across the Group;
- The overall strategy in managing compliance risk to ensure uniformity in practices across the Group in meeting regulatory and legal obligations;
- The minimum expected standards for compliance risk management; and
- The roles and responsibilities of compliance risk management across the Group.

Shariah Governance Framework

Maybank Group's Shariah Governance Framework sets out the expectations for effective Shariah governance structures, processes and arrangements of all businesses and countries within the Group that execute Islamic business transactions. The Framework was established in accordance with Bank Negara Malaysia (BNM)'s Shariah Governance Policy Document. This is to ensure that all of the Group's Islamic operations and business activities are in accordance with Shariah principles as well as to provide comprehensive guidance to the Board, Shariah Committee and Management in discharging their duties in matters relating to Shariah.

The Shariah Governance Framework reflects the responsibilities of the Board, Management, Shariah Committee and Shariah control functions, namely Shariah Risk, Shariah Review and Shariah Audit, to ensure effective management of Shariah non-compliance risks. The end-to-end Shariah-compliant governance mechanism is carried out through three lines of defence that cater for both pre-execution and post-execution. The three lines of defence are as follows:

- 1st – Business & support units and Shariah Secretariat;
- 2nd – Shariah Risk and Shariah Review; and
- 3rd – Shariah Audit

Stress Testing

The Group's stress testing programme is embedded within the risk and capital management process and is also a key function of the business planning process. It serves as a forward-looking tool to facilitate the understanding of risk profiles under exceptional but plausible events and worst-case scenarios that may arise due to various economic, political and/or environmental factors, as well as to ascertain their impact on the Group and how they can be proactively managed.

The Group is building its climate risk stress testing capabilities. A Singapore country-level climate risk stress test has been conducted and submitted to the Monetary Authority of Singapore (MAS). The Group is now working on a prototype in preparation for the upcoming BNM climate risk stress test requirement in 2024. This will also help the Bank analyse how climate change could influence its business strategy and performance in coming years.


The current initiative of an integrated stress testing application enhances stress testing capabilities with on-demand generation of risk profiles under various scenarios.

Responsible Lending

Our long-term financial success depends on our ability to identify and address environmental, social and governance (ESG) risks to our business, as well as to identify opportunities for our businesses and our customers to grow sustainably. Premised on the guiding principles embedded in the Maybank Group ESG Risk Management Framework, we continuously review and enhance our ESG practices by working with our stakeholders to drive sustainable business activities.

Statement on Risk Management and Internal Control

To enhance our ESG practices, ESG considerations are incorporated into business processes through the development of position papers and ESG Risk Acceptance Criteria for high-ESG risk industries. Part of this process involves engagement with industry players and clients to promote understanding of ESG impacts and identify opportunities to integrate sustainability into clients' business practices. An ESG Screening Document, meanwhile, integrates ESG considerations into the deal evaluation process, allowing relationship managers, risk managers and/or decision makers to gauge the strength of clients' sustainability journey and/or initiatives. In addition, a Sustainable Product Framework was established to promote the development of sustainable financing solutions.

 Details of the ESG Risk Management Framework and the Sustainable Product Framework can be found in the Sustainability Report which is available on www.maybank.com/ar

Cyber and Technology Risk Management Frameworks

The Cyber Risk Management Framework has been established based on standards issued by the National Institute of Standards and Technology (NIST) and guidance issued by regulatory bodies, which emphasise the identification of risks, building resilience, detecting cyber threats and responding effectively to cyber-related events. The framework encompasses a cyber risk management strategy, a governance structure and risk management enablers. It complements the Technology Risk Management Framework, covering both business and technology drivers, focusing on the key layers of people, processes and technology.

The Technology Risk Management Framework sets out the standards for identifying the risks and required controls in the Group's technology-related functionalities and for implementing the recommended risk remedial actions. It standardises the technology operations environment, and ensures service availability to customers as well as business units.

Both frameworks are in place to ensure that our deliverables are aligned with the financial services industry's recommended practices and regulatory requirements. They have also been designed to be living documents, and to grow with the Group in the areas of cyber defence and technology development, application and system deliverables, management of outsourced service providers and awareness of cyber hygiene among our stakeholders.

INTERNAL CONTROL SYSTEM

Key elements of the internal control system established by the Board that provide effective governance and oversight of internal controls include:

- **Group Organisation Structure**

The Board has established an organisation structure with clearly defined lines of responsibility, authority limits and accountabilities, aligned with business and operations requirements to support the maintenance of a strong control environment.


- **Annual Business Plan and Budget**

The Board deliberates and approves the annual business plan and budget for the year. Performance achievements are reviewed monthly against targeted results, allowing time for the appropriate responses and required remedial actions to be taken. The Board regularly reviews reports from the Management on key operational statistics, as well as legal and regulatory matters. Any changes or amendments to the Group's policies are also tabled to the Board for approval.

- **Oversight by Audit Committee of the Board (ACB)**


The ACB has been established by the Board to assist in the execution of its governance and oversight responsibilities, as well as to ensure that there is a reliable and transparent financial reporting process within the Group. ACB's responsibilities include assessing the adequacy and effectiveness of the Group's governance, risk management and internal control systems through the Internal Audit (IA) function. The ACB has active oversight of the independence, scope of work and resources of the IA. The committee meets periodically to review audit and investigation reports prepared by IA, taking into consideration the

corresponding Group Internal Audit Committee (IAC)'s deliberation of the same report. Significant control lapses are escalated by the ACB to the Board for further deliberation, where necessary. As for unresolved audit findings, the ACB deliberates on them and ensures that Management undertakes the necessary remedial actions within the committed timeline.

 Details of the activities undertaken by the ACB are highlighted in the Audit Committee Report as set out on pages 113 to 115

- **Oversight by Risk Management Committee (RMC)**

The Board has delegated the risk oversight responsibility to the RMC. The committee is responsible for formulating policies and frameworks to identify, measure, monitor, manage and control material risk components impacting the Group's businesses. The effectiveness of the risk management system is monitored and evaluated by the Group Risk (GR) function on an ongoing basis.

 Further information on the roles, responsibilities and specific duties of the RMC can be found in Section B of the Corporate Governance Report (CG Report) which is available on Maybank Group's corporate website at www.maybank.com


- **Oversight by Compliance Committee of the Board (CCB)**

The Board is assisted by the CCB in the oversight of compliance risk. The overall objective of the CCB is to ensure that compliance risk management is given the needed attention at the highest level for the effective management of regulatory compliance to support business growth in line with the Group's aspirations and risk appetite. The role of the CCB, among others, is to review and assess the adequacy of infrastructure, resources and systems to manage compliance risk across the Group and recommend improvements to ensure effectiveness of the compliance framework.

 Further information on the roles and responsibilities of the CCB can be found in Section B of the Corporate Governance Report (CG Report) which is available on Maybank's corporate website at www.maybank.com

- **Other Board Committees**

Other Board committees have been set up to assist the Board in executing its overall governance responsibilities and oversight function. They are the Credit Review Committee, Board Sustainability Committee, and Nomination and Remuneration Committee. These committees are authorised 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 can be found in Section B of the Corporate Governance Report (CG Report) which is available on Maybank's corporate website at www.maybank.com

- **Executive Level Management Committees**

The Management has established various Executive Level Management Committees (ELCs) to assist and support the Board committees in overseeing core areas of business operations and controls. These ELCs include the Group Executive Committee, Group Client Onboarding and Review Committee, Group Management Credit Committee, Group Executive Risk Committee, Group Asset and Liability Management Committee, EXCO Sustainability Committee, Group Non-Financial Risk Committee, Group Impairment Review Committee, Group Procurement and Property Committee, Group IT Steering Committee, Group Transformation Steering Committee, Group Internal Audit Committee, Group Staff Committee and Whistleblowing Governance Committee (chaired by an Independent Non-Executive Director).

- **Management of Information Assets**

Confidentiality, integrity and availability of information are critical to the Group's day-to-day operations and to facilitating Management's decision-making. The Group Information Risk Management Guidelines outline the guiding principles for effective management of information assets. All information must be properly managed, controlled and protected as guided by these information handling rules, which are also within the Maybank Group Cyber and Technology Risk Management Frameworks, and BNM's Risk Management in Technology (RMiT) policy document.

Statement on Risk Management and Internal Control

With increased adoption of technology capabilities and the concomitant risk of cyber threats, information security has been among our key focus areas. Technology controls are applied at various stages of the information cycle. Among the controls is Data Loss Protection to prevent data loss or theft.

Technology infrastructure and security controls continue to be strengthened and monitored as Maybank embraces mobile work arrangements following the COVID-19 pandemic outbreak. A clear desk policy is reinforced in the primary, alternative or mobile work arrangement site(s) to protect confidential and proprietary information.


- **Sustainability Management**

Premised on the mission of Humanising Financial Services, the Maybank Group Sustainability Framework serves as the overarching document outlining the sustainability mission, principles, goals, targets, governance and approach to all our activities. It is supported by other Group policies and procedures that reflect specific aspects of sustainability that are aligned with the Group's core values. The Framework details the six key principles and four commitments which are entwined with Maybank's M25+ strategy.

As one of the five strategic thrusts of the Group, the sustainability strategy is underpinned by three key pillars: Responsible Transition; Enabling Our Communities; and Our House is in Order and We Walk the Talk. This involves:

- (1) Enabling the transition to a low-carbon economy and balancing environmental and social imperatives with stakeholders' expectations;
- (2) Building community resilience across ASEAN and undertaking responsive action to promote economic development and social well-being; and
- (3) Leading by example with good management practices and ensuring that Maybank's ESG strategy is based on a strong foundation.

To ensure sound governance on sustainability, the EXCO Sustainability Committee – which is chaired by the Group President & CEO - is responsible for steering, coordinating and ensuring the effective implementation of the Group's Sustainability Agenda. Concurrently, the Board Sustainability Committee, chaired by our Group Chairman, oversees the Group's overall strategy on sustainability and reviews the effectiveness of the strategies and practices in place.

 Further information can be found in the Sustainability Report which is available on www.maybank.com/ar

- **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 applicable laws and regulations. Risk frameworks, policies and procedures are applicable across the Group, including all subsidiaries and overseas branches which are required to adopt the principles prescribed by the Group while complying with local requirements. To ensure the consistent adoption of the Group's standards, Group Risk has oversight of their adoption and customisation across the Group.

- **Procurement Manual and Non-Credit Discretionary Power**

The Group Procurement Manual is designed to streamline the functions of procurement within the Group. It serves as a standard guideline for good management practices expected in the procurement process and procedures. The authority to approve any request for budgeted or unbudgeted expenditure conforms to the applicable approval authority policies, i.e. the Non-Credit Discretionary Power (NCDP), Delegation of Authority (DOA) or equivalent. The NCDP defines the authority limits approved by the Board for procurement activities, acquisition and disposal of assets, operational write-offs, donations, as well as approval of general and operational expenses.

- **Standard Practice Instruction**

Policies and procedures are in place to ensure compliance with internal controls and the prescribed laws and regulations. These policies and procedures are set out in the Group's Standard Practice Instructions (SPIs) and are updated from time to time in accordance with changes to the business environment or regulatory guidelines. These SPIs are published on the communication portal, which is made available to all employees.

- **Maybank Group People Policies**

The Maybank Group People Policies (MGPP) outline the philosophy and principles for people management and development in line with the Group's mission of Humanising Financial Services. MGPP consists of a set of policies and guidelines that covers all aspects of human resources management, including safeguards against business human rights violations, the prevention of any form of harassment, talent acquisition and development, performance and consequence management, and code of conduct for the cessation of employment. A Disciplinary Policy has also been established to ensure disciplinary matters are dealt with fairly and consistently, according to prevailing labour laws and employment regulations.

Maybank's meaningful and progressive people practices, such as the Flexible Working Arrangements (FWA) introduced in 2013, enabled our successful pivot to operate effectively during the pandemic. The recently introduced Mobile Work Arrangement (MWA), formalising our remote working policy, means we now have a mobile workforce of over 4,500 employees across all levels and functions. Enabling employees to be mobile is essential as we build organisational resilience and enhance productivity, in addition to recognising the diverse needs of our employees.

The policy encompasses a bilateral agreement between Maybank and our employees that empowers the latter to work from home, on site or at permanent alternate locations. Employees under the MWA are assigned an agreed Management Model which includes agreed expectations and outcomes, minimum weekly scheduled physical/virtual check-ins and performance updates reflected in the myHR2u Conversation Log.

- **Core Values and Code of Ethics and Conduct**

The Group's Core Values, TIGER (Teamwork, Integrity, Growth, Excellence and Efficiency, Relationship Building), are the essential guiding principles to drive behavioural ethics while fulfilling our collective responsibility to serve our mission of Humanising Financial Services. It is further complemented by the Code of Ethics and Conduct which sets out sound principles and standards of good practice to be observed by all employees.

- **Fraud Management**

The Group instils a culture of vigilance among employees in handling and combating fraud as well as deterring future occurrences. Robust and comprehensive tools/ infrastructure and programmes are emplaced to ensure risks resulting from fraud are identified, escalated/reported and managed in a decisive and timely manner. Stern disciplinary action is taken against employees involved in fraud.

- **Reputational Risk Management**

The Group adopts a holistic approach, supported by sound governance, to create awareness of and manage our reputational risk and its consequences. Protecting our reputation is paramount to operating as an institution that provides financial services. Upholding trust and creating a better customer experience and security are vital parts of our obligations as a financial institution. Hence, the Group has a policy with roles and responsibilities of key stakeholders with regard to processes, such as monitoring social media sentiment, to facilitate effective reputational risk management and monitor risk exposures within our risk appetite.

Statement on Risk Management and Internal Control

- **Whistleblowing**

Maybank is committed to the highest standard of ethics and integrity in its conduct of business and operations. Maybank Group Whistleblowing Policy encapsulates the governance and standards required to promote an ethical, responsible and secure whistleblowing practice in Maybank, in line with BNM's Corporate Governance Policy. The Whistleblowing Policy provides a proper and secured avenue for employees and members of the public to report any knowledge of improper conduct without fear of any adverse consequences.

Access to whistleblowing information is governed with the strictest confidentiality under the oversight of a committee chaired by an Independent Non-Executive Director.

- **Anti-Bribery and Corruption**


Maybank adopts a zero-tolerance approach against all forms of bribery and corruption in carrying out its daily operations. Maybank complies with the Malaysian Anti-Corruption Commission Act 2009, as well as other laws and regulations in the countries where it operates. The Maybank Group Anti-Bribery & Corruption Policy and Procedures set out the guiding principles for Maybank to address and manage bribery and corruption risks in all its dealings.

- **Financial Crime Compliance**

Maybank is committed to fighting financial crime and ensuring compliance with the relevant laws and regulations. Financial crime risks are managed to protect Maybank's integrity and reputation. The Group has established comprehensive controls to anticipate, prevent, detect and respond to money laundering, terrorist financing and sanctions risks.

- **Independent Assurance by Internal Audit (IA)**

The Board established the IA function to provide independent assurance on the adequacy and effectiveness of risk management, control, anti-corruption, whistleblowing and governance processes. The IA function is independent of the activities and operations of other operating units within the Group. It is led by the Group Chief Audit Executive, who reports functionally to the ACB and administratively to the Group President & Chief Executive Officer (GPCEO). IA processes and activities are guided by the Audit Charter and governed by relevant regulatory guidelines, the Group's Code of Ethics and mandatory guidance established under the International Professional Practices Framework by The Institute of Internal Auditors (The IIA).

 More detailed description of the Internal Audit function is highlighted in the Audit Committee Report on pages 115 to 116

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

This Statement has been reviewed by external auditors in pursuance of paragraph 15.23 of the Listing Requirements for inclusion in the Annual Report of the Group for the financial year ended 31 December 2022. The limited assurance review was conducted in accordance with Audit and Assurance Practice Guide 3 (AAPG3) issued by the Malaysian Institute of Accountants. The AAPG3 does not require external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

Based on the limited assurance procedures performed and evidence obtained, the external auditors have reported to the Board that nothing has come to their attention that causes them to believe that this Statement intended to be included in the Annual Report is not prepared, in all material respects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers; nor is the Statement factually inaccurate.

CONCLUSION

The GPCEO and Group Chief Financial Officer (GCFO) have provided their reasonable assurance to the Board that the Group's risk management and internal control system is operating adequately and effectively in all material aspects, based on the risk management and internal control system of the Group.

As for the material associated companies, an associate is an entity over which the Group and the Bank have significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but it is not control or joint control over those policies.

After 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 is operating adequately and effectively to safeguard the interests of the Group's shareholders and assets. The Board is also satisfied that the Group has put in place an ongoing process to identify, evaluate, monitor, manage and respond to significant risks faced in achieving its business and strategic objectives amid the dynamic and challenging business environment and increasing regulatory scrutiny, particularly in these times of uncertainty and crisis. This process has been in place for the entire financial year under review up until the date of approval of the Statement for inclusion in the Annual Report.

Audit Committee Report

COMPOSITION


The Audit Committee of the Board (ACB) comprises the following Independent Non-Executive Directors:

1. **SHIRLEY GOH** – Chairman
2. **SHARIFFUDDIN KHALID**
3. **CHE ZAKIAH CHE DIN**
4. **DATO' ZULKIFLEE ABBAS ABDUL HAMID**
5. **DR. HASNITA DATO' HASHIM**

This is in line with the Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Malaysia), which prescribes that the ACB must consist of at least three members with the Chairman and a majority of the members being independent non-executive directors. In addition, the current ACB comprises solely of Independent Directors of Maybank, which is in accordance with the Step Up Practice of the Malaysian Code of Corporate Governance issued by the Securities Commission Malaysia.

Following a review of the term of office and performance of the ACB during the 2022 Annual Board Committee Effectiveness Evaluation, the Board was satisfied that the ACB had discharged its functions in accordance with its Terms of Reference.

The financial year ended 31 December 2022 (FY2022) saw several changes to the composition of ACB. Shirley Goh, who joined the Board of Maybank in FY2021, was appointed as a new member of the ACB on 19 January 2022. Thereafter, she took over as Chairman of the ACB from Shariffuddin Khalid with effect from 1 July 2022. Shariffuddin Khalid was since re-designated as a member of the ACB. Shirley Goh is a member of The Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA). Dato' Idris Kechot stepped down as a member of the ACB on 14 May 2022, following the completion of his tenure as a Director of Maybank.

 The duties and responsibilities of the ACB are set out in its Terms of Reference which is published on Maybank's corporate website at www.maybank.com

ACTIVITIES OF ACB FOR FINANCIAL YEAR ENDED 31 DECEMBER 2022

MEETINGS HELD AND ATTENDED

A total of 17 meetings were held during FY2022, details of which are set out below:

Name of Committee Member	Number of meetings held and attended during FY2022
Shirley Goh	17/17
Shariffuddin Khalid	17/17
Che Zakiah Che Din	17/17
Dato' Zulkiflee Abbas Abdul Hamid	17/17
Dr. Hasnita Dato' Hashim	16/17
Dato' Idris Kechot	8/8

The Group Chief Audit Executive (GCAE) and members of the Group Audit Leadership Team (GALT) attended these meetings to present the internal audit and investigation reports. The Group Chief Operations Officer (GCOO), who took over as Chairman of the Group Internal Audit Committee (IAC) from the Group Chief Financial Officer (GCFO) in September 2022, represented the Management in the ACB to provide assurance and commitment on the prompt resolution of audit issues and areas of concern highlighted by Internal Audit (IA). In addition, Management representatives of the respective audit reports were also invited to the meetings, where required, to provide explanation to the ACB, on specific topics or issues as well as commitment to rectify IA findings arising from the relevant reports.

As for the statutory audit, the external auditors were invited to the ACB meetings to discuss their Audit Planning Memorandum (APM), results and issues arising from their audit including Key Audit Matters and updates on Management's responses and action plans on issues highlighted in their report. Together with the Group President & Chief Executive Officer (GPCEO) and GCFO, the external auditors also attended ACB meetings where the quarterly and half-yearly unaudited financial reports and the annual audited financial statements of the Bank and the Maybank Group were reviewed and discussed. An annual assessment of the external auditors' performance including their suitability and independence, was performed in accordance with the Framework on Appointment of External Statutory Auditors for Provision of Statutory Audit and Non-audit Services (Framework) adopted since December 2011; and recommendation for their reappointment was then made to the Board.

During FY2022, ACB held three private sessions with the external auditors and one with IA without Management's presence, to discuss any matters the auditors may wish to raise and to ensure that the auditors are able to carry out their works without any restrictions.

In FY2022, the ACB carried out the following activities in the discharge of its duties and functions:

INTERNAL AUDIT

1. Reviewed and approved the Annual Audit Plan for FY2022 (AAP2022) to ensure the scope and coverage were sufficiently comprehensive and IA resources at all levels were adequate to execute the plan. ACB also took cognisance of IA's annual operating budget requirement as presented in the AAP2022, and tabled it as part of the Group Budget for the Board's approval.
2. Reviewed and approved the quarterly updates and revisions of AAP2022 to ensure its agility, in consideration of emerging risks arising primarily from changes in work arrangements and the challenging business environment as well as in response to requests from the regulators, ACB and Management.
3. Deliberated IA's audit approach in view of relaxed movement restrictions in FY2022. During the year, Group Audit continued to perform audits remotely while onsite reviews were conducted where required. This was to ensure continued audit assurance and the safety of staff at all times.
4. Assessed and approved FY2021 performance and rewards for the GCAE and IA staff, considering IA's overall achievement for the year in accordance with the matrix approved by the Board.
5. Deliberated and approved the FY2022 Balanced Scorecard (BSC) for the GCAE, taking into consideration the relevance and importance of key performance indicators set for the year.
6. Reviewed the monthly Group Audit Dashboard outlining the completion of planned audits as per the approved AAP2022 and their respective ratings, as well as IA staff strength, participation of IA in the Group's projects and any fraud cases reported to Group Audit. Subsequently, this Dashboard was tabled to the Board for information.
7. Deliberated the audit and investigation reports as well as Management's action plans implemented to remediate or enhance controls to further strengthen the internal control system. Pertinent discussion points by the ACB were also cascaded to the Management via the Group IAC for their attention and action. Where required, the Chairman of Group IAC was advised to escalate the control lapses and recommendations to the Group EXCO for deliberation and monitoring.
8. Informed and updated the Board on the audits and investigations conducted by Group Audit via the ACB Chairman's Report.
9. Reviewed the monthly audit finding status reports and deliberated on the corrective actions and timelines taken by Management to ensure prompt resolution of the control lapses highlighted.
10. Reviewed and approved any Management's requests on audit finding rectification timeline extension, taking into consideration the justifications provided.

Audit Committee Report

11. Reviewed and noted the minutes of meetings for the following:
 - a. Group IAC and IAC Singapore (Maybank Branch Singapore), for an overview of the deliberations and remedial actions taken by Management on the control lapses raised by IA; and
 - b. ACBs at the subsidiaries in Malaysia and in the region. The ACB also deliberated the key concerns discussed at these ACBs and, where deemed necessary, sought clarification and additional information from the ACBs of the respective subsidiaries to ensure appropriate actions have been taken.
12. Deliberated the Internal Quality Assurance Review Report prepared by Group Audit to ensure continuous conformance with the International Standards promulgated by The Institute of Internal Auditors (The IIA).
13. Reviewed and approved the appointment of an independent external reviewer to conduct a Quality Assurance Review (QAR) of the Group's IA function to assess Group Audit's conformance with the International Standards promulgated by The IIA. The QAR report was tabled to the ACB in November 2022, concluding that Group Audit's current practices conformed with the IIA Standards.
14. Deliberated the Audit Lab Learning Intervention report outlining, amongst others, the IA Learning and Development Blueprint as well as Learning Needs Analysis and Focus, with the aim of developing and sustaining a high-performing IA team.
15. Deliberated the digital audit initiatives such as the development of audit analytics as Continuous Auditing (CA) for continuous assurance and enhancement of audit digitalisation via the Audit Management System.
16. Deliberated the Group Audit's FY2022 Succession Planning to gain insights into the availability and readiness of competent leaders to succeed a critical role should it become vacant.
17. Approved the revised Audit Rating Nomenclature for Disaster Recovery (DR) exercises to ensure consistency and uphold the highest standards in DR capabilities.

ANNUAL REPORT

18. Reviewed the entire FY2021 Corporate Annual Report book and endorsed it for integrated reporting to the Board.
19. Reviewed and endorsed the Statement on Risk Management and Internal Control (SORMIC) for Board's approval and disclosure in the FY2021 Annual Report.
20. Reviewed and approved the Audit Committee Report (ACR) for incorporation in the FY2021 Annual Report.
21. Reviewed and endorsed the Corporate Governance Overview Statement and Report for Board's approval and inclusion in the FY2021 Annual Report.

FINANCIAL REPORTING

22. Reviewed the quarterly unaudited financial results and the annual audited financial statements of the Bank and Maybank Group as well as the accompanying Directors' Report, to ensure that they have been prepared in accordance with Malaysian Financial Reporting Standards (MFRS), International Financial Reporting Standards (IFRS) and requirements of the Companies Act 2016 in Malaysia, before recommending the financial statements to the Board for approval.
23. In reviewing the financial results and financial statements of the Group, the ACB discussed and made enquiries on, among others:
 - a. Changes in accounting policies including implementation of major new accounting standards;
 - b. Significant matters highlighted, including significant judgements, estimates and assumptions made by Management, significant and unusual events or transactions during the year and how these matters were addressed; and
 - c. Impact of COVID-19 pandemic to the financial reporting processes.

EXTERNAL AUDIT

24. Reviewed with the external auditors:
 - a. The APM focusing on the scope of work for the year which included the audit strategy and approach for FY2022, new areas of audit emphasis arising from emerging events and recent developments in accounting standards and laws and regulations, multi-location audit scoping, audit timelines, significant audit areas that may give rise to key audit matters ("KAM") and also the proposed statutory audit fees which was subsequently recommended for the Board's approval;
 - b. The results of the audits, significant audit and accounting matters identified including those pertaining to COVID-19 impact and relief assistance; and
 - c. Management Letters points together with Management's responses or comments.
25. Reviewed the external auditors' performance, including their suitability and independence in accordance with the Group's Framework, which is in line with BNM's Policy document on External Auditor. The following procedures were carried out, taking into consideration the external auditors' Annual Transparency Report which encompassed their firm-level statistics and insights on the legal and governance structure, measures taken by the audit firm to uphold audit quality and manage risks as well as information on the audit firm's audit quality indicators:
 - a. Review the professional conduct of the external auditors by considering information available from public or independent sources. The review is carried out to ensure:
 - i. The appointed external auditors are registered auditors of public interest entity with the Audit Oversight Board;
 - ii. The appointed external auditors and key members of the audit engagement team involved in making key decisions on significant matters with respect to the audit of the financial statements (key members of the audit engagement team) have not been convicted of any offence under the FSA 2013, the IFSA 2013 or the Companies Act 2016, or any written law involving fraud or dishonesty; and
 - iii. The engagement partner and key members of the audit engagement team shall not have any record of disciplinary actions taken against them for unprofessional conduct by any professional associations and/or regulatory bodies.
 - b. Assess the external auditors' knowledge, capacity and audit experience by reviewing the following:
 - i. Curriculum vitae of the engagement partner and concurring partner;
 - ii. List of public interest entities audited by the engagement partner and the concurring partner in the last two years prior to the date of statutory declaration;
 - iii. Years of experience of the engagement partner and key members of the audit engagement team in auditing financial institutions; and
 - iv. Man-days spent by the engagement partner and the concurring partner in the previous audit.
 - c. Assess the external auditors' performance by reviewing the quality of previous audit or work done by the external auditors and their level of engagement with the ACB. The assessment found that the external auditors had participated actively in discussions with the ACB, as demonstrated below:
 - i. The external auditors updated the ACB with the results of the audit findings in their report for FY2021 on 28 January 2022;
 - ii. The Memorandum of Recommendations arising from the audit of the financial statements for FY2021 was tabled to the ACB by the external auditors on 28 July 2022;

Audit Committee Report

- iii. On 28 July 2022, the external auditors presented to the ACB their report for the limited review of the Bank's Unaudited Profit after Taxation and Zakat for the six-month period ended 30 June 2022;
 - iv. The external auditors presented the APM with regard to the audit of the financial statements for FY2022 to the ACB on 28 October 2022; and
 - v. The ACB held three meetings with the external auditors on 28 January 2022, 28 July 2022 and 28 October 2022 without Management's presence to allow the external auditors to raise concerns, if any, and discuss relevant issues and obtain feedback for improvements.
- d. Assess the external auditors' performance and timeliness of service deliverables. The external auditors were able to complete the audit engagements for the Bank and Maybank Group within the timelines set, as demonstrated below:
- i. The audited financial statements as at 31 December 2021 were signed off by the external auditors on 24 February 2022;
 - ii. The report on limited review for the financial period ended 30 June 2022 was signed off by the external auditors on 28 July 2022; and
 - iii. No past audit lapses by the external auditors were observed in previous assurance engagements.
- e. Assess the independence and objectivity of the external auditors by reviewing the following:
- i. List of non-audit services provided by the external auditors of the Bank and Maybank Group;
 - ii. List of non-audit services rendered by the engagement partner and the concurring partner in the last two years;
 - iii. Value-added audit findings raised by the external auditors in the recent audit of the financial statements of the Bank and Maybank Group;
 - iv. Confirmation by the external auditors and all members of the engagement team of their independence in accordance with the By-Laws on Professional Ethics, Conduct and Practice of the Malaysian Institute of Accountants and the International Ethics Standards Board for Accountant's Code of Ethics for Professional Accountants (IESBA code);
 - v. Statutory declaration by the engagement partner and key members of the audit engagement team, confirming that they have no relationship with, or interest in shares of, the Bank and Maybank Group; and
 - vi. Existing engagement partner has not served the Bank or Maybank Group for a continuous period of more than five years.
26. Reviewed and approved the appointment of the external auditors for the provision of non-audit services to the Bank and Maybank Group, considering the following qualitative and quantitative criteria:
- a. The professionalism, expertise, adequacy of knowledge and relevant experience of the engagement team members;
 - b. Conflicts of interest that could arise, and the scope and proposed fees for the non-audit services to be performed by the external auditors will not threaten their independence; and
 - c. The fees quoted by the external auditors for non-audit services were competitive and commensurated with the scope of such non-audit services.

RELATED PARTY TRANSACTION (RPT)

27. Reviewed RPTs and ensure that they are in compliance with Maybank Group's procedures in identifying, monitoring, reporting and reviewing related party transactions, in line with the Group's RPT Policy.
28. On a quarterly basis, reviewed related party disclosures in compliance with MFRS 124 Related Party Disclosures, Main Market Listing Requirements of Bursa Malaysia (MMLR), Companies Act, 2016 and Maybank Group's guidelines.
29. During the year, the ACB reviewed a proposed RPT involving the interest of a major shareholder, i.e. Permodalan Nasional Berhad (PNB). In this regard, Maybank had proposed to enter into agreements relating to: (i) a Tenancy Agreement for the tenancy by Maybank of Level 6 and Levels 43 to 74 (inclusive) of the Office Tower known as Menara Merdeka 118; and (ii) a Lease Agreement for the leasing of Menara Maybank to PNB. These transactions were deemed as RPT under Paragraph 10.08 of the MMLR. Further details of the transactions were set out in the announcement made to Bursa Malaysia on 12 September 2022.

The ACB, after having considered all aspects of the transactions including but not limited to the terms, the rationale and benefits, and the independent valuations appraised by the independent valuers, is of the view that the transactions were fair, reasonable and on normal commercial terms, not detrimental to the interest of the minority shareholders of Maybank and were in the best interest of Maybank.

INTERNAL AUDIT FUNCTION

ORGANISATIONAL INDEPENDENCE

The IA function of Maybank was established by the Board to provide independent and objective assurance on the adequacy and effectiveness of the governance, risk management, anti-corruption, whistle-blowing and internal control processes implemented by the Management. The function is independent of the activities audited and from the day-to-day internal control processes. The GCAE reports functionally to the Group ACB and administratively to the GPCEO to maintain the requisite independence and objectivity as outlined in the Audit Charter approved by the ACB. The IA functions of Maybank, including the Malaysia and overseas subsidiaries and branches, are organised on a Group basis under the purview of the GCAE. The GCAE has active oversight of the in-house IA functions of the regional subsidiaries in the Philippines, Indonesia, Singapore, Cambodia, Hong Kong, Thailand and Vietnam, which have direct accountability to their respective entities' ACBs (or equivalent). To maintain audit objectivity and independence, the IA functions in Malaysia as well as the region are independent of the operations of the other operating units.

The IA function of the Group is led by Mohamad Yasin Abdullah, who was appointed as the GCAE on 9 May 2022, succeeding Nazlee Abdul Hamid, who has since retired. He has more than 25 years of experience in the corporate and financial industry, of which 12 years were in the capacity as Chief Financial Officer and 4 years as Chief Operating Officer. He is a Chartered Banker of Asian Institute of Chartered Bankers and a Fellow Member of The Association of Chartered Certified Accountants (FCCA) and The Chartered Institute of Management Accountants (FCMA). He is also a member of The Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA). He graduated from the International Islamic University Malaysia (IIUM) with a Bachelor of Accounting (Honours) and a Master of Business Administration in Finance. He is an active member of the Chief Internal Auditors Networking Group (CIANG) and was recently appointed as a member to the Institute of Internal Auditors (IIA) Malaysia's Board of Governors.

Audit Committee Report

RESPONSIBILITY, SCOPE AND METHODOLOGY

The principal responsibility of IA is to evaluate the adequacy and effectiveness of the system of risk management and internal control implemented by the Group and to assess whether the risks that may hinder the Group from achieving its objectives are adequately evaluated, managed and controlled. It provides risk-based and objective assurance, advice and insight to enhance and protect organisational values and assist the Management to achieve its objectives.

The AAP2022 was approved by the ACB in January 2022. It defined the IA scope of work for the year, covering the business and operations of the Group. In establishing the plan, all the auditable units were risk ranked using the Maybank Risk-Based Audit (MRBA) approach while the COSO Internal Control - Integrated Framework Principles and COBIT (for IT) frameworks were used to assess the adequacy and effectiveness of internal controls. The AAP also took into consideration the Group's key business strategies and operations, and Management's feedback on their areas of concerns and potential risks. In addition, IA continues to provide independent and objective consultative reviews of the implementation of new initiatives in the Group during the year including new business ventures, new systems, and introduction of new products.

IA's processes and activities are governed by the relevant regulatory guidelines as well as the Group's Code of Ethics and Conduct and mandatory guidance of the International Professional Practices Framework (IPPF) issued by The IIA. During the year, audit reports, along with the issues, root causes and recommendations as well as Management's responses and action plans for improvement and/or rectification, were tabled to the Group IAC and ACB for review and deliberation. The rectification status of the audit findings was closely tracked and periodically reported to Group IAC and ACB to ensure prompt resolution. Any requests for rectification timeline extension were also tabled to the ACB for approval.

The Quality Assurance and Improvement Program (QAIP) continues to be used to assess the quality of the audit processes against the International Standards promulgated by The IIA. Recommendations and opportunities for improvement are identified through internal and external assessments. The internal assessment is performed annually by an independent internal Quality Assurance team under the direct supervision of the GCAE, while the external assessment is conducted once every five years by a qualified and independent external assessor. The QAIP results are tabled to the ACB. For FY2022, an external Quality Assurance Review was performed by the appointed external reviewer. The appointed external reviewer assessed, among others, IA's conformance with the IPPF as issued by The IIA and recommended enhancements to IA in line with industry's best practices by way of assessing the current operations and structure of IA.

RESOURCES

The overall costs incurred for maintaining the IA function in the Group for FY2022 was approximately RM81.5 million. The breakdown of staff strength and expenses incurred is as follows:

Location	No. of Staff	RM' million
Malaysia	153	37.8
Regional	200	43.7
Total Group	353	81.5

As of 31 December 2022, Group Audit had a total staff strength of 353 individuals (in Malaysia and the region) from diverse backgrounds and qualifications.

Following various pandemic restrictions in the previous years, Group Audit continues to encourage its staff to enhance and diversify their skillsets via accessible and flexible learning alternatives. Modern learning strategies have transformed classroom-centric training to virtual learning, which had significantly expanded the learning coverage to the auditors in the region. In recognising the importance of having skilled and competent auditors, the Audit Lab was established in 2021 to focus on

the learning needs of IA functions. A series of in-house virtual and physical training sessions was conducted by Group Audit's subject matter specialists and Maybank's line trainers to provide the auditors with the requisite audit and product knowledge in various audit areas. Furthermore, auditors also attended conferences, webinars and training programmes organised by accredited external training providers and professional bodies.

In addition, to enhance the auditors' competencies and their continuous professional development, Group Audit supports education programmes that enable its personnel to advance their professional development via relevant internal audit certifications such as Certification for Bank Auditors (CBA), Certified Internal Auditors (CIA), Certified Information Systems Auditor (CISA), Certified Anti-Money Laundering Specialists (CAMS), etc. Training and guidance continue to be extended to the regional IA teams virtually, where required, to ensure consistency in the application of auditing standards, processes and practices as well as testing procedures.

SUMMARY OF INTERNAL AUDIT ACTIVITIES IN FY2022

The key IA activities undertaken in FY2022 were as follows:

- Organised a 2-day Group Audit Conference 2022, attended by over 230 participants from Malaysia as well as the region.
- Attended periodical meetings of various management level committees (on-site/virtual) such as the Group Information Technology Steering Committee, Group Executive Risk Committee, Group Non-Financial Risk Committee and Group Procurement Committee on a consultative and advisory capacity to provide independent feedback on governance, risk management and internal control.
- Continued to transform and accelerate the digital application in auditing to provide better insights into determining emerging risks with the robust succession of data and advanced analytics. The key enhancements and evolution were on incorporating robotic process automation (RPA) and artificial intelligence/machine learning (AI/ML) components in most assurance functions as well as leveraging data and analytics to support the IA's assurance and advisory roles to Management and stakeholders.
- Established a risk-based AAP for FY2022 and updated the AAP in view of the latest developments surrounding the business operating environment and continued uncertainties posed by the ongoing pandemic as well as ad-hoc requests made by the ACB, Management and/or regulators.
- Revised the audit approach in response to relaxed movement restrictions in FY2022 and in consideration of the different working arrangements adopted by the respective business units. This was to ensure that audit assurance could be continuously provided, focusing on pertinent risk areas and considering alternative audit methods/approach.
- Conducted a four-day Group-wide onsite audit plan challenge session to calibrate and integrate the audit approach across all IA functions in the Group Office and the region. This was to ensure consistent and comprehensive coverage of risk locations across the Group.
- Performed periodic internal control testing of business units, operations and processes across the Group as identified in the AAP, to provide independent assessment and objective assurance of the units audited. Among the key risk areas assessed were cyber and technology security, anti-money laundering, anti-bribery & corruption, outsourcing governance and operations as well as sales activities, cash management and physical security at branches.
- Adopted a regional approach in conducting reviews on critical areas such as anti-money laundering, anti-bribery & corruption, stress testing, cyber security, compliance to SWIFT framework, general IT controls etc. to ensure consistent coverage and assessment of the controls from Group perspective.

Audit Committee Report

9. Conducted compliance reviews mandated by the respective countries' regulatory authorities on areas such as e-Payment Incentive Fund (ePIF) Framework, Staff Training Fund (STF) Contribution Arising from Staff Pinching and Managing of Risks for Electronic Banking, Direct Debit and Risks Associated with Payment Instruments Circular.
10. Presented the Internal Control Health Check Report for FY2021 to the ACB and Group EXCO which summarised the state of internal controls based on the audits conducted throughout FY2021. The report identified areas where improvements were noted and the factors contributing to areas requiring attention. The same report summarising the audits conducted in 1H FY2022 was also presented to the ACB and Group EXCO for deliberation.
11. Presented the key discussion points of Group IAC as well as key concerns from unsatisfactory and investigation reports to the Group EXCO.
12. Tracked and reported the implementation status of action plans committed by the Management to address audit findings highlighted by the IA. Requests for timeline extension were also escalated to the ACB for deliberation and approval.
13. Conducted preliminary independent reviews with regard to the adequacy of internal controls prior to the introduction of new products and implementation of new IT solutions.
14. Issued Independent Audit assessments on advisory capacity based on the requirements set by various regulators and governing authorities, prior to implementation of IT solutions to ensure adequate controls were applied and identified risks were mitigated.
15. Conducted Post Implementation Reviews of new products and new IT systems to assess whether all committed objectives were achieved.
16. Reviewed the effectiveness of the Business Continuity Management (BCM) at various business entities during the pandemic to ensure the smooth resumption of business activities.
17. Conducted ad-hoc and special reviews on key risks areas as well as emerging risks identified for ongoing review such as Maybank Group's remedial functions and panel solicitors/partners.
18. Conducted 18 investigations in FY2022 as requested by the ACB in FY2022.
19. Conducted internal quality assessment reviews of the IA and desktop limited peer reviews of the respective regional IA functions, and tabled the results to the respective ACBs.
20. Evaluated the proposals submitted in the tendering exercise to appoint an external reviewer to conduct the external QAR on internal audit activities.
21. Presented the Audit Lab Learning Intervention report for ACB's deliberation. The status of the learning focus identified for FY2021 and 1H FY2022 was also provided to the ACB.
22. Presented digital audit initiatives such as the development of audit analytics.
23. Reviewed the regional subsidiaries' Internal Audit Charters for approval at the respective regional subsidiaries' audit committees, pursuant to the material updates of the Group's Internal Audit Charter.
24. Proposed changes to the Audit Rating Nomenclature for disaster recovery (DR) exercises to ensure consistency and uphold the highest standards in DR capabilities.
25. Presented Group Audit's FY2022 Succession Planning to the ACB on the readiness and availability of competent leaders within the Group to succeed a critical role should it become vacant.
26. Prepared the ACR and SORMIC for inclusion in the FY2022 Annual Report upon approval by the ACB and the Board respectively.

Group Shariah Committee Report

The Shariah Committee (SC) performs an oversight role on Shariah matters related to the business operations and activities of the relevant Islamic businesses within Maybank Group.

There are three Shariah committees that reside within Maybank Group:

- Maybank Islamic Berhad Shariah Committee (MIBSC)
- Shariah Committee of Etiqa Family Takaful Berhad and Etiqa General Takaful Berhad (SC EFTB & EGTB)
- Maybank Indonesia Shariah Supervisory Board (SSB)

 For MIBSC and SC EFTB & EGTB members' profiles, refer to pages 90 to 94. For SSB members' profiles and reports, refer to Maybank Indonesia's Annual Report 2022

SHARIAH GOVERNANCE, DUTIES, RESPONSIBILITIES & ACCOUNTABILITIES

Maybank Group has established and implemented a robust Shariah Governance Framework based on Bank Negara Malaysia (BNM)'s requirements. Refer to Financial Statements on pages 260 to 261 and Basel II Pillar 3 Disclosure on www.maybank.com for further details on the Shariah governance structure, approach and responsibilities.

MEETINGS AND JOINT BOARD MEETINGS

The MIBSC convened 28 meetings inclusive of four special meetings to cater for urgent proposals, while the SC EFTB & EGTB convened 24 meetings. All SC members have satisfied the minimum 75% attendance requirement under the Operation Procedures for the Shariah Committee of BNM's Shariah Governance Policy Document.

SC places importance on ensuring effective implementation of Shariah governance and best practices of corporate governance. In view of this, two joint sessions were held between MIBSC and the Board of Directors in FY2022, while SC EFTB & EGTB held four joint sessions.

SC CONTINUING PROFESSIONAL DEVELOPMENT PROGRAMME

As part of the initiatives towards strengthening capabilities of the SC, a series of tailored professional development programmes was conducted and participated by SC during FY2022 including the following:

MIBSC

- Certified Shariah Advisors (CSA) series which covered 15 topics including ethics, legal, governance, Islamic banking and finance, Islamic capital market, risk management, accounting, Takaful, and Maqasid Shariah
- Shariah Committee Off-site Meeting – The Alignment of Shariah & Sustainability Goals
- Panellist during INCEIF University ISF Webinar 360 Series: "Digitisation of Islamic Social Finance – Mere Hype?"
- Presentation at 16th Muzakarah Cendekiawan Syariah Nusantara 2022
- In-house training sessions on Asset and Liability Management, Introduction to Sustainex (Sustainability Model), Environmental, Social and Governance (ESG) Screening and Value-Based Intermediation (VBI) Update
- Produced various articles on Islamic banking in collaboration with Shariah Centre of Excellence
- Participated in "Simpan Emas" Panel session as panellist on "Tijarah" show by TV Al-Hijrah

SC EFTB & EGTB

- Hajah Discussion Paper by BNM: Industry Roundtable Discussion
- Etiqa Takaful Strategic Engagement Session 2022: Takaful At Crossroads – The Way Forward by Tan Sri Muhammad Ibrahim
- Workshop on Takaful Products Pricing
- Refresher Session on IFRS 17
- Training sessions on Personal Accident Products, Etiqa Flood Recovery Solutions, TripCare 360/TripCare 360 Takaful Products and Shariah Underwriting Guidelines in General Business
- Directors' Training Programme on compliance, Environmental, Social and Governance (ESG), Diversity, Equity and Inclusion (DEI), risk management, investment, cyber security and product development
- Talks on competitive advantage and building the Islamic banking and finance Industry
- Forum Kemerdekaan 2022: Kemerdekaan yang Lestari

In addition to the abovementioned programmes, the MIBSC and/or SC EFTB & EGTB members also attended the following external programmes and events:

- 13th SC-OCIS Roundtable on Shaping a Stakeholder Economy for the Islamic Capital Market
- 17th Kuala Lumpur Islamic Finance Forum (KLIFF 2022)
- Muzakarah Penasihat Syariah Kewangan Islam 2022
- 4th International Shariah Scholars Roundtable (ISHAR 2022)
- Global Islamic Finance Forum (GIFF 2022)
- 17th International Shari'ah Scholars Forum (ISSF 2022)

SC ASSESSMENT

In compliance with BNM's Shariah Governance Policy Document, the SC undergoes the process of assessing the effectiveness of the individual members and the committee as a whole on a yearly basis. The SC annual assessment exercise is primarily based on a questionnaire distributed to the respective committee members and encompasses considerations on the effectiveness of the SC in discharging its duties.

Sustainability Review



ABOUT THIS SUSTAINABILITY REVIEW

This Sustainability Review covers progress made by Maybank in FY2022 towards meeting our four long-term commitments, in line with the Group's sustainability ambitions as well as material issues identified during the year (refer to Material Matters on pages 29 to 31). A comprehensive account of our sustainability strategy and initiatives, accompanied by quantifiable and qualitative data, is presented in our standalone Sustainability Report 2022 (Report). The Report is guided by the Group's material matters and prepared in accordance with the Global Reporting Initiative Sustainability Reporting Standards and local regulatory requirements. It can be downloaded at www.maybank.com/ar



LEADERSHIP FOR A SUSTAINABLE FUTURE

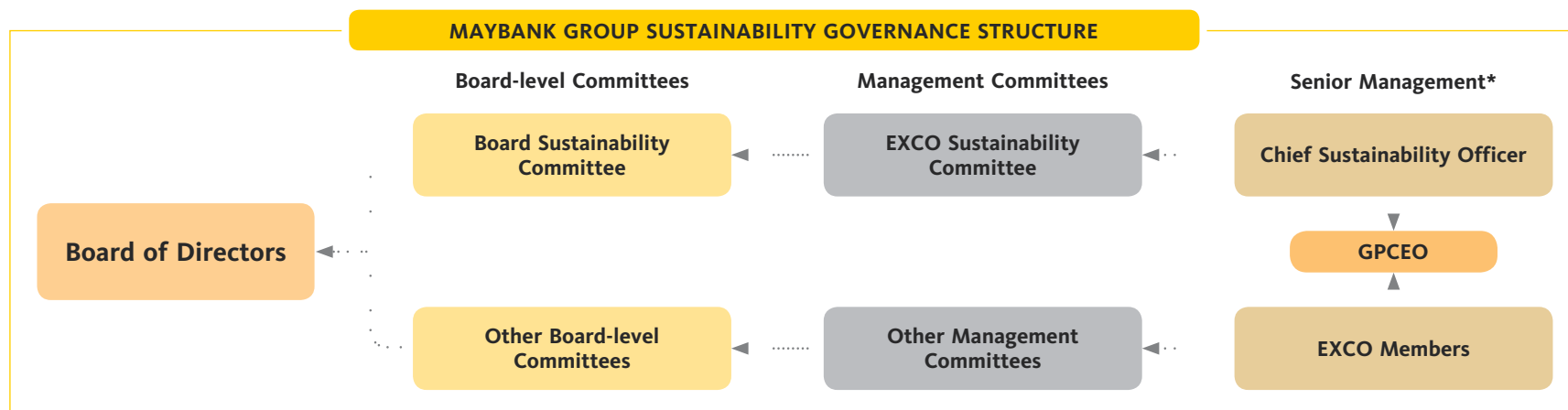
Moving into normalcy in 2022 has meant that we were able to raise the bar in our approach towards sustainability, and take leadership positions in several key areas. Specifically, we established key frameworks, policies and processes to manage ESG risks and promote the development of sustainable financing solutions. We also supported marginalised communities, underprivileged lower-income individuals, SMEs and microenterprises through the provision of financing, micro insurance, education and financial assistance programmes. In addition, we outlined Maybank's decarbonisation strategy while engaging actively with the industry on thought leadership, and our customers on their transition journey. Internally, we continuously upskilled our talents and built their capacity to strengthen our sustainability culture.

As a result of the significant progress made, the Board approved an upward revision for Commitments 1 and 2 in December 2022 to a target of RM80 billion in Sustainable Finance (from RM50 billion previously) and two million households across ASEAN by 2025 (from one million households previously), respectively.



SUSTAINABILITY GOVERNANCE

Cultivating a top down approach focused on accountability and agility, the Board of Directors (Board), as the Group's highest governing body, is responsible for overseeing Board-level committees that have oversight of specific areas relating to sustainability. Supporting the Board in driving its sustainability agenda are the Board Sustainability Committee (BSC), the EXCO Sustainability Committee (ESC) and our Chief Sustainability Officer (CSO).








* Senior Management refers to Executive Management

For more on our sustainability governance process, roles and responsibilities, please refer to pages 91 to 93 of the Sustainability Report 2022 and www.maybank.com/sustainability. For more on our corporate governance practices, refer to the Corporate Governance Overview Statement (pages 95 to 104) and our Corporate Governance Report available on www.maybank.com/ar

Sustainability Review

**TOP
ACHIEVEMENTS
IN 2022**

 Introduced Malaysia's first Sustainable Product Framework to align all facets of our businesses towards the development of sustainable finance solutions	 Awarded the ASEAN-Maybank Scholarship to the first group of scholars
 One of the first banks in ASEAN to establish our baseline Scope 3 financed emissions , which will help shape our future business portfolio in support of our net zero carbon equivalent ambition	 Introduced Green Lab – a learning and engagement initiative for Maybankers to gain insights into sustainability and design new sustainability-related initiatives
 Recognised at the UN Global Compact Network Malaysia & Brunei Sustainability Performance Awards 2022 for our partnerships geared towards achieving the UN SDGs and pioneering sustainable development	

SUPPORTING SUSTAINABLE DEVELOPMENT OBJECTIVES

At Maybank, we are focused on driving sustainable long-term growth by way of strengthening our business performance, ensuring environmental preservation and holistically supporting our communities in the countries in which we operate. To this end, we have identified the Sustainable Development Goals (SDGs) and its specific targets to which we are best able to contribute towards.

 The SDGs that we contribute to are listed in An Integrated Approach to Value Creation section on page 21

The subsequent sections highlight the specific SDGs and Material Matters which are tied to the achievements of our Sustainability Commitments.

 Other SDGs not highlighted within our Sustainable Commitments are covered in our Sustainability Report 2022 on www.maybank.com/sustainability

KEY FOCUS AREAS FOR 2022



SUPPORTING FINANCING RELATED TO GREEN, SOCIAL AND TRANSITION INITIATIVES

Related Capitals: FC SRC NC

Sustainable Finance Mobilised


FY2022

RM20.69 billion

FY2021
>RM13.6 billion

FY2025 Target: RM80 billion*

* Revised target from RM50 billion



of a Sustainability Sukuk, proceeds from which will be channelled to construct the Nenggiri Hydroelectric Power Plant in Kelantan. The plant is expected to generate 300 MW of clean power, avoiding 355,000 tCO₂ emissions.

Green Buildings & Homes



Green Building financing amounts to RM2.06 billion and is driven mostly by financing the acquisition and construction of certified green buildings in Malaysia and Singapore. On the retail front, the “Go Green with Maybank Home” financing scheme in Malaysia provides attractive financing rates for the installation of solar panels and/or the purchase of homes that meet recognised green building certifications. In 2022, RM539.54 million was mobilised to more than 770 customers through the scheme. In Singapore, the “Green Home Loan” campaign was relaunched in July 2022 offering financing for homes that meet the Building and Construction Authority (BCA)’s Green Mark GoldPLUS standard and above. As of end December 2022, it had attracted an uptake of SGD33.55 million in residential green home ownership.

Clean Transportation



A total of RM1.21 billion was disbursed for financing the purchase of electric vehicles (EV) and hybrid vehicles, marking an increase of 124% YoY. In Malaysia, this year we introduced preferential rates for the financing of EV and hybrid vehicles which contributed to the mobilisation of over RM302.23 million in financing for over 2,000 customers. In the long term, the programme will support the National Energy Policy 2022-2040, which has set the target for EV to command 38% of the market share by 2040. Similar programmes introduced in Singapore and Indonesia saw the mobilisation of RM812.72 million and RM98.31 million in the two countries respectively.

Affordable Basic Services or Infrastructure



RM2.31 billion of affordable home loans were mobilised in Malaysia in FY2022 as we continue to assist individuals and families to secure home ownership and address the gaps in housing accessibility for low-income households.

Sustainable Investment



Our existing sustainability-themed funds are still performing well, albeit a slight reduction in comparison to the previous year due to the challenging market conditions in 2022. AUM stood at RM530.02 million as at year end, a 15.9% decrease from 2021. In August 2022, our asset management arm, MAMG, expanded its sustainable product offerings with the launch of MAMG Global Environment Fund. The certified Sustainable and Responsible Investment (SRI) fund invests in global companies that focus on new energy, sustainable food, water, the circular economy, smart environment, as well as clean and efficient transport. As at year end, its AUM stood at RM2.85 million.

Other Sustainable Financing




We support Bank Negara Malaysia’s Low Carbon Transition Facility (LCTF) that helps fund Malaysian SMEs as they transform their business into low-carbon operations. This includes capital expenditure or working capital that is channelled to initiate or facilitate the transition to low-carbon and sustainable operations, such as procuring sustainable materials for production or improving the energy efficiency of buildings and appliances. LCTF financing that meets the eligibility criteria laid out in the Group’s SPF is recognised as Sustainable Financing.

Driving Sustainable Finance



The Group established a Sustainable Product Framework (SPF) in September 2022 to define green, social, sustainable and transition products across our businesses. This will help to steer the development of financing solutions that meet the Group’s sustainable standards throughout their life-cycle. The framework is aligned with the International Capital Markets Association’s Climate Transition Finance Handbook and the decarbonisation pathway set by the Transition Pathway Initiative, among other local and international frameworks, and will be reviewed annually.

 The SPF can be downloaded from <https://www.maybank.com/iwov-resources/documents/pdf/annual-report/2022/Maybank-Sustainable-Product-Framework.pdf>

Renewable Energy



We continue to support renewable energy projects, mobilising a total of RM535.70 million this year for projects that employ the use of solar and RM750.00 million for hydro power. More recently, we facilitated the issuance

Sustainability Review

KEY FOCUS AREAS FOR 2022 (CONT'D.)



EMPOWERING BUSINESSES AND COMMUNITIES BY DRIVING FINANCIAL INCLUSION, PROMOTING FINANCIAL LITERACY AND ENHANCING SOCIAL WELL-BEING

Related Capitals: **SRC**

Financial Inclusion and Literacy



- SMEs continue to be a focus of our financial literacy programmes under the purview of Group Community Financial Services, as they form the largest demographic base in the region and serve as a key source of economic growth and employment. As at end December 2022, 18,120 (2021: 14,195) SMEs in Malaysia, Indonesia and Cambodia continued to benefit from ongoing financial literacy and financial assistance initiatives. These include entrepreneurship programmes that help SMEs to manage their businesses more efficiently and effectively using financial solutions and digital technologies, as well as improve their credit practices and industry knowledge. We also continued to extend financial assistance to SMEs, including those that still required support post pandemic.
- 153,218 low-income customers were provided a total of RM6.43 billion in mortgages and automobile financing.
- We continue to offer micro insurance products that are affordable, accessible, easy to understand, administratively simple and of good protection value to the B40 and equivalent across the region. As at end December 2022, 122,664 (2021: 276,987) individuals were covered under these products. Key insurance product launches included the Etiqa Term Secure Insurance & Takaful and Etiqa Critical Care Insurance & Takaful in Malaysia, providing coverage against death, total and permanent disability (TPD) and critical illnesses to Employees' Provident Fund members. i-Care OKU, which was also introduced this year, is the first online plan that provides Takaful protection to people with speech, visual, hearing or physical disabilities who are registered with Jabatan Kebajikan Malaysia (JKM).

Zakat Programmes



- Ongoing zakat initiatives by Maybank Islamic and Etiqa impacted 39,399 beneficiaries in 2022 (2021: 20,469). These included providing vulnerable communities access to basic infrastructure and services (such as electricity and water), financing underprivileged students to further their studies, offering free healthcare screening as well as supporting the Federal Territory Ministry's post-



COVID Jejak Prihatin programme. In 2022, Etiqa also introduced a Hijrahpreneur Skills Programme that provides financial aid and training to the Asnaf and Ar-Riqab communities, helping them to set up their own self-sustaining small businesses.

Maybank Foundation Programmes



- 61 deserving Malaysian students from lower-income families were awarded full scholarships worth RM4 million under the Maybank Group Scholarship Programme 2022, to pursue undergraduate studies at top local and foreign universities.
- Maybank Foundation introduced the ASEAN-Maybank Scholarship programme in 2021, the first scholarship by a regional organisation in partnership with the ASEAN Secretariat providing students from ASEAN the opportunity to pursue undergraduate studies in top tier universities within the region. The programme received 2,412 applications from all 10 ASEAN member countries, and three scholarships were awarded in 2022 to recipients from Malaysia, Cambodia and Myanmar.
- Maybank Foundation, in partnership with Yayasan Pelajaran MARA (YPM) and Universiti Teknologi MARA (UiTM), introduced the Maths for Rural Kids (MARK) pilot programme in 2022, providing Mathematics tuition to primary school students in rural communities in Malaysia. The programme has been piloted in three districts – Beseri, Perlis; Pengkalan Hulu, Perak; and Rompin, Pahang – and will be expanded to other states in Malaysia in FY2023. As at year-end, the programme has benefitted 300 students.



MANAGING DIRECT AND INDIRECT EMISSIONS FROM OUR OPERATIONS AND BUSINESS ACTIVITIES

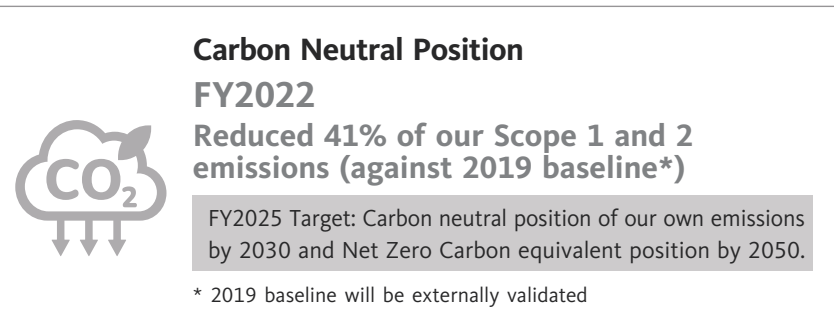
Related Capitals: **MC NC**

Managing Scope 1 & 2 Emissions



- We have reduced 41% (equivalent to 53,771 tCO₂e) of our Scope 1 and 2 emissions against our 2019 baseline of 131,291 tCO₂e, with the acquisition of the Malaysia Renewable Energy Certificates and roll-out of various energy efficiency programmes, including:

	Retrofitted LED lighting across 423 premises in Malaysia and 60 branches in Singapore, Cambodia, Philippines and Indonesia
	Retrofitted our branch signages with LED lighting across 50 premises in Malaysia and nine branches in Singapore
	Installed AC inverters at 35 locations in Malaysia and 30 premises across Singapore, Cambodia, Philippines and Indonesia
	Upgraded the chiller system at Maybank Tower, Singapore



Managing Scope 3 Emissions




- We have established our Scope 3 financed emissions baseline at 25.7 million tCO₂e for FY2021 premised on six asset classes set out by the Global GHG Accounting and Reporting Standard for the Financial Industry by Partnership for Carbon Accounting Financials. This exercise has enabled us to identify and focus our transition strategy on geographies, sectors and clients that contribute significantly to the Group's financed emissions. We have started to engage with

Sustainability Review

KEY FOCUS AREAS FOR 2022 (CONT'D.)


MANAGING DIRECT AND INDIRECT EMISSIONS FROM OUR OPERATIONS AND BUSINESS ACTIVITIES (CONT'D.) Related Capitals: **MC** **NC**

- clients and related stakeholders to develop an appropriate transition strategy, and are working on integrating climate scenario analysis with the data to identify the relevant climate-related transition risks. This will help us to set emission reduction targets and exposure limits.
- We are also in the midst of developing a Group Climate Risk Policy to identify, assess and manage climate-related risks, guided by the Task Force on Climate-Related Financial Disclosures (TCFD) and key regulatory requirements. The policy will set out methodologies and procedures to address climate-related disclosures, and is expected to be implemented in FY2023.
 - We have broadened our position paper on Palm Oil to Agriculture and refined our position papers for Oil & Gas and Forestry & Logging.
-  Our position on these and other sectors are published on www.maybank.com/sustainability
- As part of ongoing efforts to educate our staff and manage their emissions from travel, we have started reimbursing employees for EV-related expenses. We have

also enhanced our staff travel policy to encourage virtual meetings and discussions in lieu of travel as well as to leverage the most efficient methods of travel.

Managing Our Supply Chain



- Our Supplier Code of Conduct was enhanced in July 2022 to incorporate requirements and standards on environment, health & safety, labour, human rights as well as other compliance and regulatory obligations.
 - We have also embedded ESG assessment questions into our procurement onboarding and renewal process across our operating markets to raise awareness of ESG and its importance among existing and potential suppliers. The outcome of the assessment will form the basis of ESG criteria used when selecting suppliers in the future.
-  Our Supplier Code of Conduct is published on <https://www.maybank.com/en/about-us/corporate-governance/procurement.page>

STRENGTHENING STAKEHOLDER RELATIONSHIPS, SUSTAINABILITY MINDSET AND GOVERNANCE Related Capitals: **HC** **SRC**




Sustainability Hours Achieved

FY2022	FY2021
1,563,720 hours*	1,636,652 hours*


FY2025 Target: One million sustainability hours p.a.

 *34.9% (FY2021: 18.7%) is contributed by workforce sustainability initiatives, which is discussed in Group Human Capital page 74

- In ensuring that our people uphold confidentiality and security of all personal data handled, this year all customer-facing employees were required to complete mandatory e-Learning modules related to privacy, covering the management of data privacy and breaches, regulatory compliance and data protection measures.
-  For more risk initiatives and culture-building, refer to Principal Risks and Statement on Risk Management and Internal Control on pages 36 and 111. For more on employees' learning & development, refer to Group Human Capital on page 74


Transparency and Governance



- In fostering a culture of fairness and transparency across all our dealings throughout the Group and operating in an ethical and just manner, we conducted 23 business ethics and human rights awareness sessions in 2022 for 370 employees across the Group.
 - To ensure that the Group has proper guidance on the overall approach towards stakeholder engagement on sustainability matters, a Stakeholder Engagement Strategy was developed in 2022 which helps to identify key stakeholder groups through a set of predefined criteria.
-  For more on our governance efforts and initiatives, refer to Corporate Governance Overview Statement, Statement on Risk Management and Internal Control and Audit Committee Report on pages 95, 106 and 113

Diversity, Equity and Inclusion (DEI)



- We developed an internal online publication, "Thriving in Diversity", as part of continued efforts to raise DEI awareness.
 - To maintain DEI awareness in the forefront, numerous programmes and webinars were curated and implemented throughout the year, including an International Women's Day event; Maybank's first youth summit launch – the GenM summit to provide young Maybankers a space that connects and empowers them to recognise their potential and voice their ideas; customised Mental Well-being Outreach sessions; facilitator-led support groups with solutions-focused CARE Circle sharing sessions; as well as Let's Talk It Out (LTIO) Webinars.
-  For more on our DEI initiatives, refer to Group Human Capital page 75

Inculcating a Sustainability Culture



- An Annual Board Risk Workshop is held for the Board of Directors, senior management and business leads to discuss current and future risk trends. This year, several new key ESG-related areas were brought to the table, including the need for greater oversight and awareness of sustainability and climate change. Some of the action items included the need for clearly aligned deliverables and risk appetite for our investment time horizons; as well as employing agile tactical solutions to meet customer and business needs while staying the course on our strategy execution.
- 10 ESG risk-related programmes involving more than 1,000 employees across all levels in the Bank were organised in 2022 as part of Group Risk's continued efforts to embed ESG risk management into daily business operations, in line with the ESG Risk Management Framework.
- As part of the Group's efforts to inculcate sustainability among staff, two key initiatives were introduced. The Sustainability Circle was established as an informal network consisting of representatives from various sectors and countries who act as internal advocates facilitating the exchange of opinions and driving the adoption of sustainability within their respective units. To drive sustainability action, a Sustainability Capability Building programme for employees called Green Lab was curated to provide foundational knowledge on sustainability and encourage sustainability best practices. As at year end, 1,082 sustainability advocates had been trained and more than 200 sustainability initiatives had been logged in the internal sustainability knowledge sharing platform, MaybankCares.

Analysis of Shareholdings

as at 28 February 2023

SENIOR MANAGEMENT'S SHAREHOLDINGS (CONT'D.)

No.	Name of Senior Management	Number of Ordinary Shares Held as at 01.01.2022		Changes from 01.01.2022 to 31.12.2022				Number of Ordinary Shares Held as at 31.12.2022			
		Direct		Indirect	Number of Ordinary Shares Acquired			Number of Ordinary Shares Disposed	Direct		Indirect
		No. of Shares Held	% of Issued Shares		Open Market	Subscription under Dividend Reinvestment Plan	Vesting of Shares under Employees' Share Grant Plan		No. of Shares Held	% of Issued Shares	
9.	Michael Foong Seong Yew	153,846	0.00	-	-	-	54,600	-	208,446	0.00	-
10.	Datuk Nora Abd Manaf	2,198	0.00	-	-	-	68,300	62,000	8,498	0.00	-
11.	Gilbert Kohnke	52,000	0.00	-	2,300	753	54,600	20,000	89,653	0.00	-
12.	Dr. Siew Chan Cheong	-	-	-	-	-	-	-	-	-	-
13.	Jerome Hon Kah Cho	340,600	0.00	-	-	5,800	54,600	-	401,000	0.00	-
14.	Mohd Suhail Amar Suresh Abdullah	209,809	0.00	-	-	3,668	68,300	-	281,777	0.00	-
15.	Lau Chee Kheong Alan	148,786	0.00	-	-	-	-	-	148,786	0.00	-
16.	Mohamad Yasin Abdullah	14,039	0.00	-	-	-	49,300	-	63,339	0.00	-
17.	Ahmad Shahril Azuar Jimin	48,662	0.00	-	-	-	39,400	22,000	66,062	0.00	-
18.	Wan Marzimin Wan Muhammad	37,500	0.00	-	-	655	39,400	-	77,555	0.00	-

TOP 30 SHAREHOLDERS AS PER THE RECORD OF DEPOSITORS

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
1.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA	3,924,603,493	32.56
2.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	1,493,157,545	12.39
3.	PERMODALAN NASIONAL BERHAD	827,860,662	6.87
4.	KUMPULAN WANG PERSARAAN (DIPERBADANKAN)	536,742,120	4.45
5.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA 2 – WAWASAN	320,065,212	2.66
6.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA	233,457,211	1.94
7.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM MALAYSIA 3	138,997,203	1.15
8.	CARTABAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR STATE STREET BANK & TRUST COMPANY (WEST CLT OD67)	130,435,263	1.08
9.	AMANAHRAYA TRUSTEES BERHAD AMANA SAHAM BUMIPUTERA 2	108,149,999	0.90
10.	CITIGROUP NOMINEES (ASING) SDN BHD CB SPORE GW FOR GOVERNMENT OF SINGAPORE (GIC C)	107,675,953	0.89
11.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR AIA BHD.	104,025,138	0.86
12.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD EMERGING MARKETS STOCK INDEX FUND	99,064,872	0.82
13.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	93,553,768	0.78
14.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 1)	87,892,430	0.73
15.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PAMB FOR PRULINK EQUITY FUND	85,710,990	0.71

Analysis of Shareholdings

as at 28 February 2023

TOP 30 SHAREHOLDERS AS PER THE RECORD OF DEPOSITORS (CONT'D.)

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
16.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (NOMURA)	55,666,299	0.46
17.	MAYBANK NOMINEES (TEMPATAN) SDN BHD MAYBANK TRUSTEES BERHAD FOR PUBLIC REGULAR SAVINGS FUND (N14011940100)	42,658,157	0.35
18.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX TRUST II	42,340,500	0.35
19.	CARTABAN NOMINEES (TEMPATAN) SDN BHD PRUDENTIAL ASSURANCE MALAYSIA BERHAD FOR PRULINK STRATEGIC FUND	36,692,706	0.30
20.	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	35,685,820	0.30
21.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (PAR 3)	35,424,532	0.29
22.	CARTABAN NOMINEES (ASING) SDN BHD BNYM SA/NV FOR PEOPLE'S BANK OF CHINA (SICL ASIA EM)	34,350,671	0.28
23.	HSBC NOMINEES (ASING) SDN BHD JPMCB NA FOR BLACKROCK INSTITUTIONAL TRUST COMPANY, N.A. INVESTMENT FUNDS FOR EMPLOYEE BENEFIT TRUSTS	30,517,220	0.25
24.	HSBC NOMINEES (ASING) SDN BHD HSBC BK PLC FOR KUWAIT INVESTMENT OFFICE (KIO)	30,181,313	0.25
25.	CARTABAN NOMINEES (ASING) SDN BHD STATE STREET LONDON FUND OQ78 FOR ISHARES IV PUBLIC LIMITED COMPANY	30,124,400	0.25
26.	PERTUBUHAN KESELAMATAN SOSIAL	29,854,858	0.25
27.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	28,275,466	0.24
28.	CARTABAN NOMINEES (ASING) SDN BHD SSBT FUND SWV4 FOR CALIFORNIA PUBLIC EMPLOYEES RETIREMENT SYSTEM	26,562,786	0.22
29.	HSBC NOMINEES (ASING) SDN BHD JPMSE LUX FOR ROBECO CAPITAL GROWTH FUNDS	24,097,029	0.20
30.	CITIGROUP NOMINEES (TEMPATAN) SDN BHD GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LSF)	23,873,211	0.20
TOTAL		8,797,696,827	72.98

Classification of Shareholders

as at 28 February 2023

Category	No. of Shareholders		No. of Shares Held		% of Issued Shares	
	Malaysian	Foreign	Malaysian	Foreign	Malaysian	Foreign
INDIVIDUAL						
a. Bumiputera	3,628		36,775,944		0.30	
b. Chinese	103,467		788,603,575		6.54	
c. Indian	3,077		26,003,962		0.22	
d. Others	461	2,538	4,662,246	68,637,108	0.04	0.57
BODY CORPORATE						
a. Banks/Finance	64	5	6,267,925,765	3,184,265	52.00	0.03
b. Investment/Trust	26		1,581,042		0.01	
c. Societies	30		1,907,815		0.02	
d. Industrial	1,208	46	157,377,379	31,418,062	1.31	0.26
GOVERNMENT AGENCIES/INSTITUTION	8		18,675,337		0.15	
NOMINEES	37,809	2,570	2,654,428,050	1,992,646,651	22.02	16.53
OTHERS	4		299,891		0.00	
TOTAL	149,782	5,159	9,958,241,006	2,095,886,086	82.61	17.39

Changes in Issued Shares

ISSUED SHARES

Details of changes in the Bank's issued shares since its incorporation are as follows:

Date of Allotment	No. of Ordinary Shares Allotted	Consideration	Resultant Total Issued Shares (No. of Shares)
31-05-1960	1,500,000	Cash	7,500,000
18-05-1961	500,000	Cash	10,000,000
31-05-1962	1,000,000	Rights Issue (1:2) at RM7.00 per share	15,000,000
21-08-1968	1,500,000	Rights Issue (1:2) at RM7.00 per share	22,500,000
04-01-1971	22,500,000	Rights Issue (1:1) at RM1.50 per share	45,000,000
06-05-1977	15,000,000	Capitalisation of Share Premium Account (Bonus Issue 1:3)	60,000,000
23-06-1977	30,000,000	Rights Issue (1:2) at RM3.00 per share	90,000,000
21-02-1981	30,000,000	Capitalisation of Share Premium Account (Bonus Issue 1:3)	120,000,000
10-04-1981	60,000,000	Rights Issue (1:2) at RM4.00 per share	180,000,000
14-11-1984	45,000,000	Capitalisation of Share Premium Account (Bonus Issue 1:4)	225,000,000
28-12-1984	45,000,000	Rights Issue (1:4) at RM6.00 per share	270,000,000
30-11-1985	68,249	Conversion of Unsecured Notes	270,068,249
15-11-1986	9,199,999	Issued in exchange for purchase of Kota Discount Berhad (Now known as Mayban Discount Berhad)	279,268,248
01-12-1986	10,550	Conversion of Unsecured Notes	279,278,798
29-07-1987 to 20-10-1987	90,000	Exercise of Employees' Share Option Scheme	279,368,798
30-11-1987	11,916	Conversion of Unsecured Notes	279,380,714
08-06-1988	27,938,071	Capitalisation of Share Premium Account (Bonus Issue 1:10)	307,318,785
30-11-1988	10,725	Conversion of Unsecured Notes	307,329,510
16-03-1989 to 21-06-1989	9,198,206	Exchange for Kwong Yik Bank Berhad (KYBB) shares	316,527,716
11-07-1989 to 23-11-1989	7,555,900	Exercise of Employees' Share Option Scheme	324,083,616
30-11-1989	46,174,316	Conversion of Unsecured Notes	370,257,932
01-12-1989 to 24-10-1990	4,508,900	Exercise of Employees' Share Option Scheme	374,766,832
16-11-1990	187,383,416	Capitalisation of Share Premium Account (Bonus Issue 1:2)	562,150,248
27-11-1990	11,550	Exercise of Employees' Share Option Scheme	562,161,798
30-11-1990	280,497	Conversion of Unsecured Notes	562,442,295
03-01-1991	3,300	Exercise of Employees' Share Option Scheme	562,445,595
03-01-1991	188,991,002	Rights Issue (1:2) at RM5.00 per share	751,436,597
04-01-1991	4,950	Rights Issue (1:2) upon Employees' Share Option Scheme at RM5.00 per share	751,441,547
25-01-1991 to 28-11-1991	726,000	Exercise of Employees' Share Option Scheme	752,167,547
30-11-1991	35,197	Conversion of Unsecured Notes	752,202,744
11-12-1991 to 20-05-1992	5,566,000	Exercise of Employees' Share Option Scheme	757,768,744
30-11-1992 to 30-11-1993	3,153,442	Conversion of Unsecured Notes	760,922,186
18-01-1994	380,461,093	Capitalisation of Share Premium Account (Bonus Issue 1:2)	1,141,383,279
29-12-1994	2,030,428	Conversion of Unsecured Notes	1,143,413,707
19-06-1998	1,143,413,707	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	Exercise of Employees' Share Option Scheme	2,359,736,414
23-10-2001	1,179,868,307	Capitalisation of Retained Profit Account (Bonus Issue 1:2)	3,539,604,721
25-10-2001 to 05-08-2003	60,567,200	Exercise of Employees' Share Option Scheme	3,600,171,921
29-09-2004 to 14-02-2008	304,058,100	Exercise of Employees' Share Option Scheme	3,904,230,021
20-02-2008	976,057,505	Capitalisation of Share Premium Account (Bonus Issue 1:4)	4,880,287,526
27-02-2008 to 30-10-2008	859,625	Exercise of Employees' Share Option Scheme	4,881,147,151
27-04-2009	2,196,516,217	Rights Issue (9:20) at RM2.74 per share	7,077,663,368
29-07-2009 to 26-08-2009	319,400	Exercise of Employees' Share Option Scheme	7,077,982,768

Changes in Issued Shares

ISSUED SHARES (CONT'D.)

Date of Allotment	No. of Ordinary Shares Allotted	Consideration	Resultant Total Issued Shares (No. of Shares)
20-12-2010	244,257,623	Dividend Reinvestment Plan at RM7.70 per share	7,322,240,391
12-05-2011	155,965,676	Dividend Reinvestment Plan at RM7.70 per share	7,478,206,067
05-07-2011 to 09-12-2011	10,000	Exercise of Employees' Share Scheme	7,478,216,067
28-12-2011	161,221,416	Dividend Reinvestment Plan at RM7.30 per share	7,639,437,483
10-01-2012 to 26-01-2012	3,600	Exercise of Employees' Share Scheme	7,639,441,083
26-03-2012 to 09-05-2012	8,100	Exercise of Employees' Share Scheme	7,639,449,183
04-06-2012	202,854,119	Dividend Reinvestment Plan at RM8.00 per share	7,842,303,302
28-06-2012 to 08-10-2012	12,233,400	Exercise of Employees' Share Scheme	7,854,536,702
11-10-2012	412,000,000	Private Placement	8,266,536,702
16-10-2012 to 22-10-2012	52,400	Exercise of Employees' Share Scheme	8,266,589,102
25-10-2012	173,144,233	Dividend Reinvestment Plan at RM8.40 per share	8,439,733,335
30-10-2012 to 28-05-2013	38,147,500	Exercise of Employees' Share Scheme	8,477,880,835
29-05-2013	201,462,948	Dividend Reinvestment Plan at RM8.80 per share	8,679,343,783
29-05-2013 to 24-10-2013	47,955,100	Exercise of Employees' Share Scheme	8,727,298,883
25-10-2013	130,326,898	Dividend Reinvestment Plan at RM9.20 per share	8,857,625,781
25-10-2013 to 29-05-2014	24,164,342	Exercise of Employees' Share Scheme	8,881,790,123
30-05-2014	229,810,271	Dividend Reinvestment Plan at RM8.95 per share	9,111,600,394
02-06-2014 to 27-10-2014	40,406,200	Exercise of Employees' Share Scheme	9,152,006,594
28-10-2014	165,329,047	Dividend Reinvestment Plan at RM9.30 per share	9,317,335,641
28-10-2014 to 25-05-2015	12,748,542	Exercise of Employees' Share Scheme	9,330,084,183
26-05-2015	203,533,085	Dividend Reinvestment Plan at RM8.70 per share	9,533,617,268
27-05-2015 to 02-11-2015	5,681,100	Exercise of Employees' Share Scheme	9,539,298,368
12-11-2015	222,451,959	Dividend Reinvestment Plan at RM7.50 per share	9,761,750,327
13-11-2015 to 06-01-2016	2,500	Exercise of Employees' Share Scheme	9,761,752,827
07-01-2016 to 12-05-2016	11,859,359	Exercise of Employees' Share Scheme	9,773,612,186
02-06-2016	235,139,196	Dividend Reinvestment Plan at RM8.35 per share	10,008,751,382
13-06-2016 to 15-07-2016	76,600	Exercise of Employees' Share Scheme	10,008,827,982
24-10-2016	184,371,435	Dividend Reinvestment Plan at RM7.25 per share	10,193,199,417
25-10-2016	500	Exercise of Employees' Share Scheme	10,193,199,917
06-03-2017 to 05-06-2017	85,592,932	Exercise of Employees' Share Scheme	10,278,792,849
06-06-2017	243,599,777	Dividend Reinvestment Plan at RM8.25 per share	10,522,392,626
06-06-2017 to 30-10-2017	74,474,300	Exercise of Employees' Share Scheme	10,596,866,926
01-11-2017	181,677,352	Dividend Reinvestment Plan at RM9.00 per share	10,778,544,278
02-11-2017 to 08-02-2018	59,317,400	Exercise of Employees' Share Scheme	10,837,861,678
09-02-2018 to 29-06-2018	107,334,516	Exercise of Employees' Share Scheme	10,945,196,194
30-10-2018	104,486,785	Dividend Reinvestment Plan at RM8.80 per share	11,049,682,979
10-06-2019	191,678,908	Dividend Reinvestment Plan at RM8.00 per share	11,241,361,887
15-01-2021	172,632,753	Dividend Reinvestment Plan at RM7.68 per share	11,413,994,640
28-06-2021	279,343,269	Dividend Reinvestment Plan at RM7.55 per share	11,693,337,909
21-10-2021	179,814,209	Dividend Reinvestment Plan at RM7.80 per share	11,873,152,118
09-12-2021	5,361,100	Employees' Share Grant Plan	11,878,513,218
14-04-2022	91,500,212	Dividend Reinvestment Plan at RM8.28 per share	11,970,013,430
27-09-2022	6,236,800	Employees' Share Grant Plan	11,976,250,230
19-10-2022	77,876,862	Dividend Reinvestment Plan at RM8.38 per share	12,054,127,092

Properties Owned by Maybank Group

Area	No. of Properties		Land Area (sq. m.)	Book Value as at 31 Dec 2022 RM'000
	Freehold	Leasehold		
Maybank				
Kuala Lumpur	14	15	46,547.09	159,293
Johor Darul Takzim	31	11	18,786.42	56,311
Kedah Darul Aman	10	4	4,999.26	5,876
Kelantan Darul Naim	1	6	1,993.00	3,709
Melaka	-	4	2,763.00	2,540
Negeri Sembilan Darul Khusus	8	7	21,350.92	6,143
Pahang Darul Makmur	11	14	12,467.00	8,718
Perak Darul Ridzuan	12	12	10,392.65	12,224
Perlis Indera Kayangan	1	3	1,475.00	854
Pulau Pinang	22	2	12,911.52	17,313
Sabah	-	18	15,058.18	21,952
Sarawak	9	31	9,182.04	27,920
Selangor Darul Ehsan	23	17	103,309.64	102,209
Terengganu Darul Iman	3	5	4,329.00	3,311
Hong Kong	-	2	193.00	HKD567
London	-	6	1,017.00	£3,667
Singapore	9	12	20,218.70	SGD74,444
Aurea Lakra Holdings Sdn Bhd (Formerly known as Mayban P.B. Holdings Sdn Bhd)				
Johor Darul Takzim	2	1	1,330.00	1,323
Pahang Darul Makmur	1	2	595.41	662
Perak Darul Ridzuan	1	1	857.74	1,923
Sabah	-	1	257.62	900
Sarawak	-	1	314.00	645
Selangor Darul Ehsan	2	1	1,269.13	2,136
Maybank International (L) Ltd				
W.P. Labuan	-	3	901.37	USD145
ETIQA				
Kuala Lumpur	2	4	24,258.47	1,279,000
Johor Darul Takzim	1	-	286.00	3,800
Kedah Darul Aman	2	1	1,127.97	2,600
Melaka	-	1	452.00	4,330
Negeri Sembilan Darul Khusus	3	1	1,659.64	3,125
Pahang Darul Makmur	2	1	18,334.57	2,532
Sabah	-	1	222.22	3,792
Selangor Darul Ehsan	1	-	510.49	6,300
Maybank Kim Eng Properties				
Singapore	-	2	1,609.50	SGD93,725
USA	1	-	299.33	USD4,427
PT Bank Maybank Indonesia Tbk				
Indonesia	201	-	115,436	IDR2,562,902,936

List of Top 10 Properties Owned by Maybank Group

as at 31 December 2022

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
Menara Etiqa No. 3 Jalan Bangsar Utama 1 Kuala Lumpur	38-storey Office Building	Office & Rented out	Leasehold 99 years	84 years (expiring 27.11.2106)	4 years	4,636.00	1997	377,000
Etiqa Twins No. 11 Jalan Pinang Kuala Lumpur	28-storey Twin Office Buildings	Office & Rented out	Freehold	-	27 years	6,612.00	1994	354,000
Dataran Maybank No. 1 Jalan Maarof, Bangsar Kuala Lumpur	2 Blocks of 20-storey and a block of 22-storey Office Buildings	Office & Rented out	Leasehold 99 years	63 years (expiring 3.12.2085)	21 years	9,918.00	2000	330,461
50 North Canal Road Singapore	Office Building	Office	Leasehold	84 years (expiring 2106)	11 years	1,283.30	2007	SGD76,169
Lot 153 Section 44 Jalan Ampang Kuala Lumpur	Commercial Land	Open carpark	Freehold	-	-	3,829.00	2008	166,000
Maybank Tower 2 Battery Road Singapore	32-storey Office Building	Office	Leasehold 999 years	803 years (expiring 2825)	20 years	1,135.70	1962	SGD50,518
Menara Maybank 100, Jalan Tun Perak Kuala Lumpur	58-storey Office Building	Head office & Rented out	Freehold	-	34 years	31,748.00	1978	78,875
Akademi Etiqa 23, Jalan Melaka Kuala Lumpur	25-storey Office Building	Office & Rented out	Leasehold 99 years	43 years (expiring 2065)	26 years	1,960.47	1994	78,000
48 North Canal Road Singapore	Office Building	Office	Leasehold	89 years (expiring 2111)	10 years	326.20	2012	SGD17,556
Jl. Pemuda No. 150 Semarang	3-storey Office Building	Branch & Regional Jawa Tengah	Freehold	-	32 years	2,675.00	1990	IDR116,549,980

Corporate Information

COMPANY SECRETARIES

WAN MARZIMIN WAN MUHAMMAD
(LS0009924)

FARIZ ABDUL AZIZ
(LS0007997)

REGISTERED OFFICE

14th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur, Malaysia

Tel : (6)03-2070 8833
: 1300-88-6688 (Local)
(6)03-7844 3696 (Overseas)
(Maybank Group Customer Care)
: (6)03-2074 8075
(Customer Feedback & Resolution
Management)
Fax : (6)03-2711 3421
(Customer Feedback & Resolution
Management)
: (6)03-2031 0071
(Group Corporate Secretarial)

SWIFT : MBBEMYKL

Website : <http://www.maybank.com>

Email : corporateaffairs@maybank.com
cfrm@maybank.com
mgcc@maybank.com

SHARE REGISTRAR

Malayan Banking Berhad
14th Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur, Malaysia

Tel : (6)03-2074 7822
Fax : (6)03-2031 0071

Boardroom Share Registrars Sdn Bhd
(For General Meetings & Dividend Re-Investment Plan)

11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan, Malaysia

Tel : (6)03-7890 4700
Fax : (6)03-7890 4670
Email : General Meetings
bsr.helpdesk@boardroomlimited.com
: Dividend Reinvestment Plan
maybankedrp@boardroomlimited.com

INVESTOR RELATIONS

41st Floor, Menara Maybank
100, Jalan Tun Perak
50050 Kuala Lumpur, Malaysia
Email : ir@maybank.com.my

STOCK EXCHANGE LISTING

**Main Market of Bursa Malaysia
Securities Berhad**
(Listed since 17 February 1962)

TICKER CODE


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

EXTERNAL AUDITORS

Ernst & Young PLT (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

FINANCIAL YEAR END

31 December

 For composition of the Board, please refer to profiles of the Board of Directors on pages 78 to 83

Notice of the 63rd Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 63rd Annual General Meeting (AGM) of Malayan Banking Berhad (Maybank/the Company) will be held virtually and broadcasted live from Menara Maybank, 100 Jalan Tun Perak, 50050 Kuala Lumpur, Malaysia (Broadcast Venue) on Wednesday, 3 May 2023 at 10.00 a.m. to transact the following businesses:

AS ORDINARY BUSINESSES:

1. To receive the Audited Financial Statements of the Company for the financial year ended 31 December 2022 together with the Reports of the Directors and Auditors thereon.
2. To re-elect the following Directors, each of whom retires by rotation in accordance with Articles 104 and 105 of the Company's Constitution and being eligible, offers himself for re-election:
 - (i) Mr Edwin Gerungan **(Ordinary Resolution 1)**
 - (ii) Mr Anthony Brent Elam **(Ordinary Resolution 2)**
 - (iii) Dato' Zulkiflee Abbas Abdul Hamid **(Ordinary Resolution 3)**
3. To approve the payment of the following fees to Non-Executive Directors for the period from the 63rd AGM to the 64th AGM of the Company:
 - (i) Chairman's fee of RM610,000 per annum;
 - (ii) Vice Chairman's fee of RM440,000 per annum;
 - (iii) Director's fee of RM295,000 per annum for each Non-Executive Director;
 - (iv) Board Committee Chairman's fee of RM75,000 per annum for the Chairman of each Board Committee; and
 - (v) Board Committee Member's fee of RM45,000 per annum for each member of a Board Committee. **(Ordinary Resolution 4)**
4. To approve the payment of benefits to eligible Non-Executive Directors of an amount up to RM3,418,150 for the period from the 63rd AGM to the 64th AGM of the Company. **(Ordinary Resolution 5)**
5. To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2023 and to authorise the Directors to fix their remuneration. **(Ordinary Resolution 6)**

AS SPECIAL BUSINESSES:

To consider, and if thought fit, to pass the following Ordinary Resolutions:

6. **AUTHORITY TO DIRECTORS TO ALLOT NEW ORDINARY SHARES IN MAYBANK (MAYBANK SHARES)**

"THAT subject always to the Companies Act, 2016 (Act), the Company's Constitution, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (Bursa Malaysia) and approval of the relevant government/regulatory authorities, the Directors be and are hereby authorised pursuant to Section 75 of the Act, to allot Maybank Shares at any time 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 Maybank Shares to be allotted pursuant to the said allotment does not exceed ten percent (10%) of the total number of issued shares of the Company as at the date of such allotment, and that the Directors be and are hereby authorised to obtain all necessary approvals from relevant authorities for the allotment, listing and quotation of the additional shares so allotted on Bursa Malaysia, and that such authority to allot Maybank Shares shall continue to be in force until the conclusion of the next AGM of the Company." **(Ordinary Resolution 7)**

Notice of the 63rd Annual General Meeting

7. ALLOTMENT AND ISSUANCE OF NEW ORDINARY SHARES IN MAYBANK (MAYBANK SHARES) IN RELATION TO THE RECURRENT AND OPTIONAL DIVIDEND REINVESTMENT PLAN THAT ALLOWS SHAREHOLDERS OF MAYBANK TO REINVEST THEIR DIVIDEND TO WHICH THE DIVIDEND REINVESTMENT PLAN APPLIES, IN NEW MAYBANK SHARES (DIVIDEND REINVESTMENT PLAN)

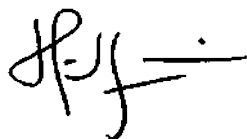
“THAT pursuant to the Dividend Reinvestment Plan as approved by the shareholders at the Extraordinary General Meeting held on 14 May 2010, approval be and is hereby given to the Company to allot and issue such number of new Maybank Shares under the Dividend Reinvestment Plan upon such terms and conditions 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 such authority to allot and issue Maybank Shares shall continue to be in force until the conclusion of the next AGM of the Company;

AND THAT the Directors and the Secretaries 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 said conditions, modifications, variations and/or amendments, or at the discretion of the Directors in the best interest of the Company.”

(Ordinary Resolution 8)

8. To transact any other business of the Company for which due notice shall have been received in accordance with the Companies Act, 2016 and the Company's Constitution.

BY ORDER OF THE BOARD



WAN MARZIMIN WAN MUHAMMAD
(LS0009924)
(SSM PC No.: 201908001697)
Company Secretary



FARIZ ABDUL AZIZ
(LS0007997)
(SSM PC No.: 201908001696)
Joint Company Secretary

Kuala Lumpur
4 April 2023

Notice of the 63rd Annual General Meeting

Notes:

- The 63rd AGM will be conducted virtually through live streaming and online remote voting via Remote Participation and Voting (RPV) facilities to be provided by the appointed share registrar for this AGM, Boardroom Share Registrars Sdn Bhd (Boardroom) via <https://meeting.boardroomlimited.my>. Please follow the procedures provided in the Administrative Notes for the AGM in order to register, participate and vote remotely via the RPV facilities.
- The Broadcast Venue is strictly for the purpose of complying with Section 327(2) of the Companies Act, 2016 and Article 67(4)(a) of the Company's Constitution which require the Chairperson of the meeting to be present at the main venue of the meeting. Members/proxies will not be allowed to be physically present at the Broadcast Venue.
- A member entitled to participate and vote at this AGM is entitled to appoint proxy(ies) to participate and vote in his/her stead. A proxy may but need not be a member of the Company and there shall be no restriction as to the qualification of a proxy.
- A member who is an authorised nominee as defined under the Securities Industry (Central Depositories) Act, 1991 (Authorised Nominee) may appoint at least one proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company (Maybank Shares) standing to the credit of the said securities account to participate and vote at this AGM.
 - Notwithstanding the above, for an exempt Authorised Nominee which holds Maybank Shares for multiple beneficial owners in one securities account (Omnibus Account), there is no limit to the number of proxies which the exempt Authorised Nominee may appoint in respect of each Omnibus Account.
- Where a member appoints more than one proxy, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholding to be represented by each proxy.
- The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her 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.
- For an instrument appointing a proxy executed outside Malaysia, the signature must be attested by a solicitor, Notary Public, Consul or Magistrate.
- The duly completed instrument appointing a proxy must be deposited at the office of Boardroom at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The instrument appointing a proxy may also be submitted to Boardroom electronically via "Boardroom Smart Investor Portal" at <https://investor.boardroomlimited.com>. Please follow the procedures provided in the Administrative Notes for the AGM if members wish to submit the instrument appointing a proxy electronically. All instruments appointing a proxy must be deposited with Boardroom no later than Tuesday, 2 May 2023 at 10.00 a.m.
- For the purpose of determining a member who shall be entitled to participate at the AGM in accordance with Article 59(1) of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act, 1991, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a General Meeting Record of Depositors as at 25 April 2023. Only a member whose name appears on the Record of Depositors as at 25 April 2023 shall be eligible to participate at the AGM or appoint proxy(ies) to participate and vote on his/her behalf.
- Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 63rd AGM of the Company shall be put to vote by way of a poll.

11. Explanatory notes on Ordinary Businesses:

(i) Audited Financial Statements for the financial year ended 31 December 2022

The Audited Financial Statements are laid for discussion only in accordance with Section 340(1)(a) of the Companies Act, 2016 and do not require shareholders' approval. Hence, the same will not be put forward for voting.

(ii) Ordinary Resolutions 1, 2 and 3 – Re-election of Directors

The Nomination and Remuneration Committee (NRC) has considered the performance and contribution of each of the retiring Directors and has also assessed their independence and ability to act in the best interest of the Company.

Based on the results of the Board Effectiveness Evaluation conducted for the financial year ended 31 December 2022, the performance of each of the retiring Directors was found to be satisfactory.

Pursuant to the annual Fit and Proper (FAP) assessment conducted in 2023, each retiring Director has met the following fit and proper criteria prescribed in the FAP Policy issued by Bank Negara Malaysia (BNM) and the Maybank FAP Policy:

- Probity, personal integrity and reputation;
- Competency and capability; and
- Financial integrity.

The retiring INEDs have also fulfilled the independence criteria set out in the BNM Corporate Governance Policy, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and Maybank Policy on Directors Independence.

The Board has endorsed the NRC's recommendation to seek shareholders' approval for the re-election of the retiring Directors. The retiring Directors had abstained from deliberations and decisions on their re-election at the NRC and Board meetings.

The details and profiles of the Directors who are standing for re-election at the 63rd AGM are provided in the Board of Directors section on pages 78 to 83 of Maybank's Integrated Annual Report 2022.

(iii) Ordinary Resolution 4 – Payment of Non-Executive Directors' Fees

The proposed fees to be paid to Non-Executive Directors from this AGM to the next AGM of the Company is based on the following fee structure which has not changed since it was first approved by the shareholders at previous AGMs:

	Annual Fee (RM)	Shareholders' Approval
Board		
– Chairman	610,000	Approved at the 55 th AGM held on 7 April 2015
– Vice-Chairman	440,000	
– Member	295,000	
Board Committee		
– Chairman	75,000	Approved at the 58 th AGM held on 12 April 2018
– Member	45,000	

Notice of the 63rd Annual General Meeting

(iv) Ordinary Resolution 5 – Benefits Payable to Non-Executive Directors

The benefits payable to Non-Executive Directors (NEDs) comprise allowances, benefits-in-kind and other emoluments payable to them, details of which are as follows:

- (a) Meeting Allowance
 - Board Meetings – RM4,000 per meeting
 - Board Committee Meetings – RM4,000 per meeting
- (b) Duty Allowance
 - Chairman of the Board – RM40,000 per month
- (c) Company Car and Driver
 - Chairman of the Board
 - Vice-Chairman of the Board
(based on maximum taxable rate)
- (d) Other Benefits
 - Includes benefits that are claimable or otherwise such as monthly subscription of golf club membership and other facilities made available by the Company to eligible NEDs.

The proposed amount of up to RM3,418,150 to be paid as benefits to eligible Non-Executive Directors from this AGM to the next AGM of the Company is the same as the amount approved by the shareholders at the last AGM held on 14 April 2022.

(v) Ordinary Resolution 6 – Re-appointment of Auditors and Audit Fees

The Audit Committee of the Board (ACB) had, at its meeting held on 28 October 2022, conducted an annual review of the suitability and independence of the external auditors, Messrs Ernst & Young PLT pursuant to Maybank Group's Framework on Appointment of External Auditors for Statutory Audit and Non-Audit Services. In its assessment, the ACB considered several factors which include the following:

- (a) Level of knowledge, capabilities, experience of the professional staff assigned to the audit and quality of previous work undertaken by the firm;
- (b) Quality of performance and level of engagement with the ACB;
- (c) Ability to provide constructive observations, implications and recommendations in areas requiring improvements;
- (d) Appropriateness of audit approach and the effectiveness of audit planning;
- (e) Ability to perform audit work within agreed timeframe;
- (f) Independence and objectivity of the external auditors when interpreting standards/policies adopted by the Company and the level of non-audit services rendered by the external auditors; and
- (g) The external auditors' governance and leadership structure as well as measures undertaken by the external auditors to uphold audit quality and manage risks, as set out in the Annual Transparency Report.

Being satisfied with the performance, technical competency, audit approach as well as audit independence of Messrs Ernst & Young PLT, the ACB has recommended the appointment of Messrs Ernst & Young PLT as external auditors of the Company for the financial year ending 31 December 2023 (FY2023).

The Board had, at its meeting held on 30 November 2022, endorsed the ACB's recommendation for shareholders' approval to be sought at the 63rd AGM on the appointment of Messrs Ernst & Young PLT as external auditors of the Company for FY2023.

The Board is also seeking shareholders' approval to authorise the Directors to fix the remuneration of the external auditors for FY2023.

12. Explanatory notes on Special Businesses:

(i) Ordinary Resolution 7 – Authority to Directors to Allot Shares

The proposed Ordinary Resolution 7 is a general mandate to be obtained from the shareholders of the Company at this AGM and if passed, will empower the Directors pursuant to Section 75 of the Companies Act, 2016 (Act) to allot Maybank Shares of up to an aggregate amount not exceeding ten percent (10%) of the issued share capital of the Company as at the date of such allotment of shares, without having to convene a general meeting. This general mandate, unless revoked or varied at a general meeting, will expire at the conclusion of the next AGM of the Company.

The general mandate, if granted, will provide the Company the flexibility to undertake any share issuance without having to convene a general meeting and thereby reducing administrative time and costs associated with the convening of additional general meeting(s). The general 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 projects, 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 Maybank Shares on an urgent basis. 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.

The Company has not issued any new Maybank Shares under the general mandate for allotment of shares pursuant to Section 75 of the Act which was approved at the 62nd AGM held on 14 April 2022 and will lapse at the conclusion of this AGM.

(ii) Ordinary Resolution 8 – Allotment of Shares in relation to Dividend Reinvestment Plan

This proposed Ordinary Resolution 8 if passed, will give authority to the Directors to allot and issue Maybank Shares pursuant to the Dividend Reinvestment Plan in respect of dividends declared after this AGM, and such authority shall expire at the conclusion of the next AGM of the Company.

Statement Accompanying Notice of the 63rd Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of
Bursa Malaysia Securities Berhad)

1. Directors who are standing for re-election at the 63rd AGM

The details of the Directors who are standing for re-election at the 63rd AGM are provided in the Board of Directors section on pages 78 to 83 of Maybank's Integrated Annual Report 2022.

2. Authority to Directors to Allot Shares

Details on the authority to allot shares in Maybank pursuant to Section 75 of the Companies Act, 2016 are provided under the explanatory notes on special businesses in the Notice of the 63rd AGM.

Form of Proxy

63rd Annual General Meeting



MALAYAN BANKING BERHAD
(COMPANY NO.: 196001000142)
(INCORPORATED IN MALAYSIA)

Number of shares held	CDS Account No. of the Authorised Nominee*																						
					-																		

* Applicable to shares held through a nominee account

I/We _____ NRIC/Passport/Co. No.: _____
(full name in block letters)

of _____
(full address)

Telephone No. and E-mail Address: _____ a shareholder/shareholders of MALAYAN BANKING BERHAD,

hereby appoint _____ NRIC/Passport No.: _____
(full name in block letters)

of _____
(full address)

Telephone No. and E-mail Address: _____ and _____
(full name in block letters)

NRIC/Passport No.: _____ of _____
(full address)

_____ Telephone No. and E-mail Address: _____
(full address)

or failing him/her, the Chairman of the meeting, as my/our proxy(ies) to vote for me/us on my/our behalf at the 63rd Annual General Meeting (AGM) of Malayan Banking Berhad to be held virtually and broadcasted live from Menara Maybank, 100 Jalan Tun Perak, 50050 Kuala Lumpur, Malaysia on Wednesday, 3 May 2023 at 10.00 a.m. and any adjournment thereof, on the following resolutions as set out in the Notice of the 63rd AGM:

No.	Resolution		For	Against
Ordinary Resolutions:				
1.	To re-elect Mr Edwin Gerungan as Director of the Company	Ordinary Resolution 1		
2.	To re-elect Mr Anthony Brent Elam as Director of the Company	Ordinary Resolution 2		
3.	To re-elect Dato' Zulkiflee Abbas Abdul Hamid as Director of the Company	Ordinary Resolution 3		
4.	To approve the payment of Non-Executive Directors' fees from the 63 rd AGM to the 64 th AGM of the Company	Ordinary Resolution 4		
5.	To approve the payment of benefits to the Non-Executive Directors from the 63 rd AGM to the 64 th AGM of the Company	Ordinary Resolution 5		
6.	To re-appoint Messrs Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2023 and to authorise the Directors to fix their remuneration	Ordinary Resolution 6		
7.	Authority to Directors to issue new ordinary shares in Maybank pursuant to Section 75 of the Companies Act, 2016	Ordinary Resolution 7		
8.	Allotment and issuance of new ordinary shares in Maybank in relation to the Recurrent and Optional Dividend Reinvestment Plan	Ordinary Resolution 8		

My/Our proxy(ies) is to vote on the resolutions as indicated by an "X" above. If no indication is given, my/our proxy(ies) shall vote or abstain as he/she thinks fit.

Dated this _____ day of _____ 2023

For appointment of two proxies, percentage of shareholdings to be represented by the proxies:

Signature(s)/Common Seal of Member(s)

Number of shares held

	No. of shares	Percentage
Proxy 1		
Proxy 2		
Total		100%

Notes:

1. A member entitled to participate and vote at this AGM is entitled to appoint proxy(ies) to participate and vote in his/her stead. A proxy may but need not be a member of the Company and there shall be no restriction as to the qualification of a proxy.
2. (i) A member who is an authorised nominee as defined under the Securities Industry (Central Depositories) Act 1991 (Authorised Nominee) may appoint at least one proxy but not more than two (2) proxies in respect of each securities account it holds with ordinary shares of the Company (Maybank Shares) standing to the credit of the said securities account to participate and vote at this AGM.
(ii) Notwithstanding the above, for an exempt Authorised Nominee which holds Maybank Shares for multiple beneficial owners in one securities account (Omnibus Account), there is no limit to the number of proxies which the exempt Authorised Nominee may appoint in respect of each Omnibus Account.
3. Where a member appoints more than one proxy, the appointments shall be invalid unless he/she specifies the proportions of his/her shareholding to be represented by each proxy.
4. The instrument appointing a proxy shall be in writing under the hand of the appointer or his/her 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.
5. For an instrument appointing a proxy executed outside Malaysia, the signature must be attested by a solicitor, Notary Public, Consul or Magistrate.
6. The duly completed instrument appointing a proxy must be deposited at the office of Boardroom Share Registrars Sdn Bhd (Boardroom) at 11th Floor, Menara Symphony, No. 5 Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. The instrument appointing a proxy may also be submitted to Boardroom electronically via "Boardroom Smart Investor Portal" at <https://investor.boardroomlimited.com>. Please follow the procedures provided in the Administrative Notes for the AGM if members wish to submit the instrument appointing a proxy electronically. All instruments appointing a proxy must be deposited with Boardroom **no later than Tuesday, 2 May 2023 at 10.00 a.m.**
7. Only members whose names appear on the Record of Depositors as at 25 April 2023 shall be eligible to participate at the AGM or appoint proxy(ies) to participate and vote on his/her behalf.

Fold here

AFFIX STAMP

Share Registrar for Maybank's 63rd AGM

Boardroom Share Registrars Sdn Bhd

11th Floor, Menara Symphony

No. 5, Jalan Prof. Khoo Kay Kim

Seksyen 13, 46200 Petaling Jaya

Selangor Darul Ehsan, Malaysia

Fold here

www.maybank.com